

# Staff Recruitment and Selection

## Recruitment and Selection

### 1. Introduction

The aims of the policy are to:

- Attract highly qualified and motivated academic, administrative, technical and service staff.
- To combat all forms of prejudice and to eliminate all forms of unfair discrimination.
- Promote equality of opportunity, especially in respect of access to the College's programmes, services and facilities and in respect of recruitment and promotion of its staff.
- Support staff development policies that meet the needs of the academic programme and the other College services.
- Promote efficient and effective management at all levels, backed by adequate resources, appropriate staff development and effective management information systems.

### 2. Legislation

The recruitment and selection process is informed by relevant legislation relating to:

- Data Protection.
- Disability Discrimination.
- Employment Protection.
- Equal Pay.
- Race Relations.
- Rehabilitation of Offenders.
- Sex Discrimination.
- Working Time Regulations.

### **3. Identification of Vacancy**

When a vacancy occurs the line manager should refer the matter to the Principal who will consider in conjunction with the College Senior Management Team:

- i) Whether it is necessary to fill the vacancy.
- ii) Whether there should be any change of duties.
- iii) Whether the post should be continued in its present form or replaced by an alternative post.
- iv) Whether the replacement should be a permanent or temporary post.
- v) The membership of the interviewing panel.

Where a staff shortage is identified requiring an additional post, approval must be obtained from the Board of Directors (Planning & Resource Committee) prior to appointment.

### **4. Job Description**

The line manager and the Administration Manager will prepare a draft job description showing:

- i) Title and grade of the post and salary range, as previously agreed by the Principal.
- ii) Clear statement of main purpose of the job.
- iii) Specific duties of the post holder.
- iv) A statement that the holder may be required to undertake "such other duties which may arise from time to time and which are commensurate with the job title".
- v) Evaluated job descriptions to be approved by the Principal.

### **5. Employee Specification**

The line manager or Administration Manager will prepare a draft employee specification indicating the qualities and characteristics to be sought in applicants, e.g., qualifications, experience, personal qualities, aptitudes and skills.

The employee specification will:

- i) Avoid reference to age and minimum level of experience.

- ii) Carefully consider any criteria about standards of written or spoken English.
- iii) Be capable of assessment in the selection procedure.

## **6. Conditions of Service**

The Administration Manager will prepare a statement of conditions of service to include details of salary scale, hours to be worked, holiday entitlements and other details as determined by the policy of the College who will have been advised by nationally negotiated recommendations and any local agreements. Except where specific qualifications relating to race or gender are considered essential for the post, the matter must be referred to the Principal.

## **7. Use of Job Description, Employee Specification and Conditions Statement**

The above documents will be sent to applicants responding to advertisements, together with an application form, the College's Mission Statement and a brief description of the College. The closing date for receipt of applications will be on the application form.

## **8. Advertising**

Existing College Staff will be made aware of vacancies by email and staff notice boards.

Posts will be advertised internally then externally.

Advertisements will:

- i) Be consistent with the job/employee specification.
- ii) Encourage applications from a full range of potentially suitably candidates.
- iii) Include a brief description of the nature of the work and experience/knowledge required.
- iv) Not specify age limits, gender or ethnic origin except where specific qualifications relating to race or gender are considered essential for the post, the matter must be referred to the Principal.
- v) State grade, salary or salary range and location.
- vi) State the closing date for the receipt of applications.

External advertisements will be placed giving consideration to the use of specialist publications and the ethnic minority press.

## **9. Applications**

All applications will be handled by the Administration Manager and will be made on the standard College application form unless specified differently.

All applicants will be invited to complete an Equal Opportunities/Recruitment Monitoring Form. Applicants will be informed that their application will be in no way prejudiced should they decline to complete this form.

Applicants will not normally be informed if they have not been short listed for interview (except in the case of internal applicants who will be informed as soon as practicable). The application form will state that if applicants have not heard anything within six weeks of the closing date they should assume that they are not being considered for the post.

All application forms and supporting information will be held for a period of one year from the date of interview.

Copies of the application form, Equal Opportunities/Recruitment Monitoring form and Criminal Convictions form are attached.

## **10. Short listing**

Applications received after the closing date will not be considered.

Short listing will be carried out by a minimum of two people and will be convened by the Administration Manager who will chair the short listing panel.

Section 1 of the application form (personal details) will not be made available to the short listing panel.

The Board of Governors will determine short listing procedures for senior posts.

Short listing criteria will be agreed based on the following principles:

- They must be based on the job description and employee specification.
- They must be capable of assessment by considering the application documents.
- They must not be based on generalised assumptions, traditions or stereotypes.
- The Equal Opportunities Form will not be used in the selection process.

## **11. Interviews**

The Administration Manager will invite short listed applicants for interview. The invitation will give details of interview times, procedures and other information relating to the day's arrangements.

The Administration Supervisor will meet candidates prior to interview and outline the day's arrangements.

The interviewing panel will be convened by a member of the Senior Management Team and will consist of a member of the team with whom the successful candidate will be working. The panel, whenever possible, will be gender balanced. In the case of senior management appointments, a member of the Board of Governors will also be on the interviewing panel.

Each candidate will be asked the same questions. Supplementary questions may be asked which are relevant to the original question. Questions will not be asked about marital status, marriage plans or family intentions. Where it is necessary to assess whether personal circumstances will affect the performance of a job, this will be discussed objectively without questions based on marital status, children or other domestic obligation.

Questions will not be asked about Trade Union membership or activities unless relevant to the post.

Each candidate will be notified of the following:

- Holiday entitlement
- Salary grade
- Pension scheme details
- Disclosure process

The suggested format for the interview is at Appendix One.

Sheets detailing the essential and desirable attributes as demanded by the Employee Specification and the Job Description will be provided to each member of the interview panel. It will be at the discretion of the panel whether they use the sheets for scoring purposes to aid their decision or whether they reach that decision by consensus after discussion or both.

A brief written assessment of each candidate will be produced and kept with other papers relating to the unsuccessful candidate for a period of one year.

## **12. Appointment**

The Chair of the interview panel will inform the Principal of the successful candidate. The panel Chair will contact the candidate to offer them the post.

Details of the successful candidate, when they have verbally accepted the post, will be referred to the Administration Manager to issue the letter of appointment.

It will be explained, at this stage, that the appointment is subject to the receipt of satisfactory references, police checks and medical examinations if required.

The successful candidate will be issued with a full contract or written statement of particulars within eight weeks of commencing the position.

## **13. Unsuccessful Candidates**

Unsuccessful candidates will be informed that they are not to be offered the post and given the opportunity of a debriefing.

## **14. Information Concerning Appointments**

The Senior Management Team and the Board of Governors through the Planning and Resource Committee will be informed of new appointments at the next available opportunity. College staff will be informed of all new appointments as they occur.

## **15. Induction**

All newly appointed staff will follow the induction procedures co-ordinated by the appropriate line manager and the Administration Manager.

## **16. Internal Promotion**

Opportunities for internal promotion and secondment will be advertised by email and on the College notice boards. Applications will be invited and the same selection procedures as outlined above will be used, although the need for a full induction process may be waived.

## **17. Job Share**

The College will consider applications for job share. In each case the operational issues will be considered and a judgement on each case made on its merits.

If a request for an internal job share is approved, the share will be advertised internally amongst all College full and part-time staff.

Applications, interviews and appointments procedures will follow the standard College procedures.

Should one of the sharers resign:

- i) The College will advertise internally to attempt to fill the vacancy.
- ii) The remaining partner will have no automatic right to the full-time post.
- iii) Consideration will be given as to whether the post should remain a job share.
- iv) If the vacancy cannot be filled internally, it will be advertised externally.

## **18. Part-Time Teaching Staff**

The College will have a pool of part-time temporary tutors covering the main areas of the College's curriculum.

Permission to engage a tutor from this pool must be gained from the Senior Management Team prior to employment. Should there not be a suitable tutor in the pool, permission must be gained from the Senior

Management Team to recruit externally. In these circumstances a CV must be obtained and checked before the tutor commences work.

Part-time tutors should ideally hold a recognised teaching qualification or be working towards one, unless they are employed for less than five hours in which they must have proven specialist expertise in that subject area.

On engagement of a new part-time tutor, the Depute Principal must be informed immediately.

#### **19. Recruitment of Staff Aged 65 or Over**

Staff aged 65 or over will be employed in accordance with the College's Policy on the Employment of Staff Aged 65 or over (see Appendix Two)

#### **20. Complaints**

Any complaint by existing staff relating to the conduct of any appointment will be pursued by the use of relevant grievance procedures and will be dealt with carefully and speedily.

Complaints by unsuccessful external candidates will be acknowledged speedily by the College and referred to the Principal.

## **APPENDIX I**

### **Interview Structure**

The following provides an outline structure for the interview process showing the main items to be covered. Each process should be adapted to the particular nature of the post and applicants.

#### **1. Introduction**

- a) Introduce panel.
- b) Describe interviews process.
- c) Confirm understanding of the post - grade, place of work, main duties.

#### **2. Questions**

- a) *General - experience/qualities.*
- b) *Technical - re post.*

#### **3. Candidates' Questions**

- a) *General.*
- b) *Technical.*

#### **4. Conditions of Service (as applicable)**

- a) *Grade and salary range - salary expectation.*
- b) *Probation period.*
- c) *Holiday/sickness arrangements.*
- d) *Qualifications.*
- e) *References.*
- f) *Asylum and Immigration Act 1996 information.*
- g) *Relocation expenses.*
- h) *Interview expenses.*

#### **5. Conclusion**

- a) *When, and how, decision will be made.*
- b) *Thanks for attending.*
- c) *Show/explain way out.*

**APPENDIX II**

**Staff aged 65 Years and Over**

It is recognised that there are members of staff who have skills and particular knowledge that make them valuable to the College and these are completely lost when they have to retire at 65. Also there are individuals who may not be already on the College staff who have a specialism upon which the College needs to draw at a particular time.

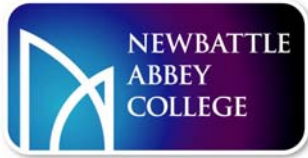
The policy on the employment of staff aged 65 and over is as follows:

Where an existing member of staff has skills and particular knowledge that the College judges it needs to retain for a specific reason, he or she could be retained after he or she has attained the age of 65 as follows:

- a) On a contract of up to one year in the first instance.
- b) On a consultancy basis for up to one year in the first instance.

All appointments of persons aged 65 and over to be made only by the Principal or a representative acting on her behalf and reported to the Board of Directors.

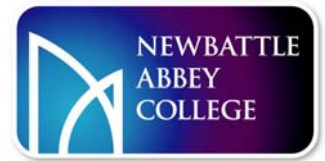
<b>Newbattle Abbey College</b>	<b>POLICY/PROCEDURE</b>
Title: Staff Recruitment and Selection	File ref: Organisational/Employment
Prepared by: J Robertson	No of pages: 19
Approved by: Board	Revision date: May 2010
Date Created: Oct 03	Date last modified: Jan 2009 by JR



**Employee Specification**

**POST**

	Essential characteristics	Desirable characteristics
Qualifications		
Experience		
Skills Knowledge		
Abilities		
Personal Qualities		
Any health requirements		



## Application for Employment

- NOTES:**
- 1 Please print clearly using black ink
  - 2 Canvassing, directly or indirectly, will disqualify
  - 3 No acknowledgement of receipt will be given unless requested
  - 4 Applicants can assume they have not been considered for the post if they have not heard anything within six weeks of the closing date

**Post Applied For:**

### 1. Personal Details

Surname:

Initials:

Address:

Postcode:

Telephone: Home: Work:

### 2. Qualifications and Training. Please give details below.

Relevant Qualification	Level/Grade	Date Started	Date Finished

**3. Employment History**

Name and address of current employer:

Job Title:

Current salary: Start Date:

Notice required:

Responsibilities and/or experience gained in present or most recent post:

Previous Employment				
Employers Name	Post Title	Responsibilities	Start Date	Finish Date

Recruitment and Selection

Please use continuation sheet if necessary	
Membership of Professional Association	Date Achieved

Other Training	Date

**Please give details of the skills, experience, aptitudes or personal qualities experience that you consider to be relevant and explain how you might use them in this Post. Additional information may be added on a separate sheet.**

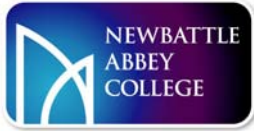
**4 References**

Please indicate two contacts who are willing to provide a reference for you. One must be your most recent employer. If you are in employment you should give your current employer as one of your referees.

Name:	Name:
Address:	Address:
Postcode:	Postcode:
Telephone Number:	Telephone Number:
Position:	Position:
Please state if these referees may be approached prior to interview	

**5 Declaration**

I verify that to the best of my knowledge the information supplied by me on this application form is correct.	
<b>Signature:</b>	<b>Date:</b>



**Confidential**

**Equal Opportunities Monitoring Form**

Newbattle Abbey College is committed to being an equal opportunities employer. This means that the College needs to know details of an applicant's sex, marital status, age, ethnic origin and any recurring health problems or disabilities in order to ensure that our recruitment is fair and does not discriminate against anyone. By completing this form you will help us to achieve this. The information you provide is not used in the selection process and staff directly involved in recruitment do not see the form. It is used exclusively to monitor the effectiveness of the college's equal opportunities policy.

Please answer the following questions and return this form with your application to Newbattle Abbey College, Dalkeith, Midlothian EH22 3LL, in an envelope marked "**confidential**".

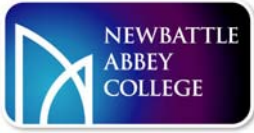
**Thank you for your help**

Title of Post
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1. Name:
  
2. Date of Birth:
  
3. Are you:             male             female?
  
4. Please tick the box which describes your ethnic origin:
  - White
  - Black African
  - Black Caribbean
  - Black other (please specify):
  - Indian
  - Pakistani
  - Bangladeshi
  - Chinese
  - Other (please specify):
  
5. Do you have a recurring health problem or disability?  yes             no  
 If 'yes', give details:
  
6. Please state whether any special facilities are required when attending interview

**Signed:**

**Date**



**Confidential**

**For Human Resource Management Use Only**

**Criminal Convictions**

The post for which you are applying is exempted from the provision of section 4(2) (a) and (b) of The Rehabilitation of Offenders Act 1974 (Exclusions and Exceptions) (Scotland) Order 2003 (SS1 2003/231) (as amended). Applicants are, therefore, not statutorily entitled to withhold information about convictions which for other purposes are "spent" under the provisions of the Act.

Failure to disclose such convictions could result in dismissal or disciplinary action by the College if details of such convictions subsequently come to light. Any information given will be completely confidential. Please enclose this form in the envelope provided.

The successful candidate will be asked to complete a Disclosure Scotland form before they commence employment, which will then be processed by the Scottish Criminal Record Office.

Please give details of any prosecutions for which you have been found guilty. If none, please state 'NONE'.

Date	Details of Offence(s)	Sentence

**DECLARATION**

I declare that, to the best of my knowledge, the information given in this application is true and correct.

Signature:

Date:

Please return this form with your application form to the Administration Manager, Newbattle Abbey College, Newbattle Road, Dalkeith, Midlothian EH22 3LL in an envelope marked "confidential".