

## Recruitment Policy and Procedure

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#### **Related policies/documents:**

Equality and Diversity Policy; and  
Disclosure & Barring Scheme Policy and Procedure  
Keeping Children Safe in Education, Part 3 (Safer Recruitment)  
Modern Slavery and Human Trafficking Statement

## **1. Policy Statement**

The recruitment and selection process is of paramount importance in order to recruit staff with the necessary skills and attributes to enable the College to fulfil its corporate aims and objectives. The Recruitment Policy and Procedure aims to provide clear guidance to managers in relation to both the selection and appointment of staff. This policy promotes and supports good practice for those with responsibility for recruitment.

This policy and procedures aim to achieve the following objectives:

- 1.1 to ensure compliance with Part 3 (Safer Recruitment) of Keeping Children Safe in Education
- 1.2 recruit staff with the appropriate professional, technical and personal skills, in order to meet the College's current and future needs;
- 1.3 to ensure that staff appointed to posts involving teaching responsibilities are qualified to carry out such duties, are working towards an appropriate qualification, or are committed to gaining the appropriate qualification within three years of recruitment;
- 1.4 work to a fair and effective recruitment procedure, which is consistent with employment legislation and the College Equality and Diversity Policies and practices; and
- 1.5 develop and enhance the public image of the College, both as an employer and as a quality provider of education.

## **2. Definitions**

HRD	The Human Resources Department.
Director	For the purposes of this policy, "Director" means a member of the Senior Leadership Team.

## **3. Key Considerations**

### **3.1. Justification for Recruitment**

Before recruitment begins, the following will be given consideration:

- 3.1.1 is it necessary to fill the vacancy?
- 3.1.2 does the role require changes in duties and responsibilities?
- 3.1.3 is it appropriate to evaluate the grade of the post? (taking into account implications for similar College roles)
- 3.1.4 could the work be accommodated in other ways?

3.1.5 what terms and conditions are being offered for the post? – e.g. sessional, casual, fixed term?

3.1.6 are there any staff 'at risk'? Staff at risk within the College must be given first consideration for any vacancy prior to an external/internal advertisement being placed. Staff at risk includes those under threat of redundancy and health re-deployments

3.1.7 Managers should consider widening the diversity of the team which could include consideration of part time working/job share/positive action initiatives.

### 3.2. Filling the Vacancy

#### 3.2.1 Permanent/Fixed Term Posts

In order for the recruitment process to commence the recruiting department must gain authorisation, using the College requisition process.

The requisition requires details of the post and the proposed job description. The form must be approved by the relevant SLT Lead and reviewed by the HRD before being forwarded to the Chief Executive and Executive Principal for final approval. This will provide confirmation that there is budget provision for the post.

The requisition process must be completed before any recruitment action (internal or external) can commence.

#### 3.2.2 Casual Posts:

Casual contract recruitment requires the same approval process as set out in 3.2.1. above, a requisition form should be completed for all 'casual posts'.

The use of casual contracts should be considered carefully. Casual employees have the same employment rights as permanent staff even though they are utilised on an 'as and when basis' and receive an hourly rate of pay.

#### 3.2.3 Sessional Lecturing Posts

A sessional Teaching contract requisition form should be completed and approved in line with 3.2.1 above and signed off before any offer of employment is made.

Sessional lecturers are also utilised on an 'as and when basis' and receive an hourly rate of pay. They are, however, bound by a separate employment contract specific to the nature of the teaching role.

#### 3.2.4 Agency Workers

Where there is an immediate or short term need the HRD may contact various recruitment agencies with a view to using their employment services either to place an agency worker with the College or to seek their recruitment services. If an agency worker is accepted, the College must receive the enhanced DBS information and confirmation of the workers' eligibility to work in the UK before they commence work at the College.

All recruitment via an employment agency is dealt with centrally by the HRD. Any speculative contact from a recruitment agent or agency must be directed to the HRD for response.

In exceptional circumstances it may be necessary for the recruiting manager to deal directly with recruitment agencies. In this event, the process must be agreed with the HRD prior to any external contact being made.

If the placement continues for more than 12 weeks the Agency Workers Regulations ("AWR") will apply. This may result in the hourly rate initially agreed with the agency to increase, to reflect the College pay rates and holiday entitlement.

The College uses various agency staff providers in order to secure the most appropriate placement within the timescales. However, for some posts the College may develop a preferred supplier list to secure preferential placement rates and improved customer services.

In line with the AWR, the responsibility to ensure that an agency worker is not disadvantaged lies with the agency although the College is required to provide comparator information before the 12-week deadline. When accepting a placement, it is usually up to the HRD to negotiate the hourly rate (in conjunction with the relevant manager). Agency costs will be charged to the department staff budget and must have prior approval from the SLT Lead and Chief Executive and Executive Principal, via the agency requisition form, before the placement is agreed. Agency staff placements must be reviewed on a regular basis for performance and to confirm on-going requirement. If the College employs a previously placed agency worker, it is likely that the agency will seek an

introductory fee from the College. In this event, the fee will be charged to the employing department.

### 3.3. Advertising

It is normal practice that all vacancies are advertised, both internally and externally, and via iTrent Recruitment and the College website. However, where it is considered that existing staff have the prerequisite skills, consideration may be given to advertising posts internally only. Staff who have been identified to be 'at risk' may be considered for vacant posts prior to internal/external advert if they meet all of the essential criteria, or are willing to gain the outstanding criteria, in a short period of time.

There may be exceptional occasions when the College deems it appropriate to use "search" techniques e.g. using recruitment agencies. Before doing so, the recruiting manager must agree this with the HRD and the SLT Lead as extra costs may be involved.

### 3.4. Applications

Applications should be made using the online College application form via web recruitment (iTrent). Candidates can submit a copy of their CV to the HRD in addition to submitting an online application but CV's will not be accepted without a full accompanying application. Applications can be provided in an alternative format if it helps a candidate overcome a disability.

Candidate data will be:

3.4.1 used lawfully, fairly and in a transparent way;

3.4.2 collected only for the purposes of recruitment and continued employment if an offer of employment is made and accepted;

3.4.3 kept only for as long as necessary for the purposes set out in this policy; and

3.4.4 kept securely

Unsuccessful candidate data will be held for a period of 6 months after the College has communicated its decision about whether to appoint the candidate for the role they have interviewed, or applied, for. The College retains candidate information for this length of time so that we can show in the event of a legal claim that we have not discriminated against candidates on prohibited grounds and that we have conducted the recruitment exercise in a fair and transparent way. After this period, we will securely destroy personal information in accordance with our data retention procedure.

If we wish to retain a candidate's personal information on file, on the basis that a further opportunity may arise in future which we may wish to consider them for, the HRD will write to the candidate separately seeking their explicit consent for the College to retain their personal information for a fixed period.

### 3.5. Shortlisting

Candidates will only be shortlisted for interview if they meet the appropriately defined criteria in the person specification part of the job description. If the number of candidates meeting the essential criteria is excessive, further selection must be undertaken utilising the desirable criteria to achieve a workable shortlist.

Ideally, shortlisting should result in a maximum of three to four applicants being called to interview, with a reserve(s) identified if possible.

Where possible, at least two individuals who are experienced in the recruitment process, and who will go on to be part of the interview panel for the role, will undertake the shortlisting. A record of the shortlisting decisions will be completed by the recruiting managers using the College shortlisting form, detailing whether the applicant meets the essential and desirable criteria plus supply comments. This is an important document which requires due consideration as it can be a required disclosure document should the applicant seek legal redress for not being called to an interview.

External applicants sometimes call for feedback when they have not been shortlisted. The College is not under any legal obligation to provide feedback, although it is normal practice for the College to provide minimal feedback. In this event, feedback is normally provided by HR.

### 3.6. Interviewing

The interview must be conducted by a panel of at least two panel members (who are normally more senior to the post being recruited to) with at least one panel member being safer recruitment trained). All interviews for one position must be conducted by the same panel (except in the case of emergency).

All candidates will be asked a standard format of questions, which will have been decided by the interview panel prior to the interviews. All questions must be related to the job requirements and the candidate's suitability to undertake the role.

All panel members must take notes during the interview. Employment tribunals can require their disclosure; therefore it is essential that only

relevant notes are recorded. Such cases are normally related to discrimination issues.

### 3.7. Skills Assessment

As part of the selection process, it may be a requirement for candidates to partake in a series of skills tests. All tests, including the criteria to be measured and the method of measuring must be provided to the HRD in advance and must be directly related to the job role. The HRD will provide candidates with details of any selection methods / tests which will be used as part of the selection process in advance of the interview, usually within their invite for interview. Skills tests must be held in accessible rooms where required and requested by a disabled candidate. For some posts the College will use psychometric testing. The results of which will be considered as part of the selection process.

### 3.8. Appointment

The successful candidate will be determined by the majority view from the formal interview panel. The panel will take account of all information that will have been generated as part of the selection process. In the case of a tied vote, the Chair's decision will be final.

The Chair of the Panel or the HRD will contact the appointed interviewee to make a verbal offer of employment for the role. The offer will be confirmed in writing by the HRD, and in both verbal and written offers the candidate will be informed that the employment offer is subject to a number of pre-employment checks that are deemed to be satisfactory to the College; including satisfactory Asylum and Immigration check, DBS check, references, medical and qualifications checks.

Consideration should be given to reasonable adjustments for a successful disabled candidate. Contact should be made with 'Access to Work' over any financial assistance for a new employee with reasonable adjustments costs that may be incurred over £300.

### 3.9. Confidentiality

All application details will be treated with the utmost confidentiality. It is the responsibility of the lead recruiting manager (or nominee) to ensure that suitable arrangements are made for confidentiality to be maintained. Spare recruitment information should be returned to HRD for disposal.

### 3.10. Documentation

At all stages of the recruitment process, it is the responsibility of the Chair of the panel to ensure that notes are kept detailing the reasons for selection or rejection of candidates. These notes could be required



as evidence of the fairness of the process, either through an internal assessment or to support an external investigation. The notes should therefore be relevant to, and necessary for the process itself. It should be noted that applicants would normally be entitled to have access to interview notes about them as part of the record of the interview. All records must be handed to HR by the Chair of the panel.

#### 3.11. Interview Feedback

Interview Feedback will be provided by the Chair of the panel at the request of any applicant.

#### 3.12. Monitoring

For equality and diversity purposes, recruitment statistics will be monitored by gender, ethnicity, disability, age and by department and job type. This information is disseminated to SLT and may form part of the HR report to the Board with any positive action identified as a consequence.

### 4. Recruitment Procedures

The detailed procedures required to undertake the recruitment and selection process to completion are outlined in this section. It is necessary to ensure that the procedures are followed as described since they are derived from legislation, College policy and good practice. The HRD is available to advise any Department requiring help at any stage within the recruitment process.

The stages detailed in the procedures are:

Pre-advertisement	Preparation prior to a position being advertised;
Pre-interview	From promotion of vacancies through to shortlisting of applications;
Interviewing	Procedures relating to setting up interviews and selecting the most appropriate candidate;
Post-selection	The administration required once a selection has been made; and
Administration	A detailed summary is provided in the following pages.

### 5. Pre-advertisement

In order to begin the recruitment process, the following documents are required:

- 1 Approved requisition form;
- 2 Advert text;

- 3 Job description;
- 4 Proposed interview date(s).
- 5 Proposed interview panel
- 6 Proposed additional selection methods (e.g. micro-teach, IT tests, data tests etc.).

The main points to note about these documents are as follows:

#### 5.1. Recruitment Request – Requisition Form

Completion of this document is required in order to gain authorisation for recruitment to posts that are either covered by existing approved budget or for any additional/new posts. The completed form must be signed by the SLT Lead and then by the HRD prior to being forwarded to the Chief Executive and Executive Principal, or designate, for final approval and agreement to recruit.

Incomplete forms will be returned to the originating Department for completion, possibly resulting in a delay.

Upon receipt of a fully completed and authorised requisition form, the HRD will take appropriate action to advertise the relevant position. In order to reduce advertising costs, press adverts may include a number of vacancies.

#### 5.2. Job Description

A Job Description defines the purpose, the scope and the specific duties and responsibilities of a particular role. It provides a framework which outlines the expectations, both for the employee and the employer, and forms part of the working agreement, but is not in itself contractually binding.

It is the responsibility of the recruiting department to produce a draft job description. To assist in the drafting of a Job Description and to ensure consistency, reference should be made to the template job descriptions.

The key elements normally included are:

Identifying factors	Job title, Department to whom the postholder is responsible etc;
Job Summary	One or two short sentences to summarise the overall purpose/objectives of the job; and
Specific Responsibilities	Short sentences that provide a top level outline of main duties of the job, listed in order of importance.

### 5.3. Person Specification

The purpose of a Person Specification is to provide a list of attributes (which should be based on the job description) which a candidate must possess to perform the job duties. The attributes should be defined as either essential or desirable and will form the selection criteria, against which the recruitment of candidates will be carried out objectively, and in line with Equality and Diversity guidance.

Essential criteria	requirements without which a candidate may not usually be offered an interview;
Desirable criteria	requirements which enhance the candidate's application or basis for consideration and may facilitate more detailed shortlisting for interview.

The criteria required of the ideal candidate and the format of the Person Specification may vary, but typically could include:

Qualifications	only where considered appropriate and specific to a profession or trade;
Experience	either in the type of role outlined in the Job Description, or in a preparatory role;
Knowledge and Skills	relevant to the post;
Special requirements	will be specific to the job, e.g. ability to lift heavy weights, ability to work with specific client groups.

### 5.4. Advert Text (the advertising procedure)

The responsibility for drafting advertising copy rests with the recruiting department, with support from the HRD where required.

The HRD may make final amendments to advert text to comply with legislation and the College agreement with its advertising agency. These amendments will be agreed with the originating department but the overriding decision on the advert format and wording will lie with the HRD.

Where recruitment agencies are used on behalf of the College, the HRD should check that the agency has advised the individual that their particulars have been passed onto the College.

The choice of media is determined in consultation with the HRD. If an individual manager has a specific request which is deemed to be additional to any usual advertising requirement, this can be considered,

but the additional cost may need to be funded by the recruiting department. The overriding decision on the choice of media will lie with the HRD. Consideration should be given to advertising in specific equality and diversity publications where positive action is required (e.g. “The Voice” and “Disability Now”).

Where a specific press advert is required, consideration should be given to publication/distribution dates and also to the timing of placing the advert to ensure maximum benefit. For example, there are periods in the year when advertising would be less effective, e.g. Bank Holidays or College closure periods.

The closing date will be agreed with the HRD and must allow candidates sufficient time in which to prepare and submit their applications. Ideally, the closing date will normally be at least one week after the date of advertisement, but no longer than three weeks.

It is normal practice that all vacancies are advertised, both internally within the College, as well as externally. However, where it is considered that existing staff have the prerequisite skills, consideration may be given to advertising posts internally only in the first instance. Staff who have been identified to be ‘at risk’ of redundancy may be considered for vacant posts prior to internal/external advert if they meet all of the essential criteria of the vacancy or are willing to achieve this in a short space of time. This will be assessed by the HRD.

All applications need to be made using the College online recruitment system and be accompanied by a supporting statement. The HRD will not locate applications made by staff for previously advertised job vacancies.

## **6. Pre-interview**

This section considers the stages from the initial contact with applicants through to the shortlisting process.

### **6.1. Initial Contact with Potential Applicants**

Advertisements are designed to attract the attention of applicants, who are then encouraged to apply online via the recruitment system (iTrent).

### **6.2. Application Form and Curriculum Vitae**

It is College policy that applications are made by completion of a College application, via the online recruitment system, for all posts. This may be accompanied by a curriculum vitae and supporting letter of application, if appropriate. Although candidates are normally required to apply via the College website, application forms can be provided in alternative formats where necessary.

### 6.3. Receipt of Replies

On receipt of an application all applicants receive automatic acknowledgement of their application via the HR system, or HRD email where an application is received outside of the online system as outlined in 6.2 above. Applications will be available to recruiting managers via iTrent recruitment as they are received into the system.

### 6.4. Confidentiality/Security

Confidentiality of an applicant's details are of paramount importance. It is the recruiting manager's individual responsibility to ensure that suitable arrangements are made within their area for this confidentiality to be maintained.

It is important under the Employment Practices Data Protection Code to ensure that personal data (such as application forms, CV's etc.) is shared only with those involved in the recruitment process.

Where it is necessary for applications to be taken/accessed off site, the utmost care should be given to their security. For example, printed applications should not be left unattended in a vehicle or in any public place.

### 6.5. Shortlisting

It is the responsibility of the Chair of the panel to make appropriate arrangements for shortlisting by at least two members of the panel and in a timely manner, normally within 5 working days of the closing date.

The shortlisting should be undertaken against the information compiled on the Job Description and the Person Specification. It is important to ensure that there is a consistent approach to the way in which personal data is used and assessed in the shortlisting process, and that the selection criteria used is applied fairly.

Notes about candidates, which justify any decisions made regarding selection for interview, must be included on the shortlisting form provided by the HRD, as outlined in policy section 3.5. The notes should be relevant to and necessary for the process itself. Applicants would normally be entitled to have access to notes about them which are retained as part of the record of the shortlisting exercise.

It is the responsibility of the Chair of any recruitment process to ensure the return of all records to the HRD, including shortlisting forms, copies of application forms and/or CVs, once decisions have been agreed. HRD will keep one copy of the relevant documents, all surplus copies will be shredded to ensure confidentiality.

## 7. Interviewing

Following shortlisting, selected applicants will be progressed to interview stage by the HRD via iTrent. The purpose of an interview is to facilitate the selection of the most suitable candidate for the post, although it should be recognised that this is only one part of the selection process.

### 7.1. Invitations to Interview

Candidates will, where possible, be given at least one week's notice of an interview date, although there are some circumstances where a shorter notice period may be necessary. The invitation should include the details of any skills assessments and related preparatory work that they will be required to undertake prior to or as part of the recruitment process. The candidates will be asked whether they require any reasonable adjustments to be made for the interview.

### 7.2. Composition of Interview Panels

College practice regarding the composition of the formal interview panel relates to the seniority of the vacancy/nature of the post. The following is a guideline only.

<b>Vacancy</b>	<b>Interview panel</b>
Support Staff	Head of Department or Line Manager plus one other member of staff (who is senior to the role being recruited), or a member of the HRD
Teaching	Vice / Assistant Principal Head of Curriculum plus, where necessary, one other member of staff (who is senior to the role being recruited), or a member of the HRD
Department Manager / Head of Curriculum	Deputy Executive Principal / Deputy Chief Executive Vice / Assistant Principal / Director of Department and member of the HRD
Director/Senior Leader	Chief Executive and Executive Principal Deputy Executive Principal / Deputy Chief Executive plus HR or one other appropriate level manager
Senior Postholders	Panel of Governors

The Chair of the panel may invite a member of staff from another Department and/or the Head of HR or HR Manager to join the panel.

Interviews will be carried out by at least two members of the employing Department, where possible.

### 7.3. Prior to the Interview

The panel must determine, prior to the interview, the formal questions and areas of discussion which will be put to each candidate. Care must be taken to avoid questions which are discriminatory.

### 7.4. Conduct of the Interview

It is important that interviews are conducted in a courteous and professional manner, since a badly managed and conducted interview could lead to legal action against the potential employer or the individual(s) involved in the interview. It is important that candidates leave with a positive impression of the College.

When conducting interviews every member of the panel must make notes of questions asked and answers given. This will provide feedback and evidence of why the candidates have been selected or rejected. These notes must be signed and given to the Chair, who will pass them to the HRD at the end of the process. Just as with shortlisting, these notes should be relevant to and necessary for the process itself. It should be noted that applicants will normally be entitled to have access to interview notes about them, which are retained as part of the record of the interview. These notes will be periodically monitored and checked by the HRD for Equality and Diversity monitoring.

As well as leading the process, the following are the administrative responsibilities of the Chair:

7.3.1 advise candidates what happens next;

7.3.2 advise candidates that all employment is offered subject to satisfactory references which meet College requirements and appropriate medical and other checks including DBS checks appropriate to the role.

### 7.5. Other Selection Activities

Some Departments will give candidates an opportunity for a 'tour' usually accompanied by an individual who is not on the selection panel. Whilst this may be good practice to enable the candidate to gain a better insight to the role, feedback to the panel must not be given unless the candidate has been made aware in advance that the 'tour' is part of the selection process. Consideration must be given to physical access issues for disabled candidates.

In the event that a 'tour' is part of the selection process, feedback must be objective against pre-agreed criteria and a written note made. The

note should be handed to the Chair of the selection panel to be retained as part of the selection process.

Similarly, presentations, skill tests or other activity that form part of the selection process must be measurable against objective criteria and a written note made; again to be handed to the Chair of the selection panel to be retained as part of the selection process records.

In line with Data Protection regulations, applicants will normally be entitled to have access to these notes if a specific request is made.

#### **7.6. The Choice of Candidate**

After discussion, the choice of candidate to be appointed will be made on a majority vote from the formal interview panel (when panel consists of an odd number). The panel will take account of any other information that will have been generated as part of the selection process. Where a majority agreement cannot be reached, the Chair will have the final decision.

If the candidate selected does not take up the appointment, any decision to offer the appointment to the second-choice applicant must be taken by the whole panel. Before the panel disbands it should agree, if possible, on the reserve name(s).

### **8. Post-selection Administration**

It is important for securing the foundation of a good relationship with the successful candidate, and to ensure that a good impression is left with the unsuccessful candidates, that this final stage is completed properly.

Travel claims for interview expenses are only offered to applicants who live over 100 miles from the College. In this case, hotel charges (up to maximum of £80) plus car mileage (at the current rate set out in the College Financial Regulations) or public transport costs are funded providing the individual completes and submits the relevant interview expenses form with relevant original receipts. The HRD will have sent the applicant the claim form with confirmation of the interview details.

#### **8.1. Offer of Employment**

An offer of employment on behalf of the College will usually be made by the HRD or Chair of the Interview Panel and will be made subject to completion and receipt of a number of pre-employment checks, which are deemed to be satisfactory by the College.

Only when all of the above have been obtained and cleared will the College regard the offer of employment as legally binding.

It is the Chair's responsibility to fully complete the appointment request.



On receipt of a fully completed appointment request form, the HRD will issue the offer letter, contract and other relevant documents, usually within five working days.

The Chair of the panel must notify unsuccessful candidates of the outcome of their interview, as soon as possible. Ideally, this should be no more than three working days after the successful candidate has confirmed their acceptance of the post.

## 8.2. Medical Assessment

Medical questionnaires will be forwarded to the successful candidate by the HRD along with the conditional offer of employment.

The successful candidate is assured that the completed form will only be reviewed by an Occupational Health Advisor acting on behalf of the College. Where further information is required relating to the candidate's medical suitability for the post, medical advice will be taken by Occupational Health from either the candidate's General Practitioner (with permission) or medical specialist prior to the candidate commencing employment.

The College promotes equal opportunity, including those with disability and undertakes to make all reasonable adjustment(s) to accommodate needs. In the few instances where an applicant fails to meet the medical requirement, this will be as a result of their medical unsuitability to that role and not as a result of their disability.

## 8.3. References

The taking up of references is the responsibility of the HRD. At least two employment references should be obtained to cover at least a full two-year period of employment immediately prior to the offer of employment. Any gaps in employment must be explained by the applicant. Some Departments may wish to obtain references prior to interview and, whilst this is acceptable, the wishes of candidates must be respected in this regard. It must be noted that where the interview date is within two weeks, obtaining references for all shortlisted applicants may not be possible.

In the event that a candidate has not had prior employment, they will be required to provide details of two personal referees, who are not related but have known the individual in a professional capacity i.e. Tutor, Teacher etc.

In some circumstances, where the individual is 'known' to the College the taking of references is still required unless the referee will be on the interview panel.

#### 8.4. DBS Checks

As a registered body with the Disclosure and Barring Service, the College is obliged to comply with the DBS Code of Practice as published under section 122 of the Police Act 1997. The Code of Practice is intended to ensure that disclosure information is not used to unfairly discriminate against the subject of the disclosure (on the basis of convictions or other defaults revealed) and that the handling and storage of Disclosed information is dealt with in an appropriate and confidential manner.

The obligations of the Code require the College to have a policy on the recruitment of ex-offenders and a policy on the secure storage, handling, use, retention and disposal of disclosures and disclosure information. Both policies can be found on the StaffNet Policy site and can be provided in hard copy format upon request (including to applicants). The policy is available on the College external website.

Under the Code, before withdrawing an offer of employment based on the Disclosure information, the matter should be discussed with the applicant only after guidance from the HRD has been obtained.

All College posts require an Enhanced DBS Check (Amendment April 2010 to Police Act 1997), which should be received prior to the commencement of employment.

DBS checks are not considered to be portable between employers unless the DBS disclosure was actioned by another educational establishment and dated within the last twelve months. If the successful applicant does not have a recent acceptable DBS check, the start date will be not be confirmed until the College has received a satisfactory DBS Enhanced Disclosure.

It is the responsibility of the individual to provide a copy of their DBS check to the College prior to their employment commencing, as the College does not receive a copy of this directly.

Although it is not a mandatory requirement, the college encourages applicants to join the DBS update service to preserve a current DBS at all times.

### 9. Final Administration

In order to finalise the recruitment process there are certain tasks which should be completed:

- 9.1 all unsuccessful interviewed candidates to be advised by HRD via iTrent;
- 9.2 all recruitment documentation is taken to HRD for archiving and or confidential disposal;

- 9.3 all Equality and Diversity monitoring forms are destroyed by HRD after completion of the recruitment process and the appropriate recording of the information;
- 9.4 all original copies of the details relating to the successful candidate are sent to HRD for inclusion on the individual's personal file, together with their application; and
- 9.5 all additional copies of candidate details used for interview purposes are collected and destroyed.

## **10. Monitoring**

The College will, from time to time, undertake audit exercises in order to monitor the effectiveness of this policy and procedures and its performance against the Equality and Diversity Policy.

## **11. Unsolicited Applications**

It is acknowledged that the College may receive from time to time unsolicited applications, typically by way of receipt of a speculative letter or email.

In such circumstances, the communication will be acknowledged and the individual referred to the College website for reference to current vacancies. The speculative communication will then be destroyed unless consent is obtained from the individual to the contrary.

The College seldom works with recruitment agencies as the introduction fees are very high (often over 25% of the annual salary). It is quite common for agencies to see a College advert and try to offer their services. In this event, the caller should be referred to HRD. If a recruitment agency is used for specific shortage areas, the introduction fee is charged to the Department budget.

## Guidelines on Completion of a Person Specification

### 1. General Detail

The Person Specification provides criteria against which the recruitment of candidates will be carried out objectively in line with Equality and Diversity guidance.

It is essential that any existing Person Specifications are reviewed when a vacancy occurs even if it is a direct replacement with no specific changes to the role.

When formalising the selection criteria, great care should be taken as any criteria listed as essential will be binding on the recruiting Department and, as such, would rule out the appointment of any candidate not meeting the majority of such criteria.

### 2. Person Specification Contents

The Person Specification is produced by the employing department and consists of the following sections:

**Essential Criteria:** This section states the requirements a candidate will need to meet to be offered an interview.

**Desirable Criteria:** This section states the requirements which enhance the candidate's application or basis for consideration and may facilitate more detailed shortlisting for interview.

The criteria required of the ideal candidate may vary but would typically include the headings noted overleaf on the form. Listed below are examples of criteria which could be used in a Person Specification:

	<b>Essential</b>	<b>Desirable</b>
<b>Qualifications</b>	Teaching qualification	Willingness to undertake teaching qualification
	NVQ Level 2 in Business	NVQ level 3 in Business
	Undergraduate Degree	Post Graduate Qualification
	Basic Food Hygiene Certificate	First Aid

Qualifications should only be considered if appropriate and specific to the profession or trade in question.

<b>*Experience/ Knowledge</b>	<b>Experience of managing a team</b>	<b>Previous work in FE</b>
	Must be able to demonstrate experience (or equivalent) of Lecturing	
Skills	Minute taking	
	Presentation skills	Statistical analysis
	Professional skills	

\* Please note that due to the Employment Equality (Age) Regulations in force in October 2006, managers recruiting will need to justify reference to a specific number of years' experience. In order to avoid claims of age discrimination, please state the actual details of the experience required as above (\*) rather than a number of years' experience.

## **Chair of Panel's Checklist**

The following checklist is provided to assist the Chair of an interview panel. It applies equally to both internal and external candidates.

### Pre-Interview

Have you ensured that:

1. the setting/layout is conducive to a professional interview environment (e.g. diverted phones, mobiles switched off etc);
2. you have discussed the format of the interview with all panel members;
3. the order of questioning is agreed and they refer directly to the job and person specification; and
4. panel members are aware that applicants are entitled to have access to interview notes made which are to be retained as part of the record of the interview.

### During the interview

At the beginning of the interview session, it is important to check that candidates are aware of the following:

1. duration of the process;
2. candidates will be asked basically the same questions;
3. the panel will take notes;
4. candidates may ask questions at any time or at the end;
5. candidates should not hesitate to add any information at the end that they feel would help the panel

It is the responsibility of the Chair to ensure that:

1. any relevant personal questions are put to all candidates;
2. candidates are not asked any questions which could be seen as directly or indirectly discriminatory.

### At the end of the interview

At the end of the interview, the following points should be raised with the candidates:

1. do they require any further information;
2. have they understood the full requirements of the post;
3. are they still interested in being considered for the post;
4. appointments are subject to satisfactory references, medical assessments, DBS checks;
5. appointments are subject to the successful completion of the College probation period;
6. if an appropriate teaching qualification is not held, confirm that they will be expected to undertake and pass a certified qualifying programme of initial teacher development in the first year of employment or for those with existing appropriate teaching experience, that they are (or will become) a member of the Institute for Learning; and
7. the methods and timescales for contacting candidates should be confirmed.

### Action to take

1. Have you obtained a signature on the application form if the candidate applied "on line"?

Action after candidate departure:

2. complete the Interview Scoring Matrix and collect completed notes from panel members;
3. complete the Appointment Request Form;
4. contact both successful and unsuccessful candidates to inform them of the outcome;
5. forward all related paperwork to HRD.