

Recruitment Policy

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PURPOSE

The recruitment and selection of individuals is a very important part of the college equality and diversity policy. The College aims to provide a fair and consistent approach to recruitment and selection and recognises that a fair recruitment process is essential to good business practice and to ensure that the best person for the job is appointed.

The recruitment and selection policy will comply and promote safer recruitment practice in all areas of the process. The College Safeguarding policy provides more guidance on college safeguarding and safer recruitment.

Volunteer recruitment is detailed in a separate policy.

SCOPE

This policy applies to all vacancies advertised by North Hertfordshire College.

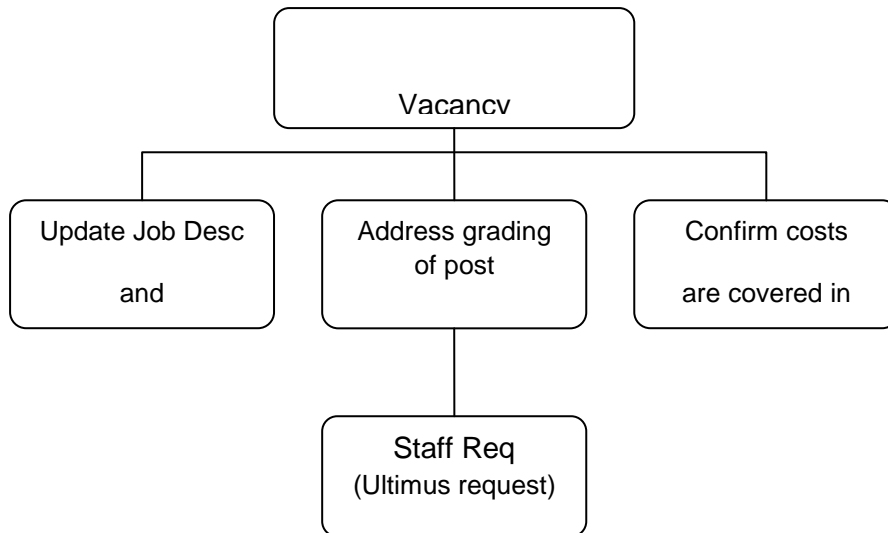
DEALING WITH VACANCIES

When a post becomes vacant or a new post is required to support growth or new initiatives, recruitment approval must be obtained. Each post needs to be submitted on an employee requisition form submitted via Ultimus system for approval.

Vacancies for new and existing posts have to be approved and there is no automatic approval for existing posts. The employee requisition process is as follows:

Raising an Employee Requisition

- Ensure you complete the form correctly
- Attach the job description
- Attach any further information necessary, including any budgetary information
- Send the form using the 'send' button
- The form goes through the authorisation process



New post:

- Write the job description/person specification using proformas on Sharepoint
- If the vacancy is for a new post talk with HR to determine the grading for the post
- Raise an Employee Requisition ('staff req')

Existing post:

- Check the job description/person specification is still correct, making any minor amendments
- If there are significant changes in a post talk to HR to determine the grade
- Raise a staff req

ADVERTISING VACANCIES

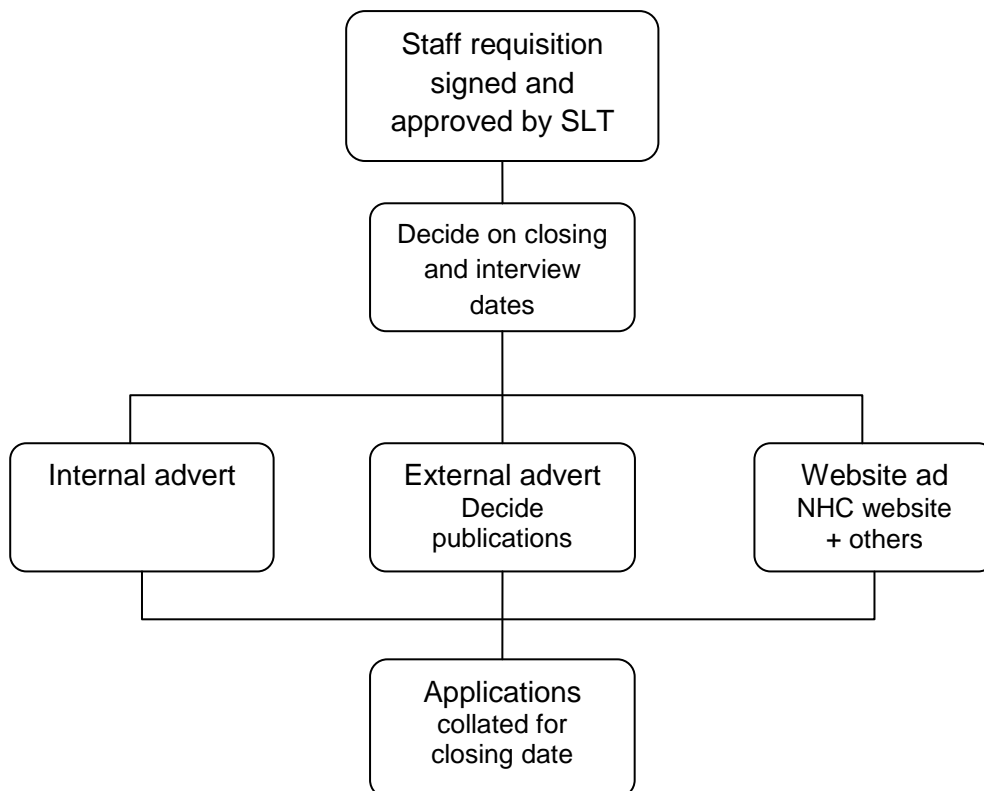
Once a vacancy has been approved through the employee requisition process, the most appropriate recruitment methods will be used. It is anticipated that sometimes a post will be filled internally and in order to encourage staff internal progression and development opportunities, the decision will be taken to advertise internally for some posts.

Regular advertisements are run in the local newspapers giving descriptions of jobs and directing applicants to the website. General advertisements are placed in annual publications and community centres around the local area to encourage widening participation and ensure our marketing is reaching all areas. Electronic forms of advertising are used to reach all parts of the community nationwide such as FE Jobs and Monster.

Vacancies may also be advertised in local or national newspapers and where appropriate other forms of marketing will be used to attract applicants. The decision for advertising will be made by the Head of HR.

Advertisements will include a statement showing commitment to equality and diversity and promoting safeguarding and safer recruitment.

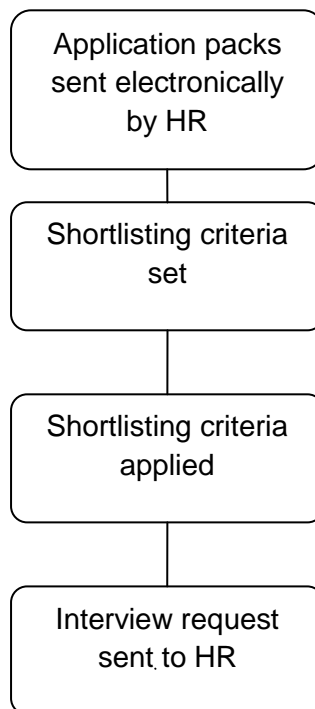
All externally advertised posts will be advertised on the college intranet and website with an appropriate closing date. The job description, person specification and short listing criteria will be attached as files on the website accessible to all.



SHORTLISTING

SHORTLISTING CRITERIA

Once the closing date for the vacancy has passed, the appropriate manager and members of the interview panel will review all applications. Applicants will be selected according to the criteria set out in the short list criteria. The short listing criteria is the basis for initial selection for interview.



- Only anonymised data will be provided for short-listing (Candidate A, Candidate B etc) to ensure fairness and equity. Pages from the application containing identifiers of name, age, disability, ethnicity, marital status etc are not scanned into the short-listing packs
- HR will indicate where a candidate is disabled and so must be short-listed if the basic criteria are met, in accordance with the Positive about Disability guidelines
- Managers who short-list must have undertaken the NHC interview skills training
- Short-listing must comply with the College's Equality and Diversity Policy: clarification/advice should be sought from HR on any issues
- Criteria for short-listing should be set before the application forms have been considered
- Criteria for short-listing should be set from the 'Essential' requirements of the Person Specification
- Criteria must be objective and easily determined from the application form (eg 'flexibility' or 'interpersonal skills' cannot be determined from an application form, 'qualifications' and 'IT knowledge' can)

- Where there is an over-riding basic requirement (eg it is essential that the person appointed is physically fit and has IT skills) application forms can be considered against this requirement before other criteria are applied. Additional criteria may then be applied to those applicants who meet the basic requirement
- Where more than one individual is involved in short-listing the scoring should be done jointly, with each score being discussed and agreed
- The short-listing pack will only contain information from the application form relating to education/training, employment history and relevant supplementary information: details of identity, age, date of birth, gender, ethnicity, disability will not be supplied
- Criteria must be objectively applied, using only the information provided on the application form and any supporting documentation from the applicant: those short-listing must not allow prior knowledge to influence scoring
- When the short-listing process is complete the short-listing forms and any notes made during the process, must be e-mailed back to HR, together with the 'Information required to arrange interview' form
- Details of any task to be used as part of the interview, where such a task is to be notified to the applicant in advance of the interview, should be sent to HR when the short-listing pack is returned
- The short-list must be returned to HR a minimum of 3 working days before the interview date for internal only advertisement, and a minimum of 6 working days for all other vacancies
- HR will ensure that all candidates are notified of the interview date, time and details in good time, and that candidates are asked to confirm their intention to attend the interview
- Where there are insufficient applications following advertisement of a vacancy, or where it is recognised the vacancy may be hard to fill, the services of a recruitment agency may be utilised to find appropriate candidates. Where an agency is used there is usually an urgency in appointing to the post, and it is accepted that the short-listing process may not apply.

APPLICANTS

The college encourages applicants from all sectors of the community to both register their interest in joining the college and also to apply for particular jobs. All applicants are asked to complete an equal opportunities monitoring form which is used for monitoring purposes and will be separated from the applicant documents.

Applicants for permanent jobs, after reading the job description and short listing criteria, are required to submit an application form and complete the relevant documents.

Applicants are encouraged to ensure that their application form reflects the criteria required.

All applications can be made via post, handed in to HR or reception, or emailed via the website.

INTERVIEW PROCESS

Once selected for interview applicants are contacted by telephone inviting them to interview. This verbal invite is normally confirmed in writing where timescales allow.

A member of the HR team will be present at all interviews to conduct the interview if necessary and to take interviews notes. This is to ensure consistency, fairness and provide an objective view of applicants. Other members of the interview panel could include Directors and Managers.

All HR staff involved in recruitment will be trained in safer recruitment techniques. As part of promoting best practice, this training will also be provided to managers involved in recruitment process. The interview training will also include equality and diversity legislation and best practice to ensure that direct or indirect discrimination does not occur. Refresher training will be provided on an annual basis for safer recruitment.

In some circumstances it is necessary for technical specialists to attend the interview to assess the technical competencies of the applicant. In these events, the technical specialist is not part of the selection panel, but is present to offer a technical opinion on the competency of the applicant. Whilst they may be present, they will not take part in the actual interview.

The interview process may be varied depending on the job requirements and the volume of applicants. The interview questions will vary depending on the job but will include a range of questions designed to test attitudes to safeguarding. The college will use a range of questioning techniques and competencies to probe the candidate to get a better and deeper understanding of the individual's situation and experience.

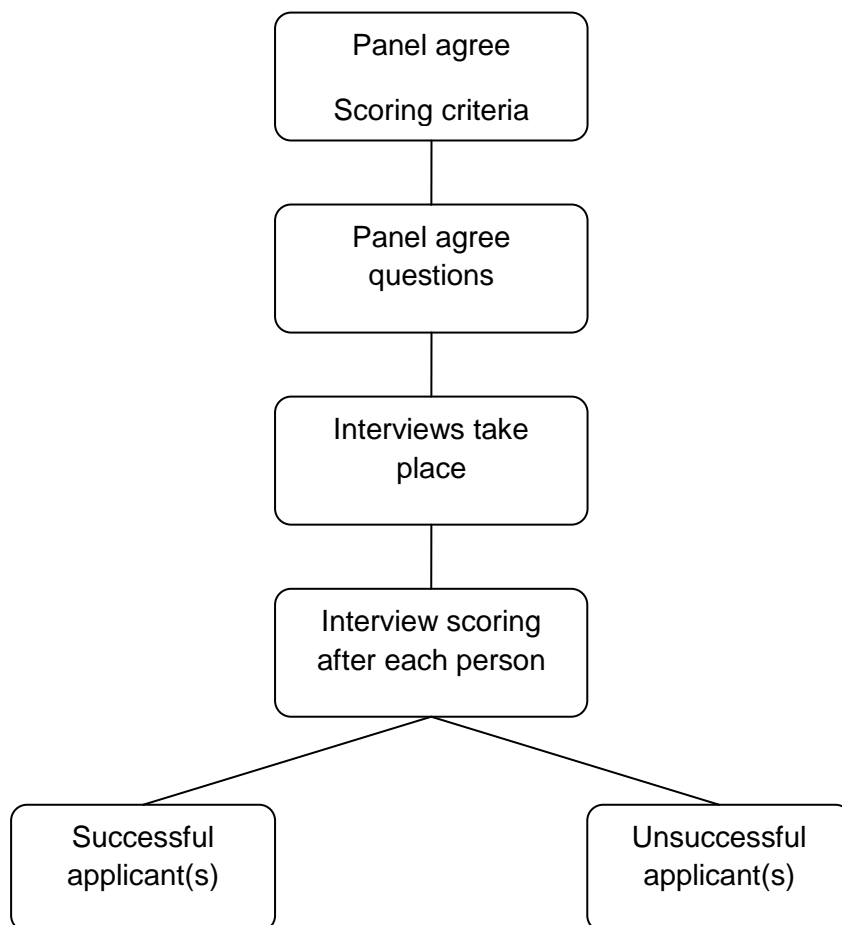
Candidates are asked to bring identity documentation, evidence of qualifications and professional registration if appropriate to the interview.

Presentations or micro-teaching

Some jobs may require a short presentation to be completed by the candidate. This is mainly for the appointment of lecturing staff but may be appropriate for other roles such as senior posts and / or technical roles. In such a case interviewees will be made aware of the subject presentation in advance. Suitable resources such as laptop, projector and flipchart will be made available. The presentation will form part of the selection process. A decision to recruit will not be made purely on the basis of the presentation.

Selection Tests

For some jobs an appropriate test may be used in the selection process. The selection test may be required to test IT skills, admin skills and /or practical skills. The tests will be carried out in a suitable environment and all resources provided. Candidates will be informed in advance. The selection test will form part of the selection criteria. A decision to recruit will not be made purely on the basis of the test.



Interview Questions:

- The interview panel should agree the criteria for scoring applicants prior to the interview date
- The panel should agree the questions to be asked of all candidates in advance of the interview date, and these questions should clearly link to the criteria for scoring (HR can supply standard questions for some posts: these can be adapted to suit)
- The panel should agree in advance of the interview who will ask which questions

Interview Panels:

- All interview panel members must have undertaken the College's Interview Skills training
- The interview panel must include either the Head of the Academy/Department or the appropriate Director, plus the line manager
- An HR representative will attend all interviews to ensure safeguarding and E&D principles are applied.
- Each member of the interview panel will be provided with a pack of the candidates' details by e-mail in advance of the interview. These must be kept confidential, and requirements of the Data Protection Act observed
- The Panel must arrange for proof of identity and qualifications to be checked before or after the interview (forms in the interview pack)
- The Panel should make notes of responses to the questions to assist them with scoring against the criteria: one member of the Panel may be nominated to undertake this function
- Following each interview candidates should be scored against the selection criteria. The Panel should seek to reach a consensus on scores
- All details of candidates must be returned to HR at the end of the interview. Hard copies of interview packs must be collected/delivered by hand for confidential shredding in accordance with College procedures
- The interview outcome form should be signed by the manager and returned to HR at the end of the interview

Disclosure of Information at Interview

- At interview, the HR representative will make the candidate aware of the need for a criminal records bureau disclosure check and ensure that the CRB category rating of the job is explained to the candidate.
- All jobs in college require satisfactory enhanced CRB disclosure. Some jobs will require satisfactory clearance before the person can start work.
- The candidate will be asked at interview if there is anything that they wish to declare that may affect their future employment. This information may be given confidentially in writing if the candidate prefers.

Appointments

- HR will contact the successful candidate by telephone to check s/he is prepared to accept the post
- HR will formally offer the successful candidate the post, verbally and, if accepted verbally, subsequently in writing
- All offers of employment are made subject to the following:
 - Satisfactory clearance from the VBA
 - Satisfactory health declaration
 - Satisfactory employment references
 - Copies of qualification certificates
 - Proof of right to work in the UK

Unsuccessful Candidates

- HR will inform candidates who were unsuccessful in writing.
- Unsuccessful candidates will be given verbal feedback on request.
- Unsuccessful internal candidates will be given verbal feedback by the manager to explain why they had not been shortlisted or unsuccessful at interview.
- Any complaints should be dealt with promptly by the nominated person in accordance with the College's complaints procedure.

New Starters

- All employment paperwork must be returned as soon as possible. A new starter may not start work at college without the HR department having received the completed CRB form and carried out identification document checks to ensure the applicant can work in the UK.
- The employment contract needs to be signed and returned before work commences. If a new starter does not return all appropriate documents, but have started work, the first month's salary payment will be suspended until all new starter documents are returned to HR.
- Copies of qualifications appropriate to the job must be provided when an applicant starts work. If these qualifications are subsequently found to be unsatisfactory, employment may be terminated.
- Health declarations and reference checks will be followed up after the person has started work. If it is subsequently found that these are not satisfactory, employment may be terminated.
- All new employees are on a probationary period. Please see the probationary policy for more details.

Documentation

At all parts of the recruitment and selection process, all employees engaged in the recruitment process may decide to make notes of each applicant/candidate. If notes are produced, the paperwork will be retained on the applicant's file.

All relevant documentation will be collated on every applicant at the end of the process and retained by the HR department for a minimum of nine months.

Bullying

Bullying, although not defined legally, is described as offensive, intimidating, malicious or insulting behaviour, an abuse or misuse of power through means intended to undermine, humiliate, denigrate or injure the recipient.

Examples of forms of harassment and bullying

Harassment and bullying can take many forms. Examples of unacceptable behaviour include:

- Offensive songs, remarks, jokes, emails or gestures
- Display of offensive posters, publications and graffiti
- Unwanted physical contact or advances
- Offensive remarks about a person's dress or appearance,
- Offensive remarks about a person's race, gender, marital status, disability, religion or belief, sexual orientation, gender identity or age
- Shouting, abusive or intimidating language
- Spreading malicious rumours, allegations or gossip
- Excluding, marginalising or ignoring someone
- Intrusion by pestering, spying or stalking
- Copying memos that are critical about someone to others who do not need to know
- Deliberately undermining a competent worker by overloading, taking credit for his/her work or constant criticism
- Removing areas of responsibility and imposing menial tasks
- Cyber-bullying: that is, the sending or posting of harmful, cruel or offensive text or images by email, internet, social networking websites or other digital communication devices.

The above list is intended to give a clear impression of the types of behaviour that the College considers to be unacceptable; however, it only contains examples and is not exhaustive.

The College will not tolerate acts of harassment or bullying during work, including at other people's workplaces, at work-related functions, such as conferences.

It is accepted that vigorous academic debate and occasional raised voice or argument, of itself may not necessarily constitute harassment or bullying.

Bullying must be distinguished from the right of, and obligation placed on, managers to exercise proper supervision of employees in the course of their duties, which may include legitimate, constructive and fair criticism of an employee's performance or behaviour at work. Managers will exercise this supervision in a fair, constructive, consistent and reasonable manner that does not compromise the employee's dignity. Similarly, reasonable (but perhaps unpopular) requests by a manager of his/her employees in the normal course of their duties will not be viewed as acts of harassment or bullying.

Responsibilities

Managers

Managers are responsible for ensuring the implementation of this policy and to take quick corrective action to ensure compliance with the policy. Failure to take appropriate action will be considered to be a failure to meet the responsibilities of the position which in itself is a disciplinary offence. For managers to take the lead in creating a positive culture that challenges inappropriate behaviour on the part of employees. Managers ensure they are familiar with the harassment and bullying policy, and that it is followed correctly.

Employees

It is the responsibility of all employees to familiarise themselves and to comply with the policy and to treat all other employees with respect and dignity.

The employees' behaviour supports a positive work environment free from harassment and bullying; and they participate in an investigation when asked by an investigating officer, where the employee has observed or has evidence that another employee is being harassed or bullied.