

**Policy description:**

The following procedures should be adhered to for the recruitment, selection and induction of all staff to include salaried and part time hourly paid staff in accordance with the College's Quality Assurance procedures and the College's Single Equality Scheme, in line with legal requirements.

**Supporting documentation:**

- Job Application Form
- Job Descriptions
- Equal Opportunities Monitoring Form
- Interview Report Form
- Staff Induction checklists
- Probationary Review Form
- Part Time Claims Contract of Employment
- Salaried Contract of Employment
- Human Resources and Quality Strategy

**Links to other policies:**

- Policy for the Recruitment of Ex-offenders
- Probationary Policy & Procedures for Salaried Staff
- Safeguarding Children & Vulnerable adults Policy and Procedure
- Policy and Procedure for DBS Disclosure and verification procedures for staff and students
- Single Equality Scheme
- College Policy "Teachers' Qualifications"
- Data Protection Policy

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## Contents

### 1. Executive Summary

The staff at Craven College are its most valuable resource and the quality of employees appointed will determine the future effectiveness of the College. The following recruitment, selection and induction policy and procedures provide a mechanism for the College to attract, recruit and retain quality staff, in line with legal guidelines, and to maximise the effectiveness of the College and the delivery of a professional, quality service to students.

### 2. Context

FE Teacher's Qualifications (England) Regulations 2007  
Health and Safety at Work Act 1974  
Child Protection Act 1999  
North Yorkshire Safeguarding Children Board (NYSCB) Child Protection Procedures  
Keeping Children Safe in Education (KCSiE) DfE 2014  
Working Together to Safeguard Children HM Government 2013  
Single Equality Act 2010  
Immigration, Asylum & Nationality Act 2006

### 3. Recruitment, Selection and Induction Policy

3.1 It is the Policy of the College to recruit quality staff who are the best equipped to fulfil the requirements of the job. It is therefore essential that the recruitment and selection procedures are consistent, fair and effective; and that they also meet legal requirements in line with the Single Equality Scheme and Quality Assurance procedures.

3.2 Recruitment will be solely on the basis of the applicant's abilities and individual merit as measured against the criteria for the job. Qualifications, experience and skills will be assessed at the level that is relevant to the job.

3.3 It is the College's policy that Line Managers are responsible for the recruitment, selection and induction of staff with assistance and guidance from the Human Resources Department.

3.4 No member of staff will be employed without approval from the Principal via the recruitment authorisation process. A Line Manager who wishes to recruit a new employee must first obtain approval by submission of a Recruitment Authorisation Form to the Senior Manager which will be forwarded to the Director of Human Resources and finally the Principal for approval.

3.5 All vacancies will be advertised on the staff intranet for existing employees to apply for vacant posts if they have the appropriate qualifications, experience and skills.

3.6 Temporary or "Acting positions" will be re-advertised if the positions become permanent in order to provide equal opportunities for all staff.

3.7 All applicants must complete a staff application form in full prior to the interview. Application forms are completed on line via the College's website.

3.8 The College is committed to applying the Single Equality Scheme at all stages of recruitment and selection. Shortlisting, interviewing and selection will always be carried out without reference and any bias towards the "Protected Characteristics" of gender, gender reassignment, sexual orientation, marital or civil partnership status, race, religion or belief, age, pregnancy or maternity leave or disability. Any candidate with a disability will not be excluded unless it is clear that the candidate is unable to perform a duty that is intrinsic to the role, having taken into account reasonable adjustments. Reasonable adjustments to the recruitment process will be made to ensure that no applicant is disadvantaged because of his/her disability. All disabled applicants who meet the minimum requirements of the job as set out in the job description and person specification will be guaranteed an interview.

3.9 Applicants will be interviewed by at least two competent interviewers to include the Line Manager and one other Manager, normally the Assistant Human Resources Manager or Director of Human Resources. Interview report forms must be fully completed for each interviewee.

3.10 No member of staff will commence employment without a right to work in the UK check, list 99 check (if applicable) and/ or DBS Enhanced check and risk assessment, administered by the Human Resources Department. Staff will be encouraged to register for the DBS Update Service in order that a status check can be made by the College.

3.11 The Human Resources Department will be responsible for the letter of appointment, employee contract of employment and all new starter documentation, to include the request for and receipt of satisfactory references (including the most recent employer), verification of the right to work in the UK, List 99 check (if applicable), Disclosure & Barring Service clearance and the receipt of copies of certificates as verification of qualification(s). Line Managers are responsible for ensuring new staff submit the necessary documents promptly to the Human Resources Department to avoid unnecessary delays.

3.12 It is the responsibility of the Human Resources Department to maintain a staff central record and monitor specific staff data e.g. teaching qualifications/DBS/List 99 checks. Line Managers are expected to support the Human Resources Department to maintain current staff records and enforce the College's Teachers' Qualifications Policy.

3.13 Any discrepancies/issues concerning the new employee will be discussed confidentially between the Director of Human Resources/Assistant HR Manager and the Line Manager/Senior Manager, a risk assessment will be completed and a mutual decision will be reached regarding the future employment of the applicant.

3.14 It is the Policy of the College to ensure that all staff have a comprehensive induction relevant to their role in order to maximise the effectiveness of staff as soon as possible, in line with Quality Assurance procedures.

3.15 No member of staff will be able to commence the job without a staff induction. The commencement date of the new member of staff will be agreed with the Human Resources Department, in conjunction with the Head of School/Line Manager, in advance in order for the Human Resources Department and Head of School/Line Manager to plan the staff induction. Teaching staff will not be able to teach until they have completed the specified induction programme.

3.16 All new staff will be appointed a suitable nominated link person by the Line Manager, in conjunction with the Senior Curriculum Manager and the Human Resources Department. The nominated link person will be an experienced, competent member of staff, nominated by the Line Manager, who is familiar with College work practices and procedures relevant to the post holder and is able to share good practice and offer advice and guidance when necessary. This person will be actively involved in the post holder's initial department induction and will be available to offer further advice and guidance when necessary.

The nominated link person will normally be selected from the relevant department, however other members of staff will be considered if deemed more appropriate.

## **4. RECRUITMENT AND SELECTION PROCEDURES FOR STAFF**

### **4.1 WHEN A VACANCY OCCURS**

4.1.1 When a position becomes vacant this provides an opportunity to review the purpose of the job and for the College to consider the future requirements and whether the position needs to be filled and if so what that role will be.

4.1.2 All positions, whether salaried or part time must be authorised through a formal recruitment authorisation process where authorisation is obtained by the Line Manager, Senior Manager, Director of Human Resources and the Principal. A Recruitment Authorisation Form must be completed and approved initially by the Line Manager and

then passed to the Senior Manager and in turn the Director of Human Resources and finally the Principal for approval, in all cases. For the recruitment of Senior Post Holders, approval must be obtained from the Governing Body and the Director of Governors will be responsible for the recruitment and selection process.

## **4.2 JOB DESCRIPTION AND PERSON SPECIFICATION**

- 4.2.1 Before any post is filled, an up to date job description must be prepared by the Line Manager in conjunction with the Human Resources Department. It must describe fully and clearly the responsibilities and duties of the job and must not be directly or indirectly discriminatory.
- 4.2.2 The person specification details the essential and desirable requirements which the successful applicant must meet if the job description is to be fulfilled. These must be based on the job description, be relevant and measurable.
- 4.2.3 It may be helpful to consider the following when determining essential or desirable requirements:-

Qualification and knowledge	-	general and specific, level
Training and development	-	including non-examined courses
Experience	-	work related and other general interests
Skills	-	practical, technical, interpersonal
Disposition and Attitude	-	personal presentation, dependability, adaptability to change, team leadership, motivation, stress, resilience, flexibility, ambition

## **4.3 ADVERTISING THE VACANCY**

- 4.3.1 All vacancies must be advertised internally and/or externally according to the nature and seniority unless covered by an agreed redeployment exercise in which case positions may be ring fenced. The advertising media should be selected to target the maximum number of qualified applicants. Recruitment by word of mouth alone and unsolicited applications will not be permitted.
- 4.3.2 The purpose of a job advertisement is to attract the right applicant and to deter potential applicants who lack the skills or attributes essential to the position. The College will be aware of under represented groups which may well be specifically targeted in line with the College's Single Equality Scheme. The success of an advertisement should be measured by the quality of applicants and not the quantity and advertisements must therefore clearly state what qualities are being sought.
- 4.3.3 Advertisements should avoid jargon and must be written clearly. They must not include any statements which are contrary to the College's Single Equality Scheme or which contravene legislation.

Advertisements should include the following:

- i name and location of College
- ii title of post and salary
- iii outline of main duties and responsibilities
- iv qualifications, experience and qualities required or desirable
- v how to apply and the closing date
- vi equal opportunities statement
- vii disability 2 tick symbol

Advertisements may also include statements of College policy and ethos, information about benefits such as pension, the offer of interesting and varied work and prospects for training and development. Contact details with telephone number and email address and website for further information will also be provided. Wherever possible a member of the selection panel should not take these calls.

- 4.3.4 The objective of all advertisements is to generate action from the reader, details of how to apply are therefore critical.

Job applicants are required to complete an on-line job application form, however if this causes any difficulties application forms can be emailed or posted for completion. It is important to not exclude anyone who may have a disability and therefore could be placed at a disadvantage, eg a visual or hearing impairment.

#### **4.4. THE APPLICATION STAGE**

##### **4.4.1 Information sent to the Applicant**

Applicants must receive sufficient information to help them to decide whether or not they are interested in the post, meet the requirements, and possess the attributes desired. All applicants will receive:

- 1) A job description with a person specification
- 2) Guidance Notes, to assist with the completion of the Application Form
- 3) Equality Opportunities monitoring form for completion (which will be separated from the Application Form for screening purposes)

##### **4.4.2 Application by Curriculum Vitae (CV) or Letter**

Curriculum Vitae and letters are not acceptable as they do not provide consistent information to enable a fair assessment of a candidate's suitability for a post, compared with those applying by the standard application form. Applicants submitting a curriculum vitae or letter before the closing date will be asked to complete a standard Application Form before the shortlisting deadline if they wish their application to be considered.

##### **4.4.3 Late Applications**

Applicants seeking or returning Application Forms after the closing date (other than as a result of recognised College website technical issues or other problems outside the applicant's control) will not normally be accepted and applicants will be informed that it is College policy not to accept late applications.

##### **4.4.4 Speculative Applications**

Casual enquiries regarding the possibility of general employment will be sent a polite letter of acknowledgement, directing them to the College website where current job vacancies are advertised.

##### **4.4.5 Canvassing**

Canvassing directly or indirectly for an appointment shall disqualify the candidate concerned from appointment.

#### **4.5 SHORTLISTING**

- 4.5.1 Shortlisting and interviewing should be undertaken by the same selection panel and, if possible, the panel should have also been involved in the drawing up of the job description and person specification.

- 4.5.2 The aim of shortlisting is to produce a list of no more than six candidates for interview. The person specification forms the criteria against which all applicants must be measured. The shortlisting panel should already have agreed the minimum requirements which can be assessed from the Application Form. These must be based on the essential requirements detailed in the person specification. If an applicant meets all the essential requirements, then the desirable requirements must also be used to shortlist to the maximum number.
- 4.5.3 Care must be taken not to discriminate in any way and ensure no assumptions are made about the information given e.g. about a woman's ability to work in the light of home circumstances. If applicants lack work experience it must not be assumed they lack relevant skills; skills and experience acquired in non-work activities or through "life experience" may be just as relevant. In order to avoid discrimination against candidates the personal details of candidates are removed from the Application Form for shortlisting purposes.
- 4.5.4 A Recruitment Analysis Form - short list must be completed by the identified shortlisting team. The reason for non-selection for interview must be recorded from the list of possible reasons for non-selection. Notes for short listing results must be maintained in order to respond to any queries or subsequent claims of discrimination. If the applicant is to be rejected the appropriate code must be entered from the reasons for not shortlisting.
- 4.5.5 It is not necessary to contact applicants who are not shortlisted. Applicants are informed that they will only be contacted should they be selected for interview.

#### **4.6. BEFORE THE INTERVIEW**

- 4.6.1 Candidates must be given at least five working days notice of the date, time and venue of the interview.

Where applicable they must also be informed of:

- any special interview arrangements e.g. tests, presentations, micro teaching sessions etc and some indication of how long these activities will take.
- the need to bring to the interview any examples of previous work or any materials that are required.

#### **4.6.2 References**

Employment references should be used with caution, nevertheless they can provide valuable information if used properly.

The Human Resources Department will take up two references, one of which should be from the current or most recent employer. In some cases, personal references may have to be taken up but these should be treated with extreme caution as the referee may be unable to assess the candidate on work related abilities and aptitudes.

In view of the timescales involved, references are normally taken up after the interview process and offers of employment are subject to the receipt of references satisfactory to the College. However, references may be taken up for shortlisted candidates by telephone before the final selection decision is made, which will be later followed up in writing.

Upon receipt of a reference, if the reference appears to differ from the information obtained at interview then the referee may be contacted by telephone to discuss the reference in more detail. Alternatively, the new appointee may be contacted to discuss any discrepancies with the reference and a judgement will be made by the Line Manager, in conjunction with the Senior Manager, with guidance from the Human Resources Department, on whether to continue the employment of the new appointee. All cases of dismissal must be referred the Principal or a Senior Post Holder for final approval.

## 4.7 INTERVIEWING

- 4.7.1 The panel must consist of at least two people, preferably three, of suitable seniority and consisting of the Line Manager. No interview must be conducted by one person on their own and wherever possible panels should contain a male and female member. For salaried staff on a normal basis the Line Manager will interview with the Assistant Human Resources Manager/ Director of Human Resources and a relevant Senior Manager if applicable. For part time hourly claims staff, the selection panel will normally consist of the Line Manager and the Assistant Human Resources Manager/Director of Human Resources.
- 4.7.2 The selection panel must meet in advance of the interview to plan and agree the selection process. Salaried teaching staff will be expected to carry out a micro teaching session in addition to the selection interview and, dependent on the role, a task or presentation will also be included as part of the selection process.
- 4.7.3 The panel should establish what standard questions they intend to ask all candidates at interview and any points of clarification to be addressed to particular candidates arising from their Application Form. They should also decide on the role of each interviewer. The chair of the interview panel will be agreed who will introduce and close the interview and decide on what areas each interviewer will cover at interview.

The selection panel should be clear on the following:

- What duties the candidate will be required to carry out i.e. the job description.
- The minimum skills, knowledge and experience the candidate should bring to the job i.e. the person specification.

Planning the interview in advance helps the interview to go smoothly and professionally and ensures sufficient information is gathered at interview to make an informed selection decision.

- 4.7.4 The purpose of the selection interview is to get the right person into the right job. To achieve this the interview panel has two main objectives:
- To carry out a comprehensive appraisal of the applicant as a potential employee by obtaining enough information to make an assessment.
  - To convey a positive but realistic picture of the College as an employer and of the job vacancy.
- 4.7.5 Each member of the selection panel will be given a copy of:
- i the job description
  - ii the person specification
  - iii an interview report form (for each applicant)
  - iv the application form to include personal details for each interviewee
  - v list of agreed standard questions

### 4.7.6 Conducting the Interview

The interview must be controlled by the Chair of the panel. Usually this will be a senior person who has a good understanding of the vacancy and of Craven College.

To ensure all candidates are treated consistently and fairly they must be asked the same questions based on the job requirements, contained in the job description, and given similar amounts of time to answer.

Questions about personal circumstances such as care commitments and health issues must not be asked at interview as such questions could be perceived as discriminatory and would contravene the Equality Act. In no circumstances should people with disabilities be asked about their impairment at interview.

It is the responsibility of the chair of the interview panel to ensure all questions are relevant, fair and lawful, with guidance from the Assistant Human Resources Manager/Director of Human Resources.

## **4.8 THE SELECTION DECISION**

- 4.8.1 At the end of each interview the selection panel individually record their assessment of the candidate. However, the purpose of the interview is to gather information and during the interviews themselves panel members must keep an open mind if they are to conduct the interview successfully. It is wrong to make a selection decision during the course of the interview because this means that candidates interviewed after will not be given the same consideration.
- 4.8.2 When all interviews have been completed, the chair of the panel should control the selection discussion. Where there is a wide discrepancy in views about candidates among the selection panel, thorough discussion on the evidence should take place. The Chair should ensure the candidates are assessed in relation to the person specification and job requirements, and that panel members do not introduce irrelevant and subjective criteria of their own. In the case of a dispute the Chair of the interview has final decision making rights.
- 4.8.3 Once the selection decision has been reached based on the interview, further checks must be made on the recommended candidate e.g. verification of essential qualifications, health, Disclosure & Barring Service and List 99 checks (if applicable), evidence of the right to work in the UK and references will be taken up.

## **4.9 AFTER THE SELECTION**

- 4.9.1 The Recruitment Analysis Form – Interview must be completed by the Chair of the interview panel indicating which candidate will be offered the post and which candidates are unsuccessful. All Interview Report Forms must be fully completed and signed by all interviewers to include scoring. The selection decision must reflect the consensus opinion of the panel, based on the Interview Report Forms completed by each interviewer. A record of the assessment made by each interviewer of every candidate must be made and kept with the job application form on the employee's personal file.

All interview candidates will be processed for equal opportunities monitoring and analysis. The recruitment packs of the unsuccessful candidates will be kept for a minimum of nine months.

- 4.9.2 The Human Resources Department will be responsible for sending out the offer letter and contract of employment to the successful candidate and for the verification of various documents such as List 99 (if applicable), DBS, right to work in the UK, before the date of commencement of the employee and the completion of the relevant risk assessment. The offer letter will be conditional "subject to the receipt of references satisfactory to the College, and Disclosure & Barring Service clearance". The Human Resources Department will be responsible for the receipt of all other relevant documents, to include references, teaching or other qualifications, health questionnaire and pension form in line with the Human Resources checklist.
- 4.9.3 The Director of Human Resources/Assistant Human Resources Manager or Chair will inform all candidates of the employment decision by telephone wherever possible within three days. All interviewees are offered feedback on the interview and, in particular for unsuccessful candidates an explanation of why they were not successful.



## 5. INDUCTION

5.1 The Line Manager is responsible for the recruitment & selection, induction and ongoing development of staff. All new appointees, whether salaried or part time claims will have a comprehensive staff induction. This will consist of a College induction by the Human Resources Department, in conjunction with the Health and Safety Manager, a department induction by the Line Manager and specific input from relevant departments from within the College, within the first week of employment. All teaching staff who do not possess grade A\*- C GCSE in English and maths or equivalent will be required to complete a diagnostic test as part of the induction process to assess what support is required in order to achieve a minimum of level 2 qualification in both in English and maths. An induction checklist will be followed to ensure all relevant, key areas of the College are covered.

5.2 On a normal basis part time claims and salaried teaching staff will not be required to teach during their first week of employment in order to ensure that they are fully conversant with quality procedures and role expectations prior to commencing the job. A judgement will be made in each individual case in relation to current knowledge and experience of Craven College systems and procedures. Salaried teaching staff will gradually build up to a full teaching timetable from week 2 to 4, dependent on their role and responsibility, to allow sufficient time for a comprehensive induction programme to be fully completed to a satisfactory standard. Line Managers/Heads of School will be responsible for the planning and satisfactory completion of staff inductions.

5.3 Each induction programme will be designed specifically to the new employee's role and will be co-ordinated by the Human Resources Department in conjunction with the Head of School/Line Manager. The responsibility for the delivery of staff induction lies clearly with the Line Manager. However, the new staff member is expected to take ownership of their development by completing on-line awareness training on child protection, equality and diversity and the "Prevent" training; and making the necessary arrangements to meet members of the College team as part of the induction programme. New employees will be allocated a nominated link person who will assist with the induction process and sign post them to relevant information. The Induction programme will involve department on-the-job training, supportive supervision, mentoring and assessment of development needs.

5.4 After induction, staff will be referred to the staff intranet and College website for further information. Most new salaried staff will be recruited on a 6 month probationary contract. The Line Manager will be responsible for carrying out probationary reviews with new staff at the 3 month interval and finally after the 6 months, in line with the College's Probationary Policy and Procedures for salaried staff. Thereafter staff will receive an annual performance appraisal. New part time claims staff, employed on temporary variable hours contracts, will have a 4 month interim review with the Head of School and thereafter an annual performance appraisal.

5.5 Line Managers will check that induction has been carried out, to a satisfactory standard, in line with the College induction checklist, and that the College induction checklist has been duly signed and returned to the Human Resources Department for record keeping and monitoring purposes.