

## **RECRUITMENT, SELECTION AND RE-GRADING POLICY**

### **Context**

Our values are:

- Students at the heart of every decision we make
- Students and colleagues feel valued and respected
- Everyone is accountable for their actions
- We keep a clear vision and move towards it
- Everyone is empowered to find ways to overcome obstacles.

In terms of this Policy, it is based upon transparency, fairness, free from conflict of interest, timely, cost effective and our student experience becoming second to none. It further ensures that the recruitment, selection and appointment of colleagues into roles ensures that the best person gets the role. It also means that everyone is accountable for their actions and processes are fair and equitable. This Policy should be read in conjunction with the Commitment to Equality in Employment document.

### **Introduction**

The College recognises that colleagues with the right skills in the right role are the major contributor to the quality of our provision as an education provider. It is important therefore to recruit and select people with the necessary skills, knowledge and experience for the required role. At all times equality of opportunity in the recruitment, selection, appointment and promotion of staff will be ensured.

This policy and procedure sets out the practices of the College with regard to the recruitment and selection of colleagues. In doing so, it re-affirms the College's commitment to the implementation of our Commitment to Equality document.

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Equality Analysis 2 February 2012

This policy contains information that outlines the College's intention, however, there may be instances where the College is unable to fulfil the above obligations. We are committed, however, to act in a fair and reasonable manner. Policies will be updated annually and EIA every 3 years.

Discrimination in employment is unlawful and this document is designed to ensure that appointments are based on objective job-related criteria and that the most suitable person is appointed.

Recruitment should be treated as a key public relations exercise as the way it is managed affects the college's image and consequently its ability to attract and appoint high calibre staff. The recruitment process is often the first experience an individual has of an organisation. It is therefore important that the experience is as positive as possible for all candidates to:

- leave a positive image of the organisation with unsuccessful applicants, who may be future students, stakeholders or employees;
- give successful applicants a clear understanding of the organisation and what is expected of them;
- reduce the risk of a bad selection decision, which can be expensive and harm teams and competitiveness;
- enhance the quality of candidates.

The college has a Personal Relationships Policy. All candidates are expected to declare personal relationships on the application form. Failure to do so, will lead to disciplinary action being taken when the relationship is discovered, which may well lead to dismissal of the candidate. Anyone who is asked to take part in the recruitment process, must disclose knowledge of candidates if they have had previously or continue to have a Personal Relationship and should not in any way be involved in the process or influence others to make a recruitment decision. Any colleague found to be doing this, will face disciplinary action.

It is important that the recruitment and selection process is built and operated on objective and justifiable decisions and that this ethos is not compromised.

Statistical information on all stages of the recruitment and selection process will be collated to inform the college of performance against our Commitment to Equality document.

The College is committed to achieving equality of opportunity for all people who work at the College and recognises the requirements under the following Acts:

- Equality Act 2010
- Health & Safety at Work Act 1974
- Management of Health & Safety at Work Regulations 1999
- Employment Rights Act 1996
- Criminal Justice Public Order Act 1994
- Data Protection Act 1998
- Rehabilitation of Offenders Act 1974

In summary, the aims of the recruitment & selection element of this policy are:

- To ensure that the recruitment processes are fit for purpose
- To appoint the best person for each position
- To ensure equality of opportunity for protected groups
- To ensure compliance with the College's Commitment to Equality
- To promote the College values
- To meet the College's operational requirements and strategic aims

All colleagues who are involved at any stage in the recruitment and selection of staff must be aware of and adhere to the contents of the policy. In addition, any external consultants, recruitment agencies or external experts who assist in the recruitment

process must act in accordance with the policy.

## **Scope**

This policy and procedure applies to all prospective employees and colleagues who are employed by City of Wolverhampton College and all posts. The policy and its supporting procedures facilitate a consistent approach across the College. The policy clarifies the roles of those involved and the responsibilities of colleagues.

Where senior staff (as defined in the Articles of Government) are to be appointed, the Governing Body will be directly involved in determining the arrangements for the recruitment and selection of such staff.

## **OBTAINING AUTHORISATION**

Before recruitment begins to any post, whether casual, temporary or permanent, a Request to Recruit form (Appendix 1) needs to be completed and approval received as per the following guidelines:

- For a like for like replacement or for a casual replacement up to 4 weeks that the finance for the role has been pre-approved and therefore budgeted for, the Request to Recruit form needs to be fully completed including the authorisation signatures and further confirmed by the Director of Finance and relevant Director of the area.
- For all new posts or for when additional money is needed that is outside of the current budget, the Request to Recruit form needs to be fully completed and the above procedure followed, however, authorisation is via EMT. Re-grading

applications would also follow this process. EMT normally consider staffing issues during term time on a weekly basis.

When completing the Request to Recruit form the following should be taken into consideration:

- Is it really necessary to fill the vacancy
- How quickly is this replacement needed
- Should there be any changes in duties (a chance to update the Job Specification)
- Whether changing work patterns, organisation or technology have produced a different job or that the work can be distributed in a different way (where other people may be affected, this may well require a discussion with the relevant trade unions)
- The nature of the replacement eg. Full-time, part-time, permanent, temporary etc.
- Whether the post could be considered for job share, part-time working etc.
- To examine the equal opportunity information available and consideration made to taking positive action if an under-representation of an equality strand has been made in the present year.

### **JOB SPECIFICATIONS**

A job specification needs to be produced for all roles. This document combines the role requirements and the person requirements which will be split between those essential for the role and those that are desirable (enhance the role). (Appendix 2)

The job specification should be specific, related to the role and not unnecessarily restrictive. The inclusion of criteria as essential that cannot be justified for the

performance of the role may be deemed discriminatory if the impact disproportionately disadvantages specific groups and will be illegal.

## **ADVERTISING OF POSTS**

- All posts will be advertised internally via our recruitment microsite
- All posts may additionally be advertised externally via local press, and, where applicable, in specialist publications or job centres.
- Where we have restructures resulting in fewer roles, roles will be ring-fenced to eligible colleagues and under these circumstances will not be internally or externally advertised until the process has been exhausted
- The college will endeavour to inform all staff who are on maternity or adoption leave who have expressed an interest or whose substantive role may be affected for potential redundancy of all vacancies.

## **INFORMATION TO CANDIDATES**

The following information will be sent to candidates applying for college vacancies:

- Application Form
- Equal Opportunities Monitoring Sheet
- Job Specification
- Details about the College/Values
- Safeguarding explanation sheet

All candidates for any role will be expected to complete an application form.

Candidates/colleagues who do not complete an application form, will not be considered for interview.

Candidates will also be able to submit the application form electronically and all information that would have been sent out with the pack, is available online on the recruitment micro-site.

## **Receipt of applications**

Applications received after the closing date will not normally be accepted. The only exceptions will be if there is a bona fide reason why the application was late i.e. postal strike, IT failure that affects the college or by prior agreement with the Chair of the interview panel.

The equal opportunities information will be retained by HR and not circulated to the panel.

## **SHORT LISTING**

HR will prepare the short-listing pack which will include applications, short-listing grid and job specification within three working days of the closing date. All members of the recruitment panel will be given a pack and will independently review and short-list the candidates. The panel will then meet to agree the short-listed candidates who will be invited to interview and complete the short-listing grid with outcomes. A HR member will be involved in the shortlisting process (Appendix 3).

- Appendix 3 should be completed by the Chair of the panel indicating which candidates have been short-listed for interview. The Panel must meet to discuss the assessment exercises and interview questions prior to notification being sent out of the interview/process.

- All short-listed applicants must meet the essential criteria.
- Applicants within under represented groups who meet the essential criteria will be short-listed for interview.
- Shortlisting should be completed at least 7 working days before the interviews. HR will make the necessary arrangements for refreshments.
- HR will provide interview packs to panel members at least two working days prior to the interview.
- HR will invite the candidates to the interview process and ensure that candidates are asked to let us know if they have any special interview requirements. A copy of the DBS form and Commitment to Equality should accompany the letter. Example material of tests that will be included in the process, also need to be included so that appropriate measures can be taken not to disadvantage candidates with a disability eg. Dyslexia/dyscalculia.

### **ASSESSMENT PROCESS/INTERVIEWS**

This process should be designed to ensure that testing of the essential and desirable (where possible) aspects of the job specification can be demonstrated. The process may include any of the following:

- Biographical interview and personality questionnaire
- Occupational testing such as verbal and numerical tests (the tests that we use are from a Company called SHL (Saville & Holdsworth) (see section on Occupational Testing)
- For Teaching staff, a micro-teach session will be expected. If candidates cannot provide evidence of attaining QTLS then they will be expected to provide a GCSE qualification (or equivalent) Grade C or above in Maths and English or a Level 2 in Numeracy and Literacy. If candidates cannot provide this evidence, a skills builder exercise will be required of which a minimum score of 80% will be

required in order to move through the process

- A presentation
- A trade test
- A panel interview – questions to be agreed with the appropriate HR person prior to the interview process commencing
- An element to be built in to the process where the HR representative explains the full terms and conditions of the post.

The minimum requirements for all roles will include appropriate testing, a panel interview and an explanation of the terms and conditions of the post.

- A Director will usually Chair the panel interviews for all posts other than Director posts when the Principal/Deputy Principal will Chair the panel. For more junior roles, the Director can delegate responsibility to a Head of School or equivalent level.
- All interview panels must consist of at least three people – the appropriate Chairperson, the line manager recruiting and a member of the HR team.
- Wherever possible involvement in the recruitment process, including the interview panels, will reflect the diversity of the College and should be conducted by people with the relevant skills in selection, equality, diversity and safeguarding. No-one should chair a panel without having the relevant training.
- Notes taken by panel members will be retained by HR and referred to in the event of a complaint being received from an applicant.
- Qualifications will be checked at the interview by the HR member of the panel – no appointments are to be confirmed until qualifications have been seen and confirmed that are required for the role.
- For teaching staff, no appointment will be made unless the candidate has a level 3 qualification or above in the subject they are teaching.
- Interviewers should not ask questions of a discriminatory nature and need to

ensure that all aspects of the Equality Act are taken into consideration. The following are examples of areas that should be avoided (this list is not exhaustive):

- Marital Status/Pregnancy
  - Perceived Disability
  - Trade Union Activities
  - Religious Beliefs
  - Sexual Orientation
  - Dependants
  - Age
- Panel interview questions will be structured in such a way as to focus on the necessary skills/knowledge/abilities as identified in the job description/person specification. Questions will be put to all candidates to ensure consistency and fairness.
  - Candidates will be marked against each question on the Interview Note Sheet (Appendix 4). The marks are as follows:

- 4 complete answer satisfied the panel member that the candidate demonstrated the required skills/knowledge/ability
- 3 a good answer which leads the panel member to the conclusion that the candidate has good knowledge/skill/aptitude
- 2 does not answer in sufficient detail. The panel member is of the point of view that the applicant has partial knowledge/skill/aptitude
- 1 no knowledge/skill/aptitude demonstrated.

A Summary Sheet Appendix 5 is completed by the Chair of the panel.

- A final discussion of the candidates will occur with everyone who has contributed to the selection process i.e. teaching observations, test administrators, interviewers/occupational testers. At this session, it is important that all views are taken into consideration and the selection decision communicated.
- All interview packs should be returned to HR as soon as the decision has been made. Notes made by each panel member must be retained in the interview pack. Scoring sheets for any testing that has taken place must also be retained in the interview pack. If an offer is to be made a Confirmation of Appointment form (Appendix 6) should be completed by the Chair of the panel.
- Successful candidates at interview will be notified by telephone within 1 working day of the interview unless a different date has been agreed and explained to each candidate in the process. All unsuccessful candidates will be notified by letter not later than 3 working days of the successful candidate accepting the post.
- All candidates will be offered feedback (see the section on Occupational Testing).
- The recruitment pack, including interview notes and scoring sheets for tests undertaken will be retained for 12 months following the interview. Claims of discrimination on the grounds of race, gender or disability can be made at any time up to six months from the interview date.

## **SHL OCCUPATIONAL TESTING AND FEEDBACK**

Occupational testing are widely used in the world of work. Psychological or psychometric tests aim to maximise objectivity by standardising test conditions, instructions, time, content, scoring and interpretation. They are a highly effective way of predicting aptitude, ability and behaviour at work.

The college is committed to the highest ethical standards when administering, scoring and providing feedback. The tests are objectively scored and administered and are supported by a body of evidence and statistical data which demonstrates their validity. Other forms of testing which may be used include;

- In-tray exercises / Managerial judgement
- Team and/or individual exercises
- Structured discussion
- Presentations

## **Why Use Occupational Tests?**

Tests can be used to assess individuals in the following circumstances:

- Recruitment and Selection
- Team Building
- Career Counselling
- Personal Development
- Succession Planning

Occupational Tests, which include ability and aptitude tests, will not be used as the sole criteria for selection, recruitment or development.

## **Test Administration and Scoring**

Advanced notification of the tests and what the test entails will be provided. Tests will be administered, interpreted and feedback given by trained users.

Tests will be scored against an appropriate group of individuals with similar backgrounds, experiences and qualifications. This is known as the 'norm group'.

Answer sheets and any other raw data from the tests will not be given to any individual not qualified to interpret.

The details of the tests will remain confidential and only the individual and appropriate Managers, eg. Selection panel will be aware of the content and feedback

## **Feedback**

Feedback will always be provided on request from the individual and will be completely confidential. The feedback can only be given by a qualified Occupational Testing Practitioner. A suitable date and time will be agreed which will be as soon as possible after testing – this feedback can be given remotely via telephone.

## **Equal Opportunities and Testing**

The tests used will not discriminate against any individual, in accordance with the Commitment to Equality document.

Where appropriate, adjustments to the tests may be required to ensure discrimination does not occur. Advanced notification is sometimes needed in order for any adjustments to be made.

The use of tests will be monitored continuously to ensure they do not discriminate and are an appropriate method of assessment.

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## **APPOINTMENT OF STAFF**

- The successful candidate will be informed that an offer of employment is being made subject to the receipt of an enhanced DBS check and references that are satisfactory to the College.
- The offer letter containing a start date will be accompanied by a contract of employment.
- Two references for each candidate will be requested by HR. References will not be sought from referees where a personal relationship has been established. A self-referencing document will be used (Appendix 7)
- References and DBS disclosures will be available for the Chair of the panel to confirm the appointment.
- The successful candidate will be given a medical disclosure form which when completed will be passed to Occupational Health who will review the form. Any special requirements will then be notified by the relevant HR person to the line manager.
- The checks should be made prior to employment, however, on occasions where that is not possible, the individual should be accompanied at all times by another member of staff. Once the checks are complete and confirmed as satisfactory, a confirmation letter of employment should be sent.
- A full induction is needed for all candidates details of which can be obtained from the Training & Development team or line manager.
- All staff will be subject to a minimum of 6 months Probationary period.

Information sent to successful candidates will include the following:

- Offer letter

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- Contract
- Personal Details form
- DBS form (if not already completed)
- Explanation sheet to be provided that explains probation, sickness, holidays, etc
- Benefits book
- Induction information which includes where to find the Disciplinary, Grievance and Probation policies.

**DISCLOSURE AND BARRING SERVICES (DBS)** The college is committed to safeguarding and protecting the welfare of learners and expects all who work with or on behalf of the College to share this commitment. All roles within the college therefore are subject to a minimum of an enhanced DBS check. We expect all staff to comply with the request for the College to have electronic access to their information to enable the College to check their DBS status at any time – the cost will be met by the College following production of the Certificate. All application forms, job adverts, and recruitment and selection processes will include an appropriate element of our safeguarding commitment to ensure we fulfil our obligations.

Whilst we will implement the employer duties under the Rehabilitation of Offenders Act 1974, we consider that most roles in the college have access to children and therefore are exempt. This practicality means that the college is therefore unlikely to employ anyone following implementation of this policy who has a criminal conviction for violence or supplying drugs. These two restrictions enforce our responsibility to ensure that children and young adults in our care can feel that this is a safe environment in which to learn and develop.

## **ELIGIBILITY TO WORK IN THE UK**

All applicants applying for a role must be able to provide documents that show that they are eligible to work in the UK.

## **EMPLOYING PEOPLE OUTSIDE OF THE EU/EEA**

If the individual to be appointed is a national of a non-EEA country, a Certificate of Sponsorship (CoS) may be required.

Criteria for issuing a CoS include:

- The job is in a 'designated shortage' occupation
- It passes the Resident Labour Market Test (RLMT)
- The job is at NVQ level 3 or above
- Minimum salary levels are met

The UK Border agency website is [www.ind.homeoffice.gov.uk](http://www.ind.homeoffice.gov.uk) for more detailed information about current immigration regulations. In addition to the CoS the individual must apply for entry clearance/leave to remain through the UK Border Agency and provide personal evidence of competence in English and ongoing maintenance. The process can take up to 3 months and the college cannot under any circumstances employ the national of a non-EEA country until permission is given. It is also an essential part of the process that the application or vacancy has been advertised in at least one national newspaper or journal normally available throughout the European Economic Area or on a Home Office approved website within the preceding 6 months.

## RE-GRADING OF CURRENT ROLES

### Introduction

It is important to note that applications for regrading should be based on the substantive post and the requirements of the post, not on the skills and experience of the post holder. It should also be noted that undertaking a greater volume of work at the same grade does not constitute grounds for re-grading. This is an issue to be raised through the supervision process.

An employee should not be given additional responsibilities unless the line manager has followed one of two processes:

- Sought and received approval for the regrading of the post or the award of an honorarium and/or
- Followed a fair selection process if there is more than one member of staff undertaking the same post

If an emergency situation occurs where additional duties are required the line manager must raise the matter with their senior manager and HR before determining who should carry out the additional responsibilities.

### Process

A manager who wishes to seek the regrading of a post on the basis of anticipated changes to the responsibilities of the post, or a colleague who feels that the grade of their post does not reflect the level of their responsibilities, should complete a

regarding review form (Appendix 8) and provide evidence on the factors within their current post that have changed since the previous grading of the post.

Colleagues making an application should discuss their application with their line manager. The manager will be asked to provide a statement on part A of the application form. The process then should be the same as the request to recruit and all regarding applications need to be made through EMT.

### **Support**

Our employee assistance provider Right Corecare on 0800 1116 387 can provide for current staff one session on career planning/counselling per year.