

Recruitment & Selection Procedure

[QP2.43]

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1.0 Procedure

1.1 Vacancy Authorisation

The Recruiting Manager is responsible for obtaining approval to recruit. This approval is based on the completion of the **Authorisation to Recruit Form** (ATR) by the Recruiting Manager (Appendix 1) and the approval route is detailed in Appendix 2.

No offer of employment will be made until the ATR is approved.

This form details the type of post, whether permanent or temporary, full or part-time, funding arrangements and a summary for the justification of the post.

1.2 Agreement of Recruitment Arrangements

As soon as HR are notified of the ATR being completed, a member of the Human Resources Team will arrange a meeting with the Recruiting Manager to discuss and finalise the recruitment arrangements. The Recruiting Manager must allow adequate time for this stage to ensure effective arrangements are in hand. Dates to short list and interview must be agreed at this point.

Team information to promote and market the post should be supplied at this stage if possible, and certainly no later than the date the advert is published.

1.2.1 Job Description and Person Specification

The job description and person specification will be agreed prior to advert. The job description should clearly and accurately set out the duties and responsibilities of the job. The person specification should detail the skills, abilities and expertise and behaviours required to do the job.

The person specification must use criterion which is relevant, objective and assessable. Any unjustifiable requirements should not be used as they can be held to be indirectly discriminatory. Criterion should be categorised under the following headings and it is important to differentiate between essential requirements and those which are considered desirable in:

Competencies/Knowledge	Qualification
Skills	Personal Qualities
Behaviour/Attitude	

1.3 Disclosure Scotland

All offers of employment will be subject to a satisfactory enhanced Disclosure check and all candidates will be made aware of this in the Recruitment Application Form.

To enable the disclosure check to be completed as quickly as possible and ideally prior to the new employee commencing employment, the candidates invited to interview will be asked to bring a completed Disclosure Application Form and relevant documents to the interview. Once an offer of employment has been made and accepted, the Disclosure Application will be processed. The Disclosure Form and documents will be returned to the unsuccessful candidates.

For further information refer to the *Disclosure Scotland Policy*.

2.0 Selection Arrangements

The selection arrangements will be discussed and finalised prior to the closing date for receipt of applications.

2.1 The Selection Process

The Recruiting Manager in consultation with the Human Resources Team, will decide the selection methods to be used.

2.1.1 Selection Methods

The selection process will be determined by the nature of the post and may include a selection of the following:-

- Interview
- Selection Tests
- Thomas International Profiling

It may also be appropriate for candidates to be given a tour of the Institute/College and/or the opportunity to meet staff within the recruiting team.

2.2 Selection Tests

The exact nature of the selection process will be tailored to the level of the Post.

Examples of Selection Tests are:

- Presentation
- Skills Test e.g. typing, IT-Word, Excel, Access
- Group exercises
- Written exercises/case studies
- In-tray exercises
- Psychometric testing
- Thomas International Profiling

The selection arrangements for all lecturing posts whether full time or part time, permanent or temporary, will involve both an interview and a presentation. All promoted posts will involve Thomas International profiling.

2.3 Panel Composition

Interviews will be conducted by a panel, normally comprising 2 staff from the recruiting Department/Team and 1 representative from the Human Resources Team. The line manager should be involved in the recruitment and selection process.

Lecturing Posts

Temporary Lecturer

- Department Manager
- An appropriate member of staff from Recruiting Team
- HR Assistant

Lecturer/Curriculum Head/Project Co-ordinator Level

- Executive Director
- Department Manager
- HR Manager/HR Team Leader/ HR Officer

Department Manager, Team Leader, Manager

- A representative from the Principals Group (Chair)
- Director
- HR Manager/HR Team Leader

Director

- Member of the Board of Governors (Chair)
- Two representatives from the Principals' Group
- HR Manager/Assistant Principal

Vice/Assistant Principal

- Member of the Board of Governors (Chair)
- Principal
- HR Manager/Assistant Principal

Principal

- Chairman of the Board of Governors
- Appropriate representation from the Board of Governors
- Assistant Principal
- Consideration of external contribution e.g. Scotland's Colleges, Funding Council, Scottish Executive

Support Posts

Up to and including Grade 3

- Recruiting Manager/Line Manager
- Relevant representative of Recruiting Team
- HR Assistant

Up to and including Grade 6 and Personal Contract

- Recruiting Manager/Line Manager
- If appropriate, Director
- If appropriate external representative for professional specialist input.
- HR Manager / HR Team Leader / HR Officer

3.0 Preparation for Advert

The person specification and job description will be agreed in advance of the advert. The Human Resources Team will draft the advert in line with the approved person specification and agree with Recruiting Manager.

All positions will be advertised and will be placed on internal staff noticeboards/ Oyster / the College Website, forwarded to

- Fife Council for distribution to organisations who represent individuals with disabilities and BME organisations, and to place on Fife Direct Website.
- Jobcentres
- Opportunity Centres.

Where appropriate posts will be advertised in the external media and the Association of Scotland's Colleges website.

Ongoing advertising and Recruitment Open Days/Evenings are held to promote any existing vacancies and to attract potential candidates interested in working on a supply/temporary basis. Potential Supply staff will be selected through the normal selection process including the Disclosure Check and Induction, prior to being added to the Supply Register.

The Human Resources Team will provide advice, guidance and support in selecting the appropriate external media to attract potential candidates.

The Human Resources Team will ensure that only objective criterion are used and that all advertisements adhere to the requirements of the College *Equal Opportunities Policy and Procedure*.

3.1 Recruitment Pack

Applicants should be provided with full and detailed information on the College, Institute/Directorate and post for which they are applying.

Information provided will include the following and will depend on the level of the post:-

- General Information about the College.
- Application Form
- Equal Opportunities Form
- Job Description
- Conditions of Service summary
- Institute/Directorate Information
- Asylum and Immigration Act Guidelines
- Any other suitable College publication

4.0 Shortlisting

Shortlisting is the responsibility of the Recruiting Manager in conjunction with the Human Resources Team who will provide advice and ensure that good practice in all respects is observed, e.g. all disabled applicants who meet the criteria in the person specification will be guaranteed an interview.

The Human Resources Team will perform an initial assessment to filter the applications. Only those that meet the essential criteria identified from the application form e.g. qualifications, experience will be forwarded to the Recruiting Manager. A member of the HR team will meet with the Recruiting Manager to finalise the shortlist. The Human Resources Team will ensure that all candidates being called for interview meet the essential criteria, and that the shortlisting has been consistent and fair.

The interview date will have been set when the selection arrangements were agreed and any timescale for agreeing the shortlist has to be adhered to. Where possible the Recruiting Manager should finalise the shortlist following 1 week of the closing date. The Human Resources Team will ensure as far as possible that candidates are given at least one weeks notice of their invite to interview.

5.0 Interview Arrangements

The Human Resources Team will write out to candidates to invite them to attend for interview and confirm all arrangements.

5.1 References

The Human Resources Team will obtain a minimum of 2 references from previous employers (or 1 previous employer, 1 personal

reference), with the candidates permission, to provide information in respect of the individual's suitability for employment. References will be used as one part of the selection procedure and to assist with the selection decision. No appointment can be made without 1 written reference and a further reference pending.

References will be requested prior to interview.

5.2 Asylum and Immigration Act Guidelines

All candidates will be asked to bring proof of their eligibility to work in the UK. The Human Resources Team will ensure this proof is obtained from all candidates, to ensure no discrimination can occur.

5.3 Disability Discrimination

The College will ensure that disabled individuals are given an equal opportunity of applying and being considered for vacancies. Where the College is aware that a job applicant is disabled, consideration will be given to reasonable adjustments that can be made to suit the particular individual. All disabled applicants who meet the person specification will be guaranteed an interview. For further information refer to *Disability Policy*.

6.0 Interviews

The three main objectives of the interview are;

- To establish who is the most suitable candidate for the job, having regard to the agreed person specification and criteria
- To conduct the interview in a fair and consistent manner
- To ensure that the candidate has an accurate picture and understanding of the job

The structure of the interviews should be decided in advance, by determining who should Chair the panel, what detail from the person specification should be included on the interview evaluation form, and what areas of questioning are required to cover all of the key elements of the person specification.

The interview evaluation form should be prepared in advance, and should only include criteria from the person specification which can be assessed at interview.

Consistent areas of questioning should be covered with all candidates.

Supplementary questions should be used to probe for further information or clarification where answers are incomplete or ambiguous.

Interview notes must be taken to help the panel make an informed decision. Such notes should relate to how candidates demonstrate their knowledge, skills, experience, behaviours and abilities in relation to the person specification. In the event of a complaint, the Employment Tribunal would expect the College to have notes on every selection decision.

7.0 Post Interview

7.1 Making a Decision after Interview

The information obtained from the application, the interview, any selection tests and references (if received prior to interview) will allow candidates to be assessed against the person specification and a selection decision to be made.

The Chair of the panel must ensure that a written note of the reasons for selecting the successful candidate and rejecting others is made and given to the HR representative to be placed on the recruitment file, together with the original applications and notes of all the panel members. This will be held for 6 months after the appointment decision has been notified to the candidates. Following 6 months, the information will be destroyed.

7.2 Appointment

Where there is a unanimous decision in favour of 1 applicant then that selection decision is deemed as straightforward and the Human Resources Team will make the necessary contacts to initiate the formal offer of employment.

Feedback points to all candidates must be agreed at this point.

Where there is a difference of opinion with panel members a referral to a more senior person will be required.

7.3 Future Appointments

Where there are several high quality candidates who are unsuccessful in their application for a post but who may be capable of fulfilling a future College role, these applicants would be invited to be considered for future vacancies and their details kept on file for a "pool of staff". This is of particular relevance to lecturing posts.

If the applicant(s) express such interest, the Human Resources Team will pursue this and formalise the details in writing.

7.4 Pre-employment Health Screen

All offers of employment with the College are subject to a satisfactory health screen.

Any reasonable adjustments should be considered for a disabled candidate. Once issues have been clarified, then if appropriate, the appointment can be confirmed.

External advice will be sought as required e.g. from our Occupational Health Physician, which may impact on the ability to offer the post. Such matters should be referred to the Assistant Principal.

7.5 Induction

The Human Resources Team will liaise with the Recruiting Manager to confirm Induction arrangements for the new employee prior to their commencement of employment.