



RECRUITMENT POLICY

The Corporation aims to attract and recruit the most appropriately skilled, flexible and committed individuals as its employees in order to fulfil its mission and strategic objectives.

The Corporation will seek to ensure that no applicant for employment receives less favourable treatment on the grounds of race, ethnicity, gender, disability, age or sexual orientation.

The Corporation aims to achieve this by eliminating any condition or requirement of employment that cannot be justified, and that places a person at a disadvantage or has adverse effects on members of a particular group.

1 Recruitment and Selection Process

Before any formal recruitment process can begin the manager identifying the vacancy must carry out an assessment of the workload to ensure that a new hire is the only viable option to meet the requirement. This includes, but is not limited to, looking at whether work can be spread differently across existing staff to allow the new workload to be absorbed. If the result of the assessment is that a new post does indeed need to be created and recruited into the hiring manager must follow the process outlined below (more details about each of the steps can be found in the subsequent sections of this document):

1. Academic/support manager completes human resource request form (see appendix 1.1)
2. Hiring manager drafts new job description and person specification with HR manager
3. Senior management team (SMT) approval
4. HR manager advertises vacant post using the appropriate media, specifying job details, contact details for application forms and closing date for applications
5. HR to send out application packs to interested candidates containing:
 - application form
 - job description
 - person specification
 - guidance notes
 - corporation information
 - general information for candidates
 - recruitment questionnaires

6. HR receive application forms
7. Selection panel to conduct a shortlisting
8. HR inform shortlisted candidates of interview arrangements
9. HR take up references where approval given and send out medical questionnaires
10. Candidates attend an interview which may include a presentation or a test – arrangements made by HR and line manager.
11. Selection panel to conduct interviews
12. HR photocopy relevant certificates and eligibility to work in the UK
13. HR offer post to successful candidates subject to satisfactory references, CRB and medical
14. HR provide feedback to unsuccessful candidates

2 Job Description and Person Specification

A good understanding of the job requirements is fundamental to the successful recruitment and selection of staff. The HR manager in liaison with the line manager will ensure a job description and person specification is available for the given post.

2.1 Job Description

The job description describes the purpose of the job and identifies the main areas of work to be undertaken by the employee. It will be sufficiently detailed for potential applicants to gain a good understanding of the range of duties required.

2.2 Person Specification

The person specification should outline the key attributes, qualities and educational achievements required for the post. The specification should also state how a prospective candidate will be assessed on how best they meet the required criteria (see appendix 1.2).

Managers should:

- Check with HR to see if any generic job descriptions and person specifications are available
- Ensure job descriptions and person specifications are accurate, the purpose of the job should be made clear
- Ask the HR manager for advice on the wording or format of job descriptions and person specifications
- Ensure they do not use any words that may discriminate any prospective candidate

3 Job Evaluation

When a new job is created or an existing job is changed it must be amended within, or added to, the job evaluation system by the HR manager and hiring manager. This is to ensure cost and grading decisions are assessed fairly.

The college has one harmonised pay spine for support and teaching staff. Lecturers will be placed at a point on the scale that will reflect whether they have qualified or unqualified teaching status.

4 Advertising

Vacancies will normally be advertised internally and externally. There are, however, two situations when a job can be advertised internally only:

- when the post is fixed-term
- when there is potential for redundancy

Advertisements will contain the following information: salary, closing date, application process, contact number, brief outline of the job, main qualifications and experience required, and an equal opportunities statement.

All vacancies for teaching posts will be advertised in the TES. Vacancies for support posts will be placed in the local press. All teaching and support posts will also be advertised on the www.fejobs.com website.

For some specialised positions the Corporation will also consider extending advertising in specialist publications and/or using recruitment agencies.

5 Shortlisting

The shortlisting process will take place as soon as possible after the closing date. All candidates meeting the essential criteria on the person specification will be shortlisted by the interview panel. If the shortlisting process produces an unmanageable shortlist then the desirable criteria in the person specification should be used to filter the list further.

The chairperson of the interview panel will record the reasons for shortlisting. These records will be held for a minimum of three months. Any candidates requesting feedback will be given an honest and constructive evaluation.

Prior to shortlisting, HR will prepare the application forms. The first page of the form will be removed from the application forms and retained by HR. This will ensure that the personal details of the applicants are not available to the shortlisting panel. The panel will only be provided with the candidate's employment history and personal statement. Each candidate will be identified by a unique application number.

6 Pre-Interview

All shortlisted candidates will be offered the opportunity to attend an interview. Any candidate applying for a teaching post during term time will be asked to prepare and deliver a twenty minute teaching session on a given topic to a class of students. Two academic managers, one of whom will be the line manager recruiting for the department/faculty will observe this teaching session.

Interviews for teaching posts held outside term time will include delivery of a presentation on a given topic to the interview panel, as there are no students for a real classroom exercise.

Any candidates who have been successfully shortlisted for a support vacancy will have to complete a test relevant to the job they are applying for.

Prospective candidates will be required to complete a medical health questionnaire prior to attending the interview. On the day of the interview candidates will be asked to provide evidence of their qualifications and proof that they are eligible to work in the UK.

Candidates selected for interview will be asked if they have any special interview requirements.

7 Interview

All candidates shortlisted for lecturing posts will be provided with a salary assessment prior to attending their interview. The candidate/s will also have an opportunity to meet the HR manager who and department/faculty manager prior to the interview.

The interview is used to decide which candidate best meets the person specification. The interview panel must consist of a minimum of three people:

- a member of SMT
- a member of human resources and a
- line manager for the area the recruitment is being made.

Interview questions will be structured and explore the criteria required, such as skills, abilities and experience of the individual. The questions will be mapped against the person specification.

Questions posed by the panel should be non-discriminatory. Interview notes taken should be kept for a minimum of three months.

The panel should base their appointment decision on the following criteria:

- strength of the answers the candidate provided to questions they were asked
- person specification
- teaching observation
- presentation or test

The panel should be unanimous on their decision to appoint.

8 Post-Interview

A successful candidate will be offered the post within one day of attending the interview. The Human Resources manager will notify the candidate by telephone. If the candidate chooses to accept the post then the Human Resources manager will inform the candidate that the job offer is subject to successful references, medical and CRB clearance.

All unsuccessful candidates will be informed in writing within one week of attending the interview. All candidates will be given the opportunity to request feedback on their interview.

The successful candidate will then be sent a contract of employment. The candidate should sign this contract and submit the requested documents to the HR department.

9 References

References will only be considered only after the panel has assessed all other information. A copy of the job description and person specification will be sent to referees to help them provide relevant references. Two references will be requested for each shortlisted candidate.

10 Pre-Employment Checks

A medical questionnaire for the successful candidate will be sent to Occupational Health for medical clearance. If the HR department receive notification from occupational health that a medical examination is required the HR department will make an appointment for the member of staff to attend a medical check-up. A report is then sent to Human Resources.

Police checks will be carried out on all newly appointed staff. The candidate will be asked to complete a form supplied by the Criminal Records Bureau (CRB) and a list 99 check will be carried out prior to the candidate starting employment. The completed form will be sent to the CRB by HR. The CRB will send a copy of the disclosure form to the candidate and another to the HR department. The candidate should retain their copy as HR will only keep a record of the CRB number.

If a disclosure application for the candidate is returned showing a conviction the HR manager will arrange for a meeting with the candidate and the deputy principal to discuss the contents of the form.

11 Prevention of Illegal Working

The Asylum and Immigration Act 1996 and the Immigration (Restriction on Employment) order 2004 have placed additional responsibility onto employers and their staff, to ensure no person is employed illegally.

The Corporation's application forms ask candidates whether they require a work permit. All shortlisted candidates are asked to provide proof of their eligibility to work in the UK. If a candidate who requires a work permit is identified as the best candidate for the post, the offer of employment will be made subject to approval of a work permit, and the prospective employee cannot start work until the permit has been granted. The Human Resources manager will submit the application for the work permit.

12 Equal Opportunities

The Corporation is committed to promoting equality of opportunity. This is achieved by adopting measures not to ensure discrimination does not occur on the grounds of age, class, colour, disability, employment status, ethnic origin, gender, marital status, nationality, religious beliefs, sexual orientation, special needs, trade union membership, political beliefs or unrelated criminal convictions.

The HR department will monitor recruitment and selection procedures, including all documentation and literature, to eliminate as far as is reasonably possible any potential discrimination against any applicant.

HR will incorporate positive action statements into advertisements and recruitment literature for posts in areas where there is significant under representation of certain groups.

The whole recruitment process is driven by the provision of equal opportunities for all candidates.

- Shortlisting is based on individuals meeting the essential criteria for the post irrespective of race, gender, disability or age.
- Essential and desirable selection criteria are based on corporation needs
- The panel is not aware of applicants' race, gender or age until after the shortlisting

13 Induction Programme

HR will conduct an information session for all new permanent staff. Each new entrant will be informed of college policies and procedures and given a college handbook.

The main induction programme is available to all staff on StudySpace, the College's virtual learning environment (VLE). Each element of the induction programme can be completed online. The inductions provided include: Data Protection, Child Protection, Health & Safety and Equal Opportunities.

Completing each part of the programme is compulsory. Failure to complete the programme within the first three months of the employment start date will result in line managers and senior managers being informed.

On successful completion of the full programme, new staff will be provided with a college certificate.

13.1 Induction Procedures

- A full induction is provided for all new entrants to Stanmore College
- Every new member of staff will have access to a comprehensive and appropriate induction
- Every new member will have the opportunity to discuss any issues they wish to raise regarding elements of the induction programme

- Each element of the induction will be evaluated by the new member of staff so Human Resources can monitor its effectiveness.

13.2 Induction Evaluation

On completion of the full induction programme staff will be asked to complete an induction evaluation form. This is to allow for formal feedback to take place and for HR to monitor induction programme effectiveness.

If whilst completing the programme any staff wish to raise a concern a full contacts lists will be made available with contact names and numbers.

14 Mentoring Scheme

All new staff will be allocated an induction mentor who will act as an advisor and source of information for up to one year. Wherever possible the mentor should not be the line manager but should be someone in a similar role to that of the new member of staff. Teachers completing teaching qualifications will be allocated a subject mentor who will also carry out induction duties.

A mentoring checklist will be sent to both parties. It is the role of both the mentor and mentee to ensure the mentee understands each element of the checklist. At the end of the mentoring period a copy of the checklist should be signed by both parties and submitted to Human Resources.

Appendix 1.1

Human Resource Request Form

Title of post(s) to be considered	
Name of postholder(s) (if existing)	
Temporary or permanent post/arrangement	Temporary / Permanent If temporary please state period:
Suggested salary/grade	
Has this post been job evaluated?	
Start date requested	

Type of request (please tick)	New post	Upgrade	Change of hours (including request for remission)	Straight replacement
----------------------------------	----------	---------	---	-------------------------

What is the rationale for this post/upgrade/change of hours?
--

Is there any additional funding for this post or job change? (e.g. project funding, additional income, savings)

Agreed by SMT on date: _____

Signed: _____

(Principal, vice principal or director of finance)

PERSON SPECIFICATION

Job title:	Personal Assistant
Reporting to:	Human Resources Manager
Last updated:	31 January 2008

Essential Criteria

Job Related Knowledge/Experience	Method of assessment
Minimum of one year working as an administrator in a Human Resources department	<i>Application form, Interview</i>
Minimum of two years working knowledge and proficient in the use of Microsoft packages, particularly Excel	<i>Application form, Interview Work sample test</i>
Knowledge of HR related legislation	<i>Interview</i>
Educational	
Minimum of one year working as an administrator in a Human Resources department	<i>Application form, Interview</i>
A minimum of 2 'A' levels or equivalent	<i>Application form, Certificate Check</i>
Either possess a CPP qualification or be working towards one (or equivalent experience)	<i>As above</i>
Personal Skills	
Ability to preserve confidentiality Ability to work on own initiative and show willingness to learn Applies accuracy and pays attention to detail	<i>Application form, Interview Application form, Interview Application form, work sample test</i>
Ability to deal with difficult and sometimes confrontational situations	<i>Application form, Interview</i>
Ability to communicate clearly and accurately, verbally and in writing	<i>Application form, work sample test</i>
Ability to prioritise daily workload and handle parallel work streams	<i>Application form, work sample test</i>
Equal Opportunities	
A sound understanding of equality and diversity practice and a commitment to its implementation	<i>Application form, Interview</i>

Desirable Criteria	
CPP qualified	<i>Application form, Interview</i>

