



BISHOP GROSSETESTE UNIVERSITY

Document Administration

Document Title:	Recruitment and Selection Policy
Document Category:	Policy and Procedure
Version Number:	3
Status:	Approved
Reason for development:	Improved processes and implications of Brexit.
Scope:	This policy covers the hiring practices which must be adhered to by all staff.
Author / developer:	HR Business Partner
Owner	Director of HR
Assessment: (where relevant)	<div> <div>Tick relevant assessments</div> <div> <input checked="" type="checkbox"/> Equality Assessment <input type="checkbox"/> Legal <input type="checkbox"/> Information Governance <input type="checkbox"/> Academic Governance </div> </div> <div> <div>Tick if not applicable</div> <div> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> </div> </div>
Consultation: (where relevant)	<input checked="" type="checkbox"/> Staff Trade Unions via HR <input type="checkbox"/> Students via Bishop Grosseteste University Students' Union <input type="checkbox"/> Any relevant external statutory bodies
Authorised by (Board):	FE&GP
Date first authorised:	December 2013
Date current version authorised:	24 February 2021
Date current version effective from:	24 February 2021
Date next review due to commence:	24 February 2024
Document location:	University Website
Document dissemination / communications plan	All Staff via upload to SharePoint
Document control:	All printed versions of this document are classified as uncontrolled. A controlled version is available from the University Website.
Alternative Format:	If you require this document in an alternative format, please contact governance@bishopg.ac.uk .

***Please note this document remains valid until formally revoked or replaced by the University.**

Introduction

Bishop Grosseteste University's (BGU's) Recruitment and Selection Policy provides a fair, transparent, systematic and reliable basis for selecting the most suitable candidate for any given vacancy. Effective recruitment is central and crucial to the success of BGU and is key to ensuring the University attracts and retains the most talented individuals.

The University follows a systematic process designed to ensure the most cost effective and efficient deployment of the University's current and potential employees. The procedure will normally be initiated by managers and the appropriate member of VCEG, with advice and support from Human Resources (HR).

Recruitment and selection are key public relations exercises and should enhance the reputation of the University. An aim of this policy is to ensure that the candidate experience is positive, irrespective of outcome.

Equality and Diversity

Bishop Grosseteste University values people and is committed to equality of opportunity for all staff.

The University is committed to open and diverse recruitment and will strive to source candidates from a wide pool in order to find the best person for a vacancy to achieve a diverse workforce, to ensure talent is not blocked from entering the University, and to support people from all backgrounds to realise their full potential.

All University recruiters need to be aware of the principles of equality and diversity and understand how unfair bias and/or unlawful discrimination can occur both directly and indirectly in the recruitment process.

Consistent with the Equality Act, 2010, applications from individuals are encouraged regardless of age, disability, sex, gender reassignment, sexual orientation, pregnancy and maternity, race, religion or belief and marriage and civil partnerships. Shortlisting, interviewing and selection is always carried out without regard to these characteristics.

Reasonable adjustments to the recruitment process will be made to ensure that no applicant is disadvantaged because of their disability.

Recruitment processes and systems will be regularly reviewed to ensure there is no hidden bias.

Training

All BGU staff who have the responsibility for any stage of the recruitment and selection process, are equipped with the knowledge and skills to carry out their responsibilities in accordance with this policy.

BGU employees involved in making selection and appointment decisions are required to complete an approved e-learning module on equality and diversity before attending an in-house recruitment and selection/unconscious bias training course or its equivalent from an external provider.

Pre-recruitment

Assessment of need

Before recruiting to a post, the recruiting manager will assess the need to recruit and any viable alternatives to recruitment to meet the identified need. Such an assessment will take into account not just immediate staffing needs but also future plans that might have staffing implications (e.g., changing organisational requirements, potential future restructuring needs, current and future skills gaps. The hiring manager may need to consult with an HR Business Partner at this point.

Job analysis and design

Effective job analysis and design will help ensure that the job description and person specification are inclusive, up to date and reflective of the University's needs, as well as ensuring that the correct recruitment and selection methods are chosen to maximise the chances of a successful appointment.

Determining the grade

If necessary (and usually when dealing with new positions), once the job description and person specification have been drafted by the hiring manager, the job will be subject to Higher Education Role Analysis (HERA) to establish its grade. *See HERA process guidance.*

Approval to fill a vacancy

Once the above stages are complete, the recruiting manager will need to obtain proper authorisation to fill a vacancy:

- For newly established posts, both temporary, fixed term, casual and permanent (including hourly paid lecturers).
- For existing posts that have become vacant.
- For sourcing certain temporary cover posts.

The workflow is set out at:

<https://sharepoint.bishopg.ac.uk/eforms/layouts/15/start.aspx#/New%20Starter%20Request>

Job descriptions and person specifications

Managers must ensure that job descriptions and person specifications are drawn up for all posts. When posts become vacant, the job description should be reviewed and amended as necessary according to the needs of the University.

Job descriptions and person specifications must be written in a non-discriminatory way. Advice can be obtained from HR.

Any changes to job descriptions and person specifications should be communicated to HR to check if there is an impact on the grade and to ensure records are kept up to date.

Job descriptions and person specifications must be submitted with the Request to make an appointment form.

Advertisements

All positions will be advertised internally on the University e-recruitment system <https://jobs.bishopg.ac.uk/> and where appropriate they will also be advertised externally.

Posts should be advertised in such a way as to draw them to the attention of as wide a group of potential applicants as possible. It should be considered whether the post should be advertised in media particularly aimed at underrepresented groups in addition to the normal publications and websites.

HR will liaise with media agencies to produce the advertisement from narrative provided by managers and discuss the most suitable method and/or medium for advertising. Managers will be asked to approve the final copy prior to publication.

Advertisements will give brief details of the post, salary level and how to apply. Self-selection by potential applicants is an important part of the recruitment process and the information provided will be sufficient to enable this to happen.

Advertisements are worded in a non-discriminatory way so that no individual or group is discouraged from making an application. The University's Diversity and Equality strap line is included in all advertisements.

The closing date for applications is normally at least 14 days after the last publication date. Candidates need to have time to consider and return their applications, but timescales should not be so long to risk losing good candidates. Any exceptions are agreed with HR.

Candidate Attraction and Application

Consideration for redeployment

BGU is committed to avoiding making staff redundant whenever possible. When it is necessary to make posts redundant, we will seek to redeploy staff into suitable alternative vacancies elsewhere in the University to retain valuable skills, knowledge and experience. Redeployment also reduces the cost and time required to fill vacancies as well as the time needed for induction and training of new staff.

All approved vacancies are circulated for initial consideration to all staff registered as requiring redeployment. This process should normally take one week to complete. If redeployed staff have approved annual leave, they should notify HR to avoid missing out on any opportunities.

Attracting suitable applicants

The University uses the most appropriate method of generating interest in the post and of attracting suitable applications. Guidelines have been developed to assist recruiters to target their vacancies appropriately.

Executive recruitment

For executive posts, the University may decide to use the services of an external recruitment consultancy to source suitable potential applicants. In these circumstances the University takes all reasonable steps to ensure that the provider is committed to equality and diversity and to the spirit of this Recruitment and Selection Policy.

Recruitment agencies

In exceptional circumstances it may be necessary to use a recruitment agency. This should be discussed and agreed with HR to confirm which agencies are to be approached and the associated costs involved. The University takes all reasonable steps to ensure that the agency is committed to equality and diversity and to the spirit of this Recruitment and Selection Policy.

Social media

All vacancies are advertised on the BGU vacancies page and the Job Centre. The HR Business Partner involved in the recruitment process will also request that the Marketing team promotes each vacancy on the University's social media platforms. Where required vacancies may also be advertised on jobs.ac.uk or other online portals. All advertising must be approved in advance with the HR Department and relevant budget holder.

Application stage

The University will keep its application processes and forms under review to ensure that applicants have a high-quality experience and suitable applicants are encouraged to apply.

A standard BGU application form is normally completed by each applicant via the University's e-recruitment software, Stonefish, and submitted by the specified closing date. Paper alternatives will also be made available upon request.

Unless otherwise stated in the vacancy job advertisement, CVs will normally be accepted only as a supplement to a fully completed application form.

Application forms received after the specified closing date will not be considered unless an extension has been requested and approved.

High-quality recruitment information about the University and about the specific job advertised is important to ensure that applicants have sufficient information to judge whether to apply. HR will ensure that the information made available to potential applicants is kept up to date.

Recruiting managers will have the opportunity to supplement the standard information with any team or post specific information they think will promote the opportunity and enhance applicants' understanding of the role. This is particularly important for external applicants who may have no prior knowledge of the University or the higher education sector.

Equality and diversity

Candidates are invited to provide equal opportunities details when completing their applications to enable robust monitoring of the success of recruitment in relation to our diversity aims. This information is separate from the job application and applicants may decline if they do not want to provide these details.

Permitted exceptions to external advertising of jobs

Where a job is restricted to internal applicants or restricted to a particular work area or group of staff, prior consultation with HR is required. Examples include:

- Acting up opportunities
- Internal secondment
- Internal restructuring

- Job share
- Temporary to permanent status
- Student employability
- Named person on a research grant.

Internal expressions of interest

There can be mutual benefit gained from using an expression of interest (EOI) process to source internal expertise and provide developmental opportunities to staff in the University, by providing a clear and transparent framework to recruit and select staff for these opportunities fairly and equitably.

When a department calls for an EOI, the hiring manager may advertise either internally to staff in a specific department or on the University Staff Portal for University-wide distribution to staff. Positions advertised under an EOI process will be open to internal applicants only.

The EOI process must be approved by the Director of HR. Appropriate circumstances typically include requests:

- To provide developmental, acting or project-based opportunities to internal staff
- Arising as part of a change management process.

Re-advertising posts

If a suitable candidate is not identified throughout the recruitment and selection process, the Recruiting Manager should consult with the HR Business Partner to reassess the criteria, person specification, job description and advertisement before re-advertising the role.

Shortlisting process

Shortlisting must be carried out by a minimum of two panel members to reduce the possibility of bias, one of whom should be the direct line manager.

Prior to the shortlist being confirmed, to ensure anonymity within the process, the e-recruitment system will only display applicants to panel members by initials and a number. Equality and diversity information will not be available to panel members.

All candidates should be assessed objectively against the selection criteria set out in the Person Specification and only candidates who meet all the essential criteria should be shortlisted.

Shortlisting and interview panels must be mixed gender and larger panels must have a gender balance.

Shortlisted candidates should be provided with details of the selection process, including details of any tests or presentations a minimum of 5 working days before the interview. In accordance with the Equality Act 2010, candidates are asked to advise if there are any particular arrangements or reasonable adjustments to be made so that they can participate fully in the selection process.

Personal data provided as part of the application process is restricted and details relating to diversity information or criminal records are not sent to the shortlisting or interview panels to ensure equality and diversity processes are followed.

Please see Appendix 1 for further information on the shortlisting process.

Interviews

The selection panel's primary aim is to select and appoint the best person for the job. Appointment decisions should be explicitly based upon evidence gathered throughout the recruitment and selection process.

Interviews should be carried out by a minimum of two people, one of whom should be the Line Manager.

Selection is a two-way process: candidates are assessing the role and the University. Those involved in recruitment should consider how best to convey a positive image.

It is recommended that a range of selection methods, that are suitable for assessing both the essential and desirable criteria in the person specification are established. This will enhance objective decision-making.

Interview questions and the structure of the interview should be consistently applied to all candidates and should be based on the Person Specification. The interview focuses on the needs of the job and skills needed to perform it effectively. The panel ensures that the questions asked are not discriminatory or unnecessarily intrusive.

Notes recording the main points of the interview should be taken so that the panel can refer to these when assessing candidates against the Person Specification, making appointments and providing feedback to any unsuccessful candidates. The interview documentation, including individual panel members' notes *must* be forwarded to HR. All the relevant information will then be held by HR in a confidential file for a minimum period of six months from the effective date of appointment.

Psychometric testing may be used as part of the recruitment process only with the prior approval of the HR department. Any test must have been validated in relation to the job, be free of bias, and be administered and validated by a member of HR.

Selection Decision

When making an appointment it is the responsibility of the Chair of the selection panel to make a verbal offer to the successful candidate.

Unsuccessful candidates should be dealt with courteously and sensitively and will, as a minimum, receive timely telephone or written notification of the outcome of the interview and selection process.

If a candidate requests feedback regarding their performance in the selection process, this should be arranged and carried out by the Chair of the panel using the interview notes and Person Specification.

HR should be informed of the outcome via the e-recruitment system and a detailed offer/appointment form should be submitted. All offers made are conditional, subject to the University's standard pre-employment checks being completed (References, Right to Work check and Pre-Employment Medical Questionnaire).

Until 30 June 2021, in relation to European Economic Area (EEA) and Swiss national recruits, the University can continue to use workers' EEA and Swiss passports and national identity

cards as evidence of their right to work in the UK. Employers can also use the Home Office online [right to work checking service](#) to confirm that the worker has settled or pre-settled status and therefore has the right to work in the UK. However, until 30 June 2021, recruits are not obliged to share their status.

Making the Appointment

Salary

Appointments will normally be made at the grade minimum of the advertised salary scale unless directly relevant experience would justify additional increments. Advice should be sought from HR if the intention is to appoint at the grade maximum of the advertised salary scale. No appointment can be made above the advertised scale.

References

It is the University's practice to seek the successful candidate's consent to obtain two written references and to ask for documentary proof of qualifications. Any offer of employment is conditional on these requirements being satisfactory and the candidate also satisfying right to work in the UK checks.

Pre-employment medical checks

The successful applicant will be asked to complete a "pre-employment medical questionnaire". Any offer of employment will be conditional on the result of this medical examination being satisfactory.

DBS Checks

Some roles may require an Enhanced DBS Check, and, in such circumstances, it should be clearly stated in the advertisement and job description. HR will manage this process and liaise with the candidate to ensure all relevant documents are verified. Recruiting Managers should seek advice from the HR Department if they are unsure whether a specific role requires a DBS Check.

Records and monitoring

The University's processes collect personal data during the recruitment process in accordance with its Data Protection Policy. In particular, data collected as part of the recruitment process are held securely, accessed by, and disclosed to, individuals only for the purposes of managing the recruitment exercise effectively. Inappropriate access or disclosure of job applicant data constitutes a data breach and should be reported in accordance with the organisation's Data Protection Policy immediately. It may also constitute a disciplinary offence, which will be dealt with under the University's Disciplinary Procedure.

Recruitment Timeline

HR will endeavour to recruit the vacant post as quickly as possible and normally within the following timescales:

Signed approval form being received by HR to the advert being live – 5 working days

Duration of live advert - 10 working days if external, 5 working days if internal

From closing date to shortlist and invitation emails sent to the candidates – minimum of 5 working days. Please be mindful that if you require the candidates to prepare something in advance, such as a presentation, they should be given appropriate time to do this.

Start dates should be agreed between the Chair and the new starter. If the start date is less than two weeks after the interview date, please note that the new starter may not receive written particulars of employment before joining. In addition, the necessary pre-employment checks may not have been completed. These include eligibility to work in the UK documents received, satisfactory medical approval, qualifications checked, and satisfactory references returned. In this situation it will be the appointing manager's responsibility to carry out a risk assessment to determine if employment should commence prior to these completed checks.

Induction

Induction is the final stage of the recruitment process. Once the successful candidate has accepted the offer of employment and a start date has been agreed, the line manager/ Head of Department is responsible for preparing a comprehensive induction programme for the new employee. For more information, please refer to the University's *Induction Policy*.

Recruitment and Selection Policy – Appendix

This appendix details the University's approach to employing workers from overseas.

Avoiding illegal working

The University will not employ an individual unless they have a legal right to work in the UK. All offers of employment will be subject to the candidate providing the required original documents or the University being able to carry out a check on the Home Office online right to work checking service confirming their right to do the work in question. For the University to be able to conduct an online check, the candidate must have shared their right to work details with the employer using the Home Office prove your right to work to an employer online service.

The HR department will conduct the necessary checks during the recruitment process.

In the event that an individual has time-limited permission to live and work in the UK, they will be required to provide evidence of their renewed right to live and work in the UK. Alternatively, if applicable, the University will carry out a check via the Home Office online checking service, on or before the expiry date of the relevant current permission.

If a successful job candidate is unable to provide evidence of their right to do the work in question, and a Home Office online check, if applicable, fails to confirm the right to do the work in question, the University will withdraw the job offer.

If it appears to the University during the course of an employee's employment that they do not have the right to work in the UK, the University will carry out an investigation into the circumstances. If it is established that the employee does not, or does not appear to, have the right to work in the UK, the University may terminate the employee's contract of employment.

Points-based system

From 1st January 2021 a new points-based system has been introduced, treating both EU and Non-EU citizens equally. Anyone coming to the UK to work will be required to apply for permission beforehand, excluding Irish citizens.

The points-based system has been streamlined and simplified, making the best use of technology, and implementing the recommendations of the Law Commission.

EU and Non-EU citizens wishing to come and live in the UK from 1st January 2021 will need to demonstrate their right to be in the UK and the entitlements they have. All applicants will receive written confirmation of their immigration status. EU Citizens will additionally be provided with secure access to their immigration status information via an online service which they will be able to use to confirm their rights and to access services when necessary *instead* of a physical status document.

The University will comply with the requirements of the Home Office's points-based system for employing foreign workers. Where a worker who is subject to immigration control and who does not already have the right to work in the UK, is to be recruited, the HR department will take steps to assess whether sponsorship is appropriate.

In relation to eligible foreign workers who are to be recruited into the University, the University already has a sponsor licence to enable it to issue a certificate of sponsorship to such workers.

The University will comply with its obligations as a licensed sponsor.

Sponsorship

Employers will need to apply to be a sponsor if they want to recruit workers from outside of the resident labour market.

Employers do not need to be a sponsor to employ someone from the resident labour market with an existing right to work in the UK. This includes EU Citizens with settled or pre-settled status.

Most migrants will be allowed to apply to switch from one immigration route to another without having to leave the UK, however, there will be no relaxation of the qualifying criteria for the route being switched into.

Avoiding race discrimination

The University is under an obligation to do all that it can to avoid race discrimination in the workplace, and to ensure that no job applicant is excluded from a position because of their colour, race, nationality, or ethnic or national origins.

The University will treat all job applicants in the same way at each stage of the recruitment process, and no assumptions will be made on the basis of, for example, appearance or a foreign name. There will be no assumption that a foreign national or someone from an ethnic minority has no right to work in the UK.

The University will recruit candidates who are most suited to the position in question and comply with its equal opportunities policy at all times. To this end (although subject to eligibility for sponsorship where necessary), the nationality of the most suitable candidate will have no bearing on whether or not they are selected for the post. If the University does not have a sponsor licence at the time of recruitment process, this will not be a bar to the recruitment of a foreign national in a role that would otherwise qualify for sponsorship.

The requirement to provide evidence of the right to work in the UK will apply to all appointees, regardless of their race, nationality or ethnic or national origins.

Anyone who cannot evidence their right to work in the UK in the role in question will be referred to the Citizens' Advice Bureaux for further advice. However, the University will not employ such an individual until the necessary checks have been carried out.

Department manager responsibilities

In the event that a department manager becomes concerned that an employee in their department is working in the UK illegally, they should report the matter to the HR department, giving reasons for the concern. The HR department will investigate the matter further.

Data protection

The University will ensure that individuals' personal data, including information about racial or ethnic origin, collected to establish the right to work in the UK and to comply with other immigration requirements, is handled in accordance with the University's Data Protection Policy.