



Working Together

Employee Resourcing Policy and Procedure

March 2017

History of Changes

Version	Description of Change	Authored by	Date
1.1	Minor changes to reporting data	Debbie Kerr	March 2015
1.2	Changes incorporating recommendations from Internal Review	Debbie Kerr	August 2016

1. Introduction

It is the policy of the College to create and maintain a highly motivated and effective workforce by attracting and recruiting the best people for all levels of vacancy. In pursuing this objective, fairness, consistency and transparency will underpin all processes associated with recruitment and selection.

It is the organisation's policy to recruit the best person for each vacancy, regardless of any protected characteristic. Applications for employment, training and promotion are monitored by protected characteristic and reported in the Equality Mainstreaming Report. Any pattern of inequality will be addressed. Whenever possible, existing employees will be invited to apply for promotion opportunities.

2. Scope

Any staff member within the College with the remit for recruitment and selection of staff, is required to be familiar with this policy statement and adhere to the principles of the policy.

3. Key Principles

- 3.1 The College will recruit staff on the basis of merit and will adhere to all employment legislative requirements, including the Equalities Act 2010.
- 3.2 The College will seek to promote best practice in recruitment and selection. This will involve reviewing existing practices and incorporating new approaches.
- 3.3 All College staff who participate in any aspect of the staff recruitment and selection process will have undergone training in recruitment and selection procedures and will have undergone training in equality and diversity. In addition those staff will be required to maintain currency in these areas by attending refresher sessions and updates.

- 3.4 The College recognises the importance of the composition of the workforce reflecting that of the wider community. In light of this the composition will be monitored and periodically evaluated. Where there is evidence of unexplained under representation of any group or groups, then this will be addressed.
- 3.5 Any applicant with a disability will be afforded reasonable adjustment with regard to all stages of the recruitment process. Where a candidate with a disability meets the minimum criteria, as set out in the person specification, they will be guaranteed an interview.
- 3.6 All information and documentation regarding applicants will be processed and maintained in accordance with the Data Protection Act.

4. Responsibilities

- 4.1 The SMT is responsible for overseeing compliance with the principles of this policy.
- 4.2 The Head of HR is responsible for the implementation of this policy.
- 4.3 Line Managers are responsible for ensuring compliance with this policy.

5. Related Documents

- 5.1 Employee Resourcing Procedure

6. Review

This policy will be reviewed every three years or more regularly if required.

1. Introduction

This procedure is to support the College's policy to recruit the best person for each vacancy, regardless of any protected characteristic. Applications for employment, training and promotion are monitored by protected characteristic and reported in the Equality Mainstreaming Report. Any pattern of inequality will be addressed. Whenever possible, existing employees will be invited to apply for promotion opportunities.

2. Scope

Any staff member within the College with the remit for recruitment and selection of staff, is required to be familiar with this procedure and adhere to the principles of the procedure.

3. Key Principles

- 3.1 The requirements for staffing of all organisations change over time and therefore all replacement and/or new posts should be justified by the manager responsible. A Vacancy Request and/or Establishment Change Form must be prepared and submitted to the HR department for consideration by the Staffing Committee. Vacancy Request and Establishment Change Forms are available on the College intranet and should be accompanied by a Job Description and Person Specification for the post.
- 3.2 In addition to ad hoc Staffing Committee meetings there will be an annual Staffing Committee held in April/May each year to determine staffing needs for the following session based on the curriculum plan. The Staffing Committee will also consider any applications for permanent hours at this annual meeting.
- 3.3 Copies of the advertisements will be sent by e-mail to all staff and will be placed on the College internet to give existing staff the opportunity to apply.
- 3.4 Staff concerned with recruitment must ensure that they comply fully with Equalities, Diversity and Inclusion Policy.
- 3.5 Short-listing will be carried out by assessing the information on the application form against the essential and desirable criteria on the person specification. At this stage the process will be conducted in a way that protects the anonymity of the applicant thereby supporting greater objectivity.

- 3.6 A decision to interview, short-list or offer employment will take no account of an applicant's trade union membership or non-membership and any relationship to current members of staff. Where, however, any member of the interview panel has a conflict of interest, this should be recorded and, where necessary, that interviewer removed from the panel.
- 3.7 All job applications must be acknowledged in writing at the earliest opportunity.
- 3.8 Under normal circumstances where insufficient numbers, or an insufficient standard, of applications are received the post may be re-advertised.
- 3.9 Applicants selected for interview will be advised of the arrangements, the composition of the panel, the format of the interview and time and location of the interview. Due to the composition of the interview panel it is not always possible to reschedule interviews and applicant should make every effort to attend. However, if the interview time is not suitable it may be possible to change it. Normally short listed candidates will be given a minimum of 5 days notice of the interview. Candidates will be asked to confirm attendance.
- 3.10 In accordance with the College's equal opportunities policy, steps will be taken to encourage people from under-represented groups to apply for positions at all levels in the College. In addition, attempts will be made to accommodate the particular needs of any person suffering from a disability within the meaning of the Equality Act 2010 at all stages of the recruitment process.
- 3.11 All applicants with a disability who meet the minimum criteria for the job vacancy will be guaranteed an interview and will be considered on their abilities.
- 3.12 Recruitment/applicant sessions may include informal interviews and will always include a formal panel interview with a representative of the HR Department in attendance. Selection will be based on a competence based interview and may include a skills test, presentation, mock teaching session or other assessment as deemed appropriate to the post.

- 3.13 Interview questions will be agreed by the panel prior to the interview. The same set of questions will be asked of all candidates. Where panel members believe that the candidate has not fully demonstrated competence on any area then a follow up question may be asked.
- 3.14 Notes will be taken during the interview to assist in the assessment process. It will be explained to the candidate that notes are being taken for this purpose. These notes will be maintained for a period of six months after appointment to the post is made.
- 3.15 Unsuccessful candidates and those applicants who are not short-listed will be informed of this fact as soon as possible by letter from the HR Department. Existing employees will, in addition, be advised verbally by the recruiting manager as to why they are not being interviewed
- 3.16 Where an existing employee is unsuccessful in his or her interview for an internal vacancy, post interview counselling will be offered to the applicant.
- 3.17 Any unsuccessful applicant will be entitled to feedback on any aspect of their application. The feedback will be specific, will be delivered in a way as to be useful to the candidate and will not refer in any way to other candidates. Training on the provision of feedback will form part of the recruitment and selection training.
- 3.18 When a suitable candidate has been identified, an offer of the job, (which must have been approved by the Principal) specifying the salary will be made subject to satisfactory reference, police (where appropriate), health, employment and qualification checks. Each letter offering a job will also be accompanied by a statement of the main terms and conditions of employment relating to that position and a slip for the applicant to sign denoting acceptance of the job on those conditions.
- 3.19 In the case of internal promotion, the employee who is to be promoted will be made aware of the conditions attached to the promotion, e.g. salary, fringe benefits, probationary period where appropriate and what will happen should they be unsuccessful in their new role.

- 3.20 Details of new appointments will be sent by the HR Department to the relevant departments in order that an induction programme can be arranged.
- 3.21 All internal and external appointments will be made subject to a satisfactory probationary period of up to six months. The progress of new employees will be monitored closely by their line manager during this period and they will be interviewed by the appropriate manager during and at the end of the probationary period. A recommendation as to whether the employment should be confirmed must be made on the Probationary Period Review Form. The probationary period may be extended once by an agreed period of up to four months if there is some doubt about whether the new employee is suitable. During this extended period there will be monthly reviews with records of progress. Employees will be informed in writing of the outcome of the probationary period. For more information please refer to the Probationary Period Guidelines.

4. Responsibilities

- 4.1 The SMT is responsible for overseeing compliance with the principals of this policy.
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5. Related Documents

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Recruitment Process

Procedure guidelines that support the Employee Resourcing Policy

There are two main reasons a candidate will submit their Curriculum Vitae (CV) or an application form to Borders College.

1. In response to an advertisement
2. For speculative purposes

For each of the above scenarios the submission can be from an internal member of staff, a candidate acting through self-interest, or agency acting on behalf of a candidate.

Creating a job vacancy

All posts other than supply/temporary lecturing posts require the approval of the Staffing Committee. Vacancy Requisition and/or Establishment Change forms should be submitted to the Head of HR and Development who will arrange for a Staffing Committee to take place. The Recruiting Manager and the Head of Finance will be invited to attend the meeting.

The Recruiting Manager should ensure an accurate and up to date Job description and person specification are sent to the HR Department before the post is to be advertised. The job description and Person spec must be in the standard format (available on the intranet/HR/recruitment). The HR Department will advise of the date it will be circulated.

This will enable a Job Advert to be created and circulated internally, posted on the college website and advertised externally if required by the HR Assistant.

As there is a cost associated with advertising the recruiting manager should consider **where** best to advertise carefully. If there is potential for high demand with the right skill set internally, consider delaying advertising in Newspapers etc for a period of time if succession planning is an option.

Once a post is approved a meeting between HR and the Recruiting team will be arranged to agree process, dates and to ensure that all necessary information has been shared with the HR Department. Appendix 1, Interview Responsibilities Matrix, details the level of staff who should be involved in the recruitment stages. Appendix 2, Pre – Recruitment Meeting, details the agenda of what should be covered at the meeting.

Applications should be sent to the HR Department, anyone sending only a CV will be asked to submit an application form before the application can progress. It is no longer possible to proceed to interview unless an application is complete. This is primarily so that the College can collate all the information required from the candidate in order to decide whether to move to the next stage of the application and to carry out necessary equal opportunity monitoring.

Applications received by the HR Department will be sent to the Recruiting Manager within 48 hours of the closing date of the post. The names of the candidates will be omitted at this stage. The Recruiting Manager should ensure the screening matrix (saved in U/Recruitment) is complete for **ALL** applications received

The Screening matrix should be completed for, and attached to, all application packs.

The screening matrix should be completed for all applications, irrespective of role or contract type. The reason for this is so that:

1. The procedure will be consistent for all candidates and the College therefore minimising the risk of breaching Legislation
2. There will be visibility of decisions made.

Applications not achieving the minimum standard

Line managers should ensure that if any of the essential criteria is not met, applicants are not taken forward to interview.

If unsuccessful at the screening stage, the HR Department will advise the individual they have not met the minimum requirements and store the application for 6 months. The HR Department will not automatically progress the application. It is up to the individual to progress future opportunities should they become aware of a future vacancy.

Applications achieving the minimum standard

The Recruiting Manager will advise the HR Department of the candidates who have achieved the minimum criteria and when they wish to interview. If the Recruiting Manager does not want to interview a candidate, the application along with reasons why (shown in the screening matrix) should be returned to the HR Department to send a standard reject letter following the interview process being complete.

In addition the HR Department will advise the Recruiting Manager of candidates that have not been selected, should they believe they meet the minimum requirements for the post and have declared a disability.

If the Recruiting Manager wants to interview a candidate/number of candidates. The HR Department must be given sufficient notice to notify the candidates 1 week before the interview date, unless business needs dictate otherwise. This should be agreed at the beginning of the process as part of the recruitment meeting. The Recruiting Manager will be made aware of the names of candidates once this decision has been made. The Recruiting Manager should add or amend any role specific and competency based questions and the **expected answers** to the interview script for that role (saved in U/recruitment/Department). A database of possible questions will also be found in this drive. The HR Department will add questions to this database on an ongoing basis.

From the Job description and Individual review criteria the Recruiting Manager will select which competency questions e.g. teamwork, Leadership or communication should be asked at interview from the database. If unsure the Recruiting Manager should liaise with the HR & Development Advisor. The Recruiting Manager should complete the interview script at least 5 days before the interview and bring along on the day to agree the structure. If the Recruiting Manager requires candidates to complete a skills test e.g. presentation or exercise, they should advise HR at the start of the process, along with the weighted importance of the test.

The HR Department will meet the Recruiting Manager 15 minutes before any interview/group of interviews to finalise the interview structure and allocate questions.

The Interview Process

Follow Interview structure checklist.

The HR representative should take notes in the relevant section for each question.

The Decision

Immediately after the interview, the interview panel will score the interview, by giving a 1-5 for each question.

The HR representative will calculate average/successful individual. If there are any additional elements to the processes, e.g. a mathematical test, HR should be made aware of the weight of this element to calculate the overall score.

An outcome will be agreed, based on the performance **Score** on the day. For example if a candidate scores all 5s we can't reject and give to someone who is all 2s. It is important not to take the best candidate on the day if the required level is not met. Candidates must score at least 50% of the total score possible to be considered for the position. It is acceptable not to select any of the candidates if the minimum score is not met.

Should you wish to appoint a candidate scoring a 1 or 2 in any question, you must justify this on the approval form and put in place a development plan via the induction process

If the candidate already works for the college their skills and experience should be used only to pass screening and get to interview stage. It is indirect discrimination to give a role to a candidate because we like and know them or because they may leave if unsuccessful, who scored below the minimum criteria at interview, when another candidate scored higher.

By adapting this approach the recruitment process could be deemed unfair and the college could be taken to a tribunal.

Communicating the decision

Once the HR Department have obtained the Principal's authorisation. The Recruiting Manager will be advised so that they can contact the relevant person and advise that we would like to offer the position subject to satisfactory police, reference, qualification, employment, health checks and 6 month probation period. They should also confirm the start date and any induction arrangements. The Recruiting Manager should advise HR if the first choice candidate accepts or declines

Once the candidate verbally accepts HR will then send a recruitment pack to the candidate and start security checks. HR will send decline letters to those unsuccessful within 5 days, giving them the opportunity to request feedback.

HR will inform relevant departments of the new start and IT will provide log in details to the line manager prior to the start date wherever possible.

Feedback

The Recruiting Manager will provide generic or specific feedback if required for those unsuccessful i.e. what responses we were looking for from the questions. The Recruiting Manager can make an appointment with the HR & Development Advisor prior to giving this feedback if required.

Internal Candidates will be offered a feedback session from the Recruiting Manager.

Interview Responsibilities Matrix

Vacancy	Principal	Vice Principal	Head of HR & Development	Head of Faculty	Business Support Manager	Learning & Teaching Development Director	Programme Leader	Support Staff Line Manager	HR & Development Advisor	HR Officer	Student President
Perm SS Level 1					X			X	X		
Perm SS Level 2		X			X				X		
Perm Lecturer		X	X	X		Micro-Teach	Micro-Teach				Micro-Teach
Perm/Temp PL		X	X	X		Micro-Teach	Micro-Teach				Micro-Teach
Perm/Temp HOF	X	X	X								
Perm/Temp BSM	X	X	X								
Temp Lecturer 9 Hours or more				X		Micro-Teach	X		X		Micro-Teach
Temp Lecturer less than 9 Hours				X		Micro-Teach	X			X	Micro-Teach
Support Staff Fixed Term Contract					X			X		X	
Supply Lecturer				X		Micro-Teach	X			X	Micro-Teach
Evening Class Lecturer					X			X		X	

Note: Vice Principals can interview when the Principal is unavailable.

HR & Payroll Officer can conduct interviews if the HR Officer is unavailable

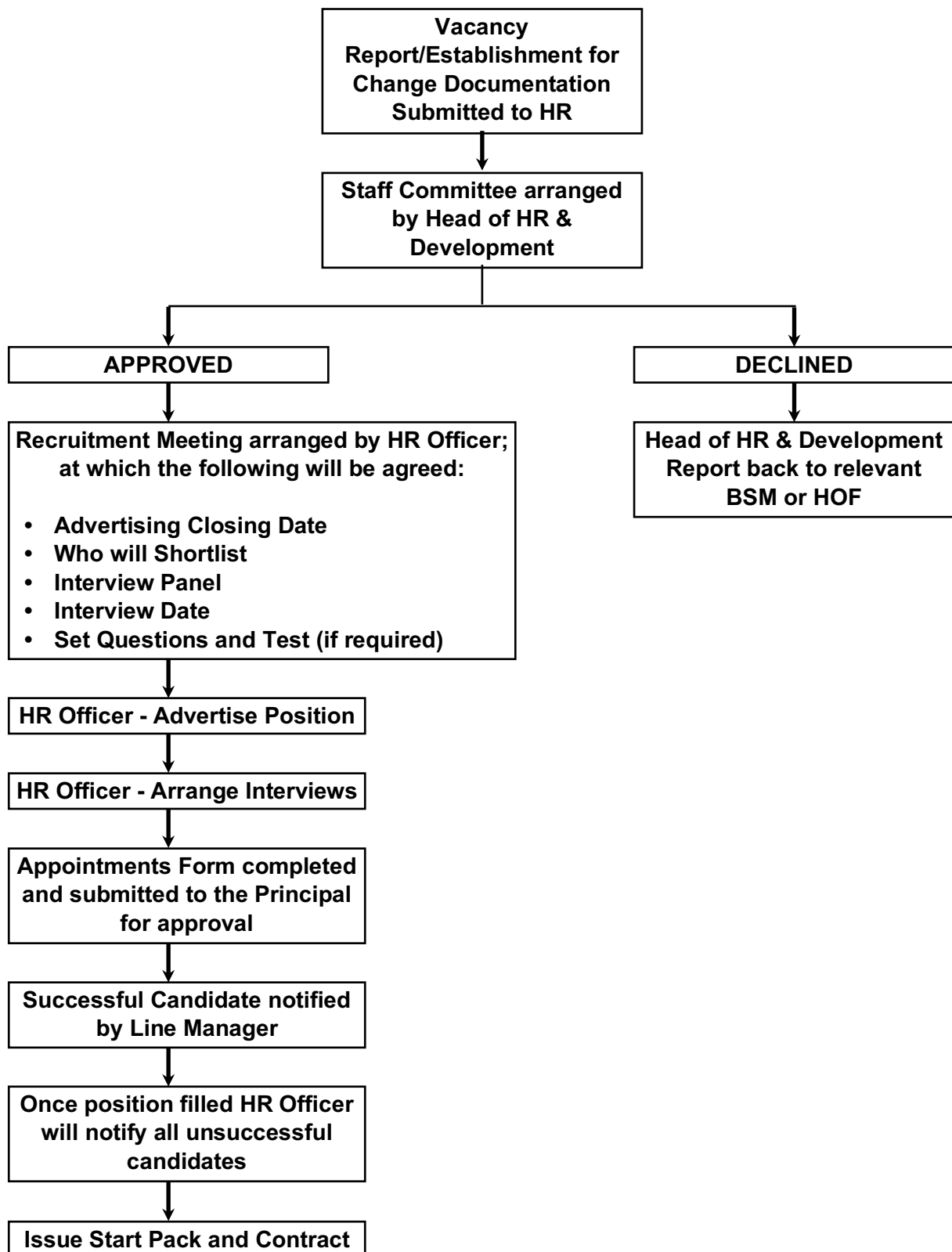
Pre – Recruitment Meeting

Agenda

Vacancy:

1. Do we have a Job Description and Person Specification – have these been checked and agreed	
2. Where is the post being advertised and what is the closing date	
3. What date will the applications be shortlisted and by who	
4. What is the interview date	
5. What is the format of the interview <ul style="list-style-type: none"> • Test • Micro Teach • Presentation • Questions Who is involved at each stage <ul style="list-style-type: none"> • Test • Micro Teach • Presentation • Questions How long is to be given at each stage <ul style="list-style-type: none"> • Test • Micro Teach • Presentation • Questions 	
6. What questions are going to be asked and what are the expected responses	
7. Facilities required	

Recruitment Procedure Flow Chart



Equality Impact Assessment

(Rapid impact assessment tool)

What Impacts may there be from this proposal on any group’s ability to use the College services?

Policy: Employee Resourcing Policy and Procedure

Positive Impacts (Groups affected)	Negative Impacts (Groups affected)
This policy is implemented equally for all staff. The positive impact it may have is to ensure that all staff are treated equally regardless of any protected characteristic. This policy has been reviewed in light of the changes to the Equality Act and has been widened to include all protected characteristics.	None
Actions taken to alleviate any negative Impacts: No negative impacts	
Recommendations: Updated policy to be adopted	

From the outcome of the rapid equality impact assessment, have negative impacts been identified for any protected characteristic or any other potentially disadvantaged group?

No

Has a full Equality Impact Assessment been recommended?

Yes

No

Reason for recommendation:

No negative impacts

Employee Resourcing Policy and Procedure

Status: Approved
Policy Dated: March 2017
Author: Head of HR and Development
Review Date: March 2020
Equality Impact Assessed: March 2015