



RECRUITMENT & SELECTION POLICY & PROCEDURES

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Human Resources on 01792 284248.**

This Policy has been translated and is available in Welsh.

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1 Introduction

- 1.1 Gower College Swansea is one of the largest employers in the local area, and is therefore expected to demonstrate high standards of practice in the recruitment and selection processes of its staff, ensuring consistency and fairness, and providing an effective framework to help achieve a diverse workforce which represents the community we serve.
- 1.2 Our staff are critical to the delivery of high quality education and support services. The College's practice in the recruitment, selection and development of suitable staff is an integral activity in sustaining and supporting growth plans as set out in the College's Strategic Plan.
- 1.3 The College recognises its responsibilities to provide job opportunities to internal and external applicants on a fair, consistent and equitable basis.
- 1.4 To help us build a workforce that is diverse and representative of the community we serve, we welcome applications from the whole community, and in particular from groups who are under-represented in our workforce.
- 1.5 The aspirations of this policy are to:
 - adopt good recruitment practice
 - ensure the recruitment of a diverse workforce that will add value to the organisation
 - achieve our mission which is to provide the highest quality of education and training
 - to become an employer of choice
- 1.6 The College is working towards fully complying with the Welsh Language Standards. This policy reflects the requirements of the standards. The College is committed to treating Welsh speaking candidates no less favourably than non Welsh speaking candidates throughout the recruitment and appointment process. All documentation will be available in the medium of Welsh on request.

2 Scope

- 2.1 This Policy encompasses all activities that form part of the recruitment and selection process. In order for the policy to be effective, it is essential that any employee involved in any aspect of the recruitment and/or selection of staff is familiar with the content of this document and adheres to it.
- 2.2 This policy applies to all internal and prospective employees and includes the following types of contract arrangements:-

- permanent open ended contracts
- fixed term;
- secondment; and
- flexible working arrangements (e.g. job share)

2.3 This policy does not apply in the following circumstances:-

- contracts for services delivered by self-employed persons or consultancy arrangements.
- the engagement of casual workers where the work is ad-hoc or providing cover on a short-term basis.
- the engagement of agency workers.

2.4 Separate arrangements for the appointment of a Senior post holder are set out in the Corporations' Instrument and Articles of Governance.

3 Policy Statement

3.1 The College aims to recruit the best employees who are flexible and committed to producing high quality services. The aim is to have the right people, with the right skills and attitude in the right place at the right time.

3.2 The College's approach as a good employer is to:-

- 3.2.1 To appoint the best person for the job on merit, on occasions, the College may elect to appoint based on potential.
- 3.2.2 Design jobs to take full advantage of potential and current employee's skills and abilities.
- 3.2.3 Recognise the quality, experience and career aspirations of current employees and ensure that they are given proper consideration in this process.
- 3.2.4 Advertise all jobs internally and externally simultaneously unless the following circumstances apply:
 - where staff are at risk of redundancy - every effort will be made to assess suitability to any vacancies prior to proceeding to advertise externally.
 - where an ill health redeployment opportunity is identified, such candidates will be offered an interview prior to external advertising where they meet the minimum criteria.

- Where departmental re-organisations occur with the possibility of redundancy - in such cases posts will be ring-fenced in the first instance to those affected by the reorganisation.
- Where additional hours become available, e.g. through a flexible working request, (which may not justify the creation of a new post), and where the duties are generic within a wider team. In such cases, the hours will be ring-fenced to the staff within the team in the first instance.

3.2.5 Employ a range of assessment methods to select candidates, dependent on the competencies required for the post.

- 3.3 The College recognises the need to increase the diversity of its workforce in order to better reflect the diversity of the community we serve. Consideration will be given to appropriate measures of positive action to help us achieve a more diversity in the workforce.
- 3.4 We undertake to make all aspects of the recruitment and selection process accessible to people with a disability. Documents will be made available in an appropriate format upon request. Applicants who disclose a disability will be given the opportunity to state any particular adjustments or special consideration needed. Every effort will be taken to ensure reasonable adjustments are implemented to enable them to participate at every stage of the process without any disadvantage.
- 3.5 All applicants who disclose a disability and meet the essential criteria for the job they have applied for are guaranteed an interview.
- 3.6 The College's policy is that no person should be appointed into a post where they either have a close relative working in the chain of line management or where they would be required to work together in a small team.
- 3.7 It is a fundamental principle that no related person should be appointed to a job where one is involved in the ordering of goods and services and the other passes the invoices for payment.
- 3.8 The College's policy is that all recruiting managers and those involved in short-listing, selection and interviewing should receive training in recruitment and selection good practice and equality legislation and have an understanding how discrimination can occur both directly and indirectly in the recruitment process. Where training has not been undertaken, a member of the HR team will be in attendance at the interview stage and provide guidance and support throughout all stages of the process.

- 3.9 Agency workers engaged to work in the college are eligible to apply for all vacancies that arise during their time working for the College.
- 3.10 Human Resources will continuously monitor recruitment processes to ensure that they are non-discriminatory.
- 3.11 In accordance with the Welsh Language Standards Regulations 2017 an assessment will be carried out for every vacancy to establish the need for Welsh language skills. Posts will be categorised as follows:-
- Welsh Language Skills Essential
 - Welsh Language Skills need to be learned on appointment
 - Welsh language Skills Desirable
 - Welsh language Skills not necessary

4 Conflict of interest

- 4.1 Where a person involved in the shortlisting or interviewing panel has a potential conflict of interest because of a personal, family, financial or other relationship with an applicant/s, this matter must be raised prior to the shortlisting process. This will normally disqualify that person from being involved in any aspect of the recruitment process. The matter will be referred to the Head of Human Resources whom in consultation with the relevant Senior Manager will determine the appropriate action to be taken
- 4.2 Failure to declare a conflict of interest during the selection process would constitute misconduct and could lead to formal disciplinary action.

5 What to do when a vacancy first arises

- 5.1 When a post becomes vacant the manager must first consider things such as:
- Whether or not it should be filled in its present form
 - Whether any changes should be made or
 - Whether the post can be deleted
- 5.2 Options to re-distribute the workload, or change the duties of the post to better fit the needs of the service should be examined carefully prior to proceeding to replace the post.
- 5.3 Where there is an immediate need to cover the post, the Line Manager should complete a requisition form to engage an agency worker. All agency workers must be engaged via Human Resources.

5.4 Vacancies of less than six months duration, will normally be dealt with through an agency.

6 Preparing and making the case to recruit

6.1 Managers have a responsibility to be clear on the need for and the activities and responsibilities of any post they wish to appoint to as well as the specific attributes the job holder needs to undertake it.

6.2 The job description and the person specification are an essential part of the preparation for recruitment. The recruiting manager should therefore undertake a careful review of the job description and the person specification to ensure it accurately reflects the duties of the post and the current and future skills required of the post holder.

6.3 The contract type should also be considered carefully, in line with the needs of the service and the budget available. Examples of contract types include:-

- Salaried permanent or fixed term contracts
- Hourly Paid Permanent or fixed term
- secondment

Advice on contract types is available from Human Resources. Fixed term contracts should only be used where there is evidence of time limited circumstances.

6.4 Consideration should be given to maximising family friendly employment opportunities through flexible working or job-share arrangements where it is practical to do so.

6.5 Where a new post is proposed the job description must be submitted to Human Resources for a salary assessment.

6.6 It is the responsibility of the Recruiting Manager to ensure that all documentation is received in the Human Resources department at the time of submission.

6.7 Having completed a review of the need for the role and the associated documentation, the Recruiting Manager will be required to complete 'A Request for a Post' form providing all supporting and background information including an up to date job description and person specification

6.8 The Recruiting Manager should obtain the approval of the relevant Senior Manager and Head of Finance, prior to submitting to the Head of Human Resources. All new and replacement salaried posts must be approved by the

Principal. The Human Resources Department will inform the Recruiting Manager of the status of the post within 5 working days.

- 6.9 The HR department aims to publish advertisements within 7 days of receiving all the documentation following approval. Failure to provide all necessary information will result in delays in publishing advertisements.

7 Redeployment and Ring-fencing

- 7.1 Where it can, the College is committed to minimising the need to make compulsory redundancies of employees who are no longer required to fulfil their current role. One way of achieving this is to redeploy employees who are potentially at risk of redundancy to other jobs within the College.

- 7.2 Consideration for redeployment will also be given to employees whom are no longer able to perform their role due to ill health or other constraints, as set out in the Redeployment Policy.

- 7.3 Details of employees at risk are contained within the redeployment register. This means that redeployees can be slotted into another job without the need to compete in the normal way. Consideration must be given to whether retraining may be needed for redeployees applying for other vacancies. If there is more than one interested person on the redeployment register, a competitive process will become necessary.

- 7.4 Potential redeployees need to provide relevant information e.g. qualifications, skills, competence etc. in order to demonstrate that they satisfy the essential criteria as shown in the person specification. The post must normally be deemed to be suitable alternative employment. Further information may be obtained in the College's Redeployment Policy.

- 7.5 The Recruiting Manager may, from time to time, be instructed to ring fence a post. This may be where:

the vacancy should be offered as a redeployment opportunity in a redundancy programme

- there is no overall increase in headcount due to a matching arrangement in a restructuring programme; or
- an existing fixed term contract is expiring.

- 7.6 Members of staff who may be subject to redeployment are expected to demonstrate flexibility when considering opportunities of a different grade, staff category or location.

7.7 In most cases current job vacancies may be reserved for members of staff where it is felt there is a skill match and priority consideration will be given to eligible candidates before advertising. In the case of Redundancy every opportunity will be given to identify suitable alternative employment for staff whose posts have been identified as 'At risk'. Employment opportunities will be ring fenced and affected staff will be given priority consideration.

8 Advertising

8.1 There are many different media through which posts can be advertised depending on the nature of the post and the pool of potential candidates. Advice can be taken from the HR Services on the most appropriate job boards, publications, target audience, hits profile and value for money etc. All expenditure on recruitment advertising must be authorised by the Head of HR services as budget holder for recruitment advertisement.

8.2 The purpose of the advertising method is to:-

- Attract a pool of suitably qualified applicants;
- Discourage those who are not qualified from applying;
- Present the College as an attractive employer with a workforce which is representative of the wider community;
- Make clear the requirements of the post; and
- Meet the legal requirements and good recruitment practice.

8.3 Managers have responsibility for promoting diversity within their teams, and on recruiting to a new post, should consider the case for taking positive action to encourage applications from an under-represented group. To help encourage applications from under-represented groups, job advertisements are routinely distributed to a wide network of partner organisations and minority community groups, however further advice on specific positive action campaigns is available from Human Resources.

8.4 As a standard protocol, all posts will be advertised on the College website, unless the circumstances detailed in 3.2.4 apply in which case, the advertisement will be marked up to identify that it is only open for internal applicants.

8.5 Vacancy bulletins are posted on a weekly basis (normally on a Wednesday) internally through the Active Desk Top. Paper based copies of the Vacancy Bulletin will be displayed at all College Premises Receptions, the HR department and in the Learning Resource Centres.

8.6 Adequate time should be allowed for receipt of applications and should be normally no less than two weeks. Exceptions to this should be authorised by the Head of HR services in conjunction with the relevant Senior Manager.

- 8.7 Staff on maternity or paternity leave or are deemed long term sick will be issued with vacancy bulletins via email.
- 8.8 Managers should complete the job requisition form attaching the relevant job and person specification, advertisement text and any other supporting paperwork. The form must be signed by the Senior Manager prior to it being sent to the Human Resources department.
- 8.9 When advertising a post where the Welsh language requirement has been identified as:
- Welsh Language Essential
 - Welsh Language needs to be learned on appointment or
 - Welsh Language is Desirable
- This requirement must be specified in the advert and the advert must be posted in Welsh. Roles for which it is deemed that the ability to speak Welsh is an essential criteria will be advertised in the medium of Welsh.
- 8.10 When advertising a post, it will be stated that applications may be submitted in Welsh and that applications submitted in Welsh will be treated no less favourably.
- 8.11 Advertisements should include any requirement for a DBS check and the level required.

9 Applications

- 9.1 Applications are to be submitted on a standard application form, available as a hard copy from the Human Resources Department.
- 9.2 Applications may also be submitted electronically. An electronic version of the Application form can be downloaded from the College website.
- 9.3 Every job applicant is requested to complete an Equality Questionnaire to support the College in fulfilling its duty under the Equality Act (2010). Applicants are asked to disclose their protected characteristics to enable the college to monitor the diversity of applications and to ensure its processes are free from unlawful discrimination. The Equality Questionnaire is detached from the main application form prior to shortlisting taking place. All Equality data is processed and stored in strict adherence with Data Protection regulations.

9.4 It is a requirement of all job applicants to declare whether they are related to an existing College employee or member of the Corporation when they complete the application form.

Included in the term 'people who are related' are:-

- Husband / wife / civil partner / partner
- Parent / child / in-laws
- Brother / Sister
- Grandparent / grandchild

9.5 Applicants will be able to access an application pack on line relevant to each advertised vacancy. The application pack will include a job description, person specification, welsh language descriptors, conditions of service etc. Paper copies may be issued if specifically requested.

9.6 Personal data relating to job applicants will be held confidentially on the College HR database in accordance with Data Protection regulations.

9.7 Applications will be destroyed after a 6 month period unless in circumstances where a disability is declared and details will be retained for a 12 month period.

9.8 It is not the College Policy to consider applications received after the deadline stated in the advert unless in exceptional circumstances. The Head of Human Resources will determine whether late applications can be accepted, taking account of the particular circumstances, and in consultation with the recruiting manager.

9.9 Any former member of staff dismissed on the grounds of gross misconduct will not be eligible to apply for any position within the College.

9.10 Staff leaving the College through Voluntary Redundancy will not be eligible to apply for a post within 12 months of leaving the College, without first obtaining written consent from the Principal.

10 Shortlisting

10.1 The biographical section of the application form setting out the name, age and address of the applicant will be detached from the application to support fair consideration of all applications on an anonymous basis.

10.2 A shortlisting pro-forma will be issued to the Recruiting manager and other panel members to support this process setting out the shortlisting criteria being measured from the application form. The essential criteria for the position must be clearly indicated. Any weighting must be agreed by the shortlisting panel before shortlisting commences.

- 10.3 Applicants with the highest scores at shortlisting will be invited to the next stage of selection. If there is a high volume of applications meeting the essential criteria, selection for interview may also take account of the desirable criteria. For shortlisting purposes, only the information on the application form should be used.
- 10.4 On receipt of the shortlist, the Senior HR Advisor will undertake a check to ensure the following:-
- The criteria for shortlisting and choice of shortlisted candidates is consistent and fair.
 - whether there is a potential conflict of interests arising from the disclosure of any family member / relation / acquaintance in section 2 of the application form
 - Any candidate who has declared a disability and who meets the essential criteria has been included in the shortlist
- 10.5 It is explained in our 'Information for Job Applicants' guidance that we deal with very large numbers of job applications and are therefore unable to acknowledge unsuccessful applicants. If an invitation to interview has not been received within 6 weeks then the application should be considered unsuccessful.
- 10.6 If internal applicants are not shortlisted, as a matter of courtesy, and to maintain good working relations they will be informed by HR and feedback can be arranged with the Recruiting Manager.
- 10.7 If the applications are not of sufficient quality to provide candidates for interview, the post may be re-advertised. In the event of one or more candidate withdrawing and thus reducing the number of interviewees, the panel should consider whether any of the remaining applicants should be added to the shortlist.
- 10.8 Candidates invited for interview will be asked whether they have any specific requirements (e.g. Welsh Language preference, wheelchair access at interview location, interpretation services or documents in Braille or large print.) Every effort will be made to make appropriate arrangements.

11 The Selection Panel

- 11.1 Interview panels should consist of no less than two people. The panel should ideally consist of the Line Manager of the vacant post and a member of the HR team. The panel should ideally remain the same for all candidates throughout all stages of the process.

- 11.2 Where however, the availability of all members throughout all stages of the selection process is not possible, it is recommended that all selection decisions are taken by at least 2 panel members and that at least one panel member is constant throughout the selection process.

12 The Selection Process

- 12.1 The selection method chosen must be appropriate to the level of post and type of job.
- 12.2 All teaching appointments will include a presentation to examine teaching delivery and may involve delivering a lesson to an appropriate student cohort.
- 12.3 An assessment of literacy, digital literacy and numeracy levels will also feature as a standard part of the selection process as appropriate and identified within the person specification.
- 12.4 The selection process may also include one or more practical, job related type exercises e.g. in-tray exercise, practical task or written exercise. Please ask HR for advice on appropriate methods.
- 12.5 The weightings for each aspect of the selection process should be determined by the panel prior to the selection process commencing.
- 12.6 Applicants are to be given adequate notice of interviews or the assessment centre. If an assessment centre approach is to be used candidates should be provided with full details of the activities they will be required to participate in in advance.
- 12.7 The interviews will be organised around set questions and a structured interview to ensure that all interviewees are treated fairly and given equal opportunity to compete. However, in order to get the best from each candidate, follow up questions may be asked, when appropriate. Certain appointments will require specific questions to each applicant on the detail of their application form.
- 12.8 Interviews will normally be a one stage process involving a panel interview; however a two stage process may be used for Senior appointments.
- 12.9 The panel will also take into account any other information generated as part of the selection process e.g. supporting tests, presentations, written tasks or psychometric assessments. The final choice of successful candidate will be determined by the majority view from the interview panel.
- 12.10 Interview and other assessment forms must be completed by the panel to record and compare their findings. These forms are retained by the College for a period of 6 months for reference purposes. Under the Data Protection Act, interviewees

have the right to request access to their interview notes. It is the Recruiting Manager's responsibility to ensure that all documentation relating to the selection process is returned to Human Resources for confidential storage.

- 12.11 Where a candidate has indicated a preference to be interviewed in Welsh, this will be facilitated.

13 Positive Action in Final Appointment Decisions

- 13.1 Gower College Swansea follows the principles of 'positive action' as outlined in the Equality Act 2010. This can be applied during the recruitment and selection process when a tie breaker situation arises between two (or more) candidates of equal merit.
- 13.2 Positive action allows an employer to make an appointment based on a particular protected characteristic possessed by a candidate. This decision should only be based on the evidence of an under-representation of a particular group within the workforce (e.g. a shortage of men or women in particular roles or levels within the workforce).
- 13.3 This process must not be used without consulting Human Resources.

14 After the Interview

- 14.1 All applicants should be quickly and officially informed of the outcome. Applicants should not be left to find out the result from other employees, the media or any other unofficial source.
- 14.2 The relevant Manager should give feedback to unsuccessful internal candidates. The feedback should be factual and relate to the person specification.
- 14.3 Unsuccessful external candidates will be informed of the outcome of the interview in writing and will be offered feedback from the Recruiting Manager.

15 Offer of Employment

- 15.1 Offers will be made by the Human Resources Department. The offer of employment will be subject to the satisfactory outcome of appropriate checks including DBS, registration with the EWC and employment references.
- 15.2 The successful candidate will be issued with a contract of employment with a starter pack.
- 15.3 All employees new to Gower College Swansea will complete the Corporate and Departmental Induction Programme.

16 Pre-employment Screening

16.1 The College undertakes rigorous screening checks to verify the suitability of all prospective employees to work in the capacity for which they have been recruited. Prior to commencing employment the following checks will be completed:-

- Right to work in the UK / Proof of identify (Passport or Birth Certificate).
- Verification of Qualifications
- Criminal Record Check through the DBS Service as required.
- Additional checks as appropriate, e.g. certificate of good conduct if domicile for a number of years abroad.
- Employment history and references.
- Membership of the Education Workforce Council (where appropriate).

17 Canvassing governors, senior managers or other employees

17.1 Canvassing a member of the Corporation Board, Senior Management Team directly or indirectly for any appointment will disqualify the candidate for that appointment.

17.2 It would be a potential breach of the Nolan Principles for a governor to solicit for any person any appointment within the College. Therefore, candidates should not cause embarrassment for them or Corporation Board members or members of the Senior Management team by approaching them for assistance with any job application.

18 Welsh Language Considerations in the Recruitment Process

18.1 Recruiting Managers will be asked to determine whether the post-holder needs to have Welsh language skills, and if they do, what levels and type of skills are required. The Linguistic Skills assessment will be influenced by the Welsh language skills within the particular team/ department / location already and the existing capacity to deliver a bilingual service. Consideration will also be given to whether the service area falls within one of the 'Welsh Government Priority' areas for bilingual delivery.

18.2 A set of Welsh Language Level Descriptors will identify the required level of proficiency in the Welsh Language.

18.3 Where it has not been possible to appoint to a post which has been deemed to be a Welsh Essential post, due to a lack of suitable applicants, prior to down-grading the Welsh language requirement as desirable, a review of the duties and

responsibilities should be undertaken to determine alternative ways of providing the Welsh Language service.

- 18.4 When reasonable steps have been taken, but it has not been possible to appoint a Welsh speaker to a "Welsh Essential" post, gaining or improving Welsh language skills to a specified level in a given time period may be a condition of employment for certain positions.

19 Complaints

- 19.1 The College's Complaints procedure provides applicants with the right to redress where they may feel that they have been treated unfairly or discriminated against through the recruitment and selection process. The College will take action to ensure that anyone who applies for a job at the College will not be treated less favourably than anyone else.

20 Policy Monitoring

- 20.1 The College will monitor the application of this policy and has discretion to review it at any time through the appropriate consultation mechanisms.
- 20.2 Responsibility for the implementation, monitoring and development of this policy lies with the Head of Human Resources. Day to day operation of the policy is the responsibility of recruiting managers and HR officers who will ensure that the policy is adhered to.