



## Staff Recruitment & Selection Policy and Procedure



Core Documentation Cover Page

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Version number	Dates produced and approved (include committee)	Reason for production/ revision	Author	Location(s)	Proposed next review date and approval required
V1.0	Jan 2013 SMT	To clarify the procedures for recruitment of staff.	Corporate Services Director HR Assistant	All master versions will be held in: J:\0 Quality Team - Core Documentation Intranet	Jan 2014
V2.0	Mar 2016	Biennial Review Major Change to Policy to include selection process.	HR Manager	All master versions will be held in: J:\0 Quality Team - Core Documentation Intranet	Mar 2018
V3.0	Aug 2017 PRAG Chair	Administrative Amendments to update institution name change from British School of Osteopathy to University College of Osteopathy.	HR Manager	All master versions will be held in: J:\0 Quality Team - Core Documentation Intranet	Mar 2018

### Equality Impact

Positive equality impact (i.e. the policy/procedure/guideline significantly reduces inequalities)

Neutral equality impact (i.e. no significant effect)

X

Negative equality impact (i.e. increasing inequalities)

**If you have any feedback or suggestions for enhancing this policy, please email your comments to: [quality@uco.ac.uk](mailto:quality@uco.ac.uk)**

## STAFF RECRUITMENT & SELECTION POLICY AND PROCEDURE

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## 1. SCOPE

- 1.1 The University College of Osteopathy (UCO) considers that a strategic and professional approach to recruitment will enable the organisation to attract and appoint staff, with the necessary skills and attributes to fulfil its strategic aims. The UCO is therefore committed to ensuring that the recruitment and selection of staff is conducted in systematic, fair and consistent manner, promoting equality of opportunity at every stage.
- 1.2 The recruitment and selection must also be managed in a professional and high quality manner, as the way it is undertaken affects the UCO's image and profile within the community, and consequently its ability to attract and appoint high quality staff. All employees involved at any stage in the recruitment and selection of staff should be aware of and adhere to this procedure.
- 1.3 This Policy and Procedure is non-contractual and may be updated or varied by the UCO.

## 2. INTRODUCTION

- 2.1 This policy and procedure has been designed to provide a flexible framework, which promotes good practice, adopts a proactive approach to quality and diversity issues and supports the UCO's mission, aims and values.
- 2.2 The procedure contains guidelines to be used as the basis for implementation of the policy. Whilst the guidelines have been designed to maximise flexibility in meeting the needs of the UCO, there may be some occasions when variations in practice may be necessary. On these occasions, any variations must be discussed with the Human Resources Manager in advance. Additional professional advice is available from the HR department at all stages in the recruitment and selection process.

## 3. PREPARATION

- 3.1 Recruitment should be carried out in a planned and coordinated way to achieve overall organisation objectives. When a vacancy arises this should be reviewed by the line manager, Human Resource Manager and where relevant other recruiting managers, to ensure there is a joined up approach between departments and the best use of organisation resources.
- 3.2 The recruitment and selection process may only commence once an evaluation of the need for the role in accordance with the area's strategic plan has been completed by the line manager. This should be conducted for both new posts and when replacing a member of staff. The line manager is responsible for completing a 'Recruitment Request' form, with details of the requirement and a supporting justification. This form, together with a copy of the job description and person specification should be approved by the relevant senior leader and a copy provided to HR.

- 3.3 It is the responsibility of the relevant manager to produce a job description and person specification for all new posts. Where a job description/person specification exists, it should be re-examined to ensure it remains relevant. The person specification will be used to provide an objective way of measuring candidates' suitability throughout the process. Therefore, the content of the person specification must be relevant to the requirements of the role. The HR Department will provide any required assistance and guidance in drafting appropriate job descriptions and person specifications.
- 3.4 The recruitment action will commence once the requirement has been approved and documented in accordance with the above.

#### 4. OBTAINING CANDIDATES

- 4.1 All positions will normally be advertised internally. This will help maximise equality of opportunity and provide staff with opportunities for career development and progression. In extenuating circumstances, a line manager, in consultation with the HR Manager, may waive the need to advertise. This is likely to include the following circumstances:
- a) Where positions may provide suitable alternative employment for existing staff whose posts have been identified as redundant, including the termination of fixed term contracts or during a restructuring exercise.
  - b) Positions requiring specialist expertise where it can be demonstrated that a specific individual is the most suitable person for the position.
  - c) Where the work is required is to provide immediate short-term cover, for example, to cover unplanned absence.
- 4.2 Positions will be advertised using the most appropriate and cost effective medium to maximise the number of suitably qualified candidates. This may include local, national and international publications, web sites and other specialist media. All advertisements will adhere to appropriate UCO format, be non-discriminatory in nature and contain a statement about our commitment to equality and diversity. Details of positions that are advertised externally will also appear on the UCO website. The line manager will provide wording for advertisements and the HR department can provide guidance. The HR department is responsible for placing job advertisements.

#### 5. INITIAL RESPONSE HANDLING

- 5.1 The HR department will provide applicants with access to a recruitment pack to assist them in making an informed choice regarding their interest and suitability for the role. As a minimum, applicants will normally be supplied with a copy of the job description, person specification, application form, equal opportunities monitoring form and where relevant information regarding a DBS check. Other recruitment material may be provided as appropriate based on the specific role. Applicants may alternatively download this information from the UCO website. Only UCO application forms will be accepted and applicants will not be able to apply by submitting a CV.



## 6. SHORTLISTING OF APPLICATIONS

- 6.1 The line manager will be responsible for shortlisting applicants, with assistance from the HR Department as appropriate. Only criteria contained within the relevant person specification will be used to shortlist candidates for interview. A shortlisting grid (appendix 2) should be used to conduct and record shortlisting and the line manager should provide a completed copy to the HR department to confirm their shortlist. There may be circumstances where a shortlisting grid is not required, for example, where there are a small number of candidates who will all be shortlisted. In circumstances where a high number of applications are received, it may be appropriate to weight the criteria within the person specification, to determine the most important requirements for the candidate to meet.
- 6.2 Internal applicants who are not shortlisted should be informed of this as soon as possible, and at least before the interviews take place. It is good practice that the relevant line manager makes contact with members of staff not shortlisted, in order to provide brief feedback.
- 6.3 The HR department will be responsible for communicating the outcome of shortlisting to all successful and external unsuccessful candidates. All candidates will be asked to bring evidence of their right to work in the UK when they interview. The HR department will be responsible for conducting checks and retaining copies in line with data protection.

## 7. SELECTION PROCESS

- 7.1 The selection process should be:
- a) Transparent
  - b) Fair and reasonable
  - c) Timely and cost effective
  - d) Free from bias or conflict of interest
- 7.2 All recruitment will be based on agreed job descriptions and person specifications. Selection must be conducted as an evidence based process and candidates must be assessed against agreed selection criteria based on relevant knowledge, skills, competencies, experience and qualifications to perform the role as outlined in the person specification. All decisions must be recorded. The recruiting manager is responsible for providing interview questions, along with presentation topics and tests where relevant. HR can provide guidance in drafting interview questions and can provide example questions where we have recruited to similar roles. Interview questions must relate to the job requirements and the candidate's suitability for the position. The job description and person specification should be used as the basis for determining the interview questions. The same questions should be used for all interviews for a particular post, relevant supplementary questions may also be asked and should be recorded. Candidates will be required to satisfactorily explain any gaps in their employment, anomalies or discrepancies and where relevant, declare any information that is likely to appear on a DBS. All interviews will normally be conducted by a panel chaired by the recruiting line manager. Where possible, the

same panel members should normally conduct all interviews for a particular post. The choice of appointee will be determined by the chair of the selection panel with advice from other panel members.

- 7.3 If a member of staff involved in the recruitment process has a personal or family relationship with an applicant, they must declare it as soon as they are aware of the individual's application. In these circumstances it would normally be necessary for the member of staff to avoid any involvement in the recruitment and selection process. Under no circumstances will a member of staff directly or indirectly line manage a family member/partner.
- 7.4 Any skill tests (e.g. presentations, in-tray exercises etc.) must be directly related to the role and measured against objective criteria. The same people should normally assess all presentations for a particular post. Candidates should normally be notified that they will be expected to participate in skill tests and/or presentations when they are invited for interview.
- 7.5 At the end of the selection process, all records must be returned to the HR Department. Interview and selection records will be held for six months and then destroyed.

## 8. OFFER OF EMPLOYMENT

- 8.1 An offer of employment can only be made by a member of the HR department. A verbal offer constitutes a contract of employment. Therefore, other panel members are not permitted to make an offer of employment, either during the interview or afterwards. The formal offer will include details of terms and conditions, any conditions to which the offer is subject, the timescale for the candidate to notify their acceptance or rejection and a proposed start date.
- 8.2 Offers of employment are conditional upon receipt of satisfactory references, confirmation of right to work in the UK and where appropriate, verification of relevant qualifications and a satisfactory DBS check.

## 9. UNSUCCESSFUL CANDIDATES

- 9.1 The HR department will be responsible for notifying unsuccessful candidates in a timely manner. This will include how they can access feedback, which can be provided for up to six months following the date of interview. The line manager will be responsible for providing feedback within two weeks of receiving a request, with guidance from the HR department as necessary.

## 10. EQUALITY AND DIVERSITY

- 10.1 The recruitment of staff will take into account the UCO's commitment to ensuring a diverse workforce. There may be circumstances where positive action initiatives in the recruitment and selection process are taken, to achieve strategic aims in equality and diversity.

- 10.2 The UCO will make reasonable provisions available to enable disabled applicants to attend and participate fully in job interviews. This incorporates specific access requirements, providing information regarding the job in a suitable format, and the arrangements for conducting the job interview.
- 10.3 For new appointees who have disabilities, the UCO will discuss any reasonable adjustments that may be required. Where adaptations are to be introduced that affect other employees, consultation will take place to ensure the most suitable arrangements are reached for all concerned.
- 10.4 All staff involved in the recruitment process must be aware of their responsibilities under relevant legislation and the UCO's Equality & Diversity Policy. The HR department can provide further guidance.

## 11. DATA PROTECTION

- 11.1 Documentation relating to applicants will be retained and used for legitimate business purposes and in accordance with the requirements of the Data Protection Act. Personal data will be held on a confidential basis and will not be released to any other organisation. Only individuals taking an active part in the recruitment and selection process will have access to personal data. Interview records will be retained confidentially by the HR Department for a period of six months following the date of the interview and will then be destroyed. Employment references will only be taken up with the express consent of the individual.



## APPENDIX 1: RECRUITMENT REQUEST FORM

To be completed and approved for all staffing requirements before any recruitment action will commence. Please attach a job description and person specification. See Recruitment and Selection Policy and Procedure or contact the HR department for further information and guidance.

Job title			
Line manager			
Department/Course			
Scale point		Salary / hourly rate	
Required start date		Line Manager Induction Date	
Employment status (As & When / Permanent)			

### Working Hours

Hours per week	
Weeks per year (full year or term time only)	

### Working Pattern

	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
AM							
PM							

### Justification to Recruit

Is this a new role or a replacement? (Name of person being replaced)
Provide a brief summary to justify the need to recruit. Include confirmation that the role has been reviewed within current department needs.
Can this role be combined with other vacancies?
Is this role within budget? (Roles that are not within budget must be approved by the Vice-Chancellor's Group)

### Interview Arrangements

Closing date	
Shortlisting date (please diary the one day after the closing date to shortlist)	
Interview date (candidates will need at least one week's notice from the shortlisting date)	
Interview Panel – please confirm with panel members prior to submission	

### Task / Presentation details

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### Advert Wording

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Approval (all new posts to be approved by Vice-Chancellor's Group)

Line manager: \_\_\_\_\_ Date \_\_\_\_\_

Senior manager: \_\_\_\_\_ Date \_\_\_\_\_

HR Manager \_\_\_\_\_ Date \_\_\_\_\_

### Part 2: Appointment Proposal

This section should be completed following interviews to confirm the appointment.

Name of appointee	
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If the appointment terms stated above differs from the proposed offer of employment, all changes must be detailed below and may be subject to further approval (e.g. salary, working hours etc.)

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### Feedback

For unsuccessful candidates who request feedback, the line manager should provide this by email to HR within two weeks of the request.

## APPENDIX 2: UCO STAFF RECRUITMENT SHORTLISTING FORM

### Guidance

This form is a record of the criteria used in shortlisting and should be used in conjunction with the Person Specification details.

Only apply the objective criteria that can be assessed from the written application form when shortlisting.

Other criteria such as personal qualities will be assessed by other means, for example during the interview.

Candidates must meet all of the 'essential' criteria listed before you move on to the 'desirables'.

The HR department are available to provide advice and guidance throughout the recruitment process, including assistance with shortlisting.

A copy of the completed shortlisting form should be emailed to HR in order to arrange interviews and contact unsuccessful applicants where appropriate.

Candidates														
Candidate Name →														
Criteria from person specification ↓														
Essential Criteria (Yes/No/Partial)														

Essential Criteria Total														

Desirable Criteria (Yes/No/Partial)														
Desirable Criteria Total														
Shortlisted (Yes/No)														