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1. Policy Statement

- 1.1 Northbrook College recognises its staff as being fundamental to its success. A strategic and professional approach to recruitment processes enables the College to attract and appoint staff with the necessary skills and attributes to fulfil its strategic aims, and supports the College's values.
- 1.2 The College is committed to ensuring that the recruitment and selection of staff is conducted in a manner that is consistent, equitable, effective and promotes equality of opportunity.
- 1.3 Recruitment is a key public relations exercise as the way it is managed affects the College's image, and consequently its ability to attract and appoint high calibre staff.
- 1.4 This policy has been produced to provide a flexible framework which promotes good practice, adopts a proactive approach to equality and diversity issues and fully supports the College's core business.
- 1.5 Professional advice and support is available at all stages of the recruitment process from the Human Resources team.

2. Scope

- 2.1 This policy applies to the recruitment and selection of all staff to the College regardless of the status of the post, whether it is part-time, full-time, fixed term or permanent, and whether the appointment is recruited to internally or externally.
- 2.2 All Northbrook College employees who are involved at any stage in the recruitment and selection of staff must be made aware of and adhere to the contents of this policy. In addition, any external consultants, recruitment agencies or external experts who assist in the recruitment process must act in accordance with this policy.

3. Aims

- To ensure that the recruitment processes are fit for purpose.
- To appoint the most suitable person for each position.
- To ensure equality of opportunity for all applicants.
- To ensure compliance with the College's Single Equality Policy, and relevant employment legislation.
- To promote the College's values.
- To ensure that all candidates, whether internal or external, will be treated equally.
- To meet the College's operational requirements and strategic aims.

4. Principles

4.1 General Principles

- 4.1.1. The Principal is responsible for the recruitment and appointment of all staff, except for Senior Post Holders. The Principal may delegate these responsibilities or parts of them. The Corporation is responsible for the recruitment and appointment of Senior Post Holders (Executive Team) and the Clerk and this policy does not apply to appointments to these posts.
- 4.1.2 Responsibilities for the appointment of staff are set out Appendix 1 – 'Responsibilities for the appointment of staff'.
- 4.1.3 All employees involved in the recruitment process, must have undertaken the College Interviewer Training course. Staff involved in the recruitment process must be aware of their responsibilities under the relevant legislation. The College aims to secure equality of opportunity in all its activities.
- 4.1.4 Specific duties of the Chair of the panel are detailed in Appendix 2.
- 4.1.5 If a member of staff involved in the recruitment process has personal knowledge of or a personal relationship with an applicant, they must declare this as soon as they are aware of the individual's application. In this event it may be necessary for the member of staff to avoid any involvement in the selection process.
- 4.1.6 As part of the College's Single Equality Policy, all applicants who have indicated that they have a disability as defined by the Equality Act 2010 (and as amended) and match the essential criteria on the candidate specification, **must** be included on the shortlist. The Human Resources team will advise the shortlisting panel when this occurs. Where a person with a disability could meet the candidate specification if some 'reasonable adjustment' were made, then the applicant's performance must be judged for both shortlisting and appointing with the 'reasonable adjustment'.
- 4.1.7 Documents relating to applicants will be treated with the utmost confidentiality and in accordance with the Data Protection Act. Applicants will have the right to have access to any documentation held on them in accordance with the Data Protection Act.

4.2 Preparation Stage

The Chair of the selection panel should not commence with the recruitment and selection process until they have obtained authorisation via an Authority to Recruit Form from the Appointments Panel.

4.3 Attracting Candidates

- 4.3.1 All vacant positions will be advertised internally and, where appropriate, externally, except where the College has a duty to seek suitable alternative employment for an existing member of staff, or as an outcome of another process (for example, redeployment if a member of staff is at risk of redundancy). In this case the vacancy may not be advertised. The HR Director will make any final decision on any such exceptions to advertising posts.
- 4.3.2 Posts will be advertised using the most appropriate and cost effective medium to maximise the number of suitably qualified candidates. This may include local/national publications and web sites and may include specific targeting of advertising to fulfil equality and diversity requirements. Advertisements should normally be published for a minimum of 6 working days before the closing date.
- 4.3.3 The College reserves the right to arrange temporary cover for posts for a period of up to three months whilst the recruitment process to appoint that role is being progressed. Every effort will be made to ensure that the recruitment process is completed within a timely fashion. Where a role has been identified as a secondment or 'acting up' arrangement, it must be advertised internally within the College if it is envisaged to last longer than 12 weeks.
- 4.3.4 Applicants will be provided with sufficient information to make informed decisions regarding their suitability for the role. To this end, relevant background information regarding the post should be included in the job details. This would include the Person Specification and the Job Description and any essential qualifications or experience would be clearly identified.
- 4.3.5 Timescales for closing dates, issue of application packs, shortlisting and interview will be clearly defined and adhered to.

4.4 Selection Process

- 4.4.1 The selection process will be:
- Clear
 - Timely and cost effective
 - Equitable
 - Free from conflict of interest
 - Fit for purpose.

- 4.4.2 All recruitment and selection will be based on the relevant Job Description and the Person Specification. All areas on the Person Specification should be objective and measurable with an evidence source for each element to be detailed. Candidates will be assessed against the agreed selection criteria, based on relevant knowledge, skills, competencies, experience and evidence source for each element to be detailed e.g. verification of qualifications, interview, presentation, lesson observations, etc. All decisions must be recorded.
- 4.4.3 All job applicants must complete an application form. CVs can be submitted but only in addition to the application form.
- 4.4.4 Short listing must be undertaken by at least two individuals who are involved in the interviewing process, which must include a representative of the Human Resources team. Reserve candidates will also be agreed by the panel where appropriate.
- 4.4.5 References may be sought, with the candidate's permission, as soon as an applicant is shortlisted.
- 4.4.6 References will not be used as part of the interview process but will be made available to the Chair of the panel as soon as possible after the interview process is complete.
- 4.4.7 Satisfactory references will form part of the pre-employment checks and probationary processes.
- 4.4.8 No applicant will be shortlisted unless their application indicates that they could meet the essential criteria as detailed in the Person Specification. The Human Resources representative on the shortlisting panel will make the final decision on the inclusion or exclusion of candidates in this respect.
- 4.4.9 The Human Resources Department will contact applicants to advise they have been selected for interview within 1-2 days of shortlisting, giving applicants at least 5 working days' notice or longer if additional requirements are specified.
- 4.4.10 An internal applicant who possesses the essential qualifications, skills and experience as outlined in the Person Specification, will be interviewed.
- 4.4.11 Interviews must be conducted by at least two people (but normally three) and must include a representative of Human Resources. All interviews for one post must be conducted by the same panel.
- 4.4.12 Interview questions and any additional selection methods should be pre-determined and relate to the job requirements as outlined in the Person Specification and to the candidate's suitability for the position.

- 4.4.13 Arrangements must be made to make interviews and selection processes fully accessible for candidates with disabilities as defined by the Equality Act 2010 (and as amended). The format and the substance of any selection process (such as the requirement to sit a written test or to demonstrate presenting or teaching skills) must include reasonable adjustments to take into account any disabilities that candidates have declared, in order to promote equality of opportunity. Where a disabled person could meet the candidate specification if some 'reasonable adjustment' were made, e.g. someone with arthritis can type to the required standard with a specially adapted keyboard, then the applicant's performance must be judged with the 'reasonable adjustment' in place. If this cannot be met, consideration should be given to an alternative suitable reasonable adjustment.
- 4.4.14 Starting salary range for shortlisted applicants must be set prior to interview. Separate guidelines in relation to pay levels will be available.
- 4.4.15 The choice of appointee will be determined by the interview panel.
- 4.4.16 All offers of employment must be made by the Human Resources Department.
- 4.4.17 At the end of the recruitment process, all records (including copies of shortlisting and interviewing forms) must be handed to the Human Resources Department, who will retain them for at least six months in case of requests for feedback, appeals, or the possibility of litigation.
- 4.4.18 Arrangements will be made for feedback to be offered to all unsuccessful interviewed applicants on request. Such feedback will normally be given by the Human Resources Department.

5. The Employment Contract

- 5.1 Offers of employment are conditional upon receipt of satisfactory references, Occupational Health clearance, Disclosure and Barring Service (DBS – formerly CRB) check, original qualification certificates (this includes any necessary supporting documents confirming identity e.g. marriage certificates) and any other appropriate checks.
- 5.2 In accordance with employment legislation, appointments will be offered on a fixed term basis only where objective grounds exist for not making the appointment permanent.

6. Monitoring and Review of Policy

- 6.1 The Human Resources Department will monitor each stage of the recruitment process in order to ensure compliance with, and the effectiveness of, the College's related policies, i.e. Safer Recruitment of Staff Policy, Safer Recruitment of Staff – Guidance on Record Keeping and the Single Equality Policy. Any issues of non-compliance should be raised with the HR Director in the first instance and may result in further action being taken.

6.2 Reports on trends and statistics relating to recruitment and appointments will be provided to the Equality & Diversity Committee as required.

Appendix 1

RESPONSIBILITIES FOR THE APPOINTMENT OF STAFF

The Principal is responsible for the appointment of all staff other than senior post holders.

1. **Appointment of Heads of Department and Support Heads**

As soon as it is agreed that there is an appointment to be made at departmental head level, the appropriate Executive Team member will take on the responsibility of leading the appointment. The Principal (Chair) and HR Director will normally form the selection panel together with the responsible Executive Team member.

2. **Appointment of Curriculum Leaders and Teaching & Learning Development Managers (TLDM)**

As soon as it is agreed that there is an appointment to be made at Curriculum Leader or TLDM level, the appropriate Executive Team member will take on the responsibility of leading the appointment. The Head of Department and HR Manager will normally form the selection panel together with the Principal/Vice Principal (who will Chair).

3. **All other teaching posts**

As soon as it is agreed that there is an appointment to be made for other teaching posts, the Head of Department will take on the responsibility of leading the appointment. The Curriculum Leader or TLDM and an HR representative will normally form the selection panel together with the responsible Head of Department (as Chair).

4. **Senior Support staff posts**

As soon as it is agreed that there is an appointment to be made for senior support staff roles, the appropriate Executive Team member will take on the responsibility of leading the appointment. The Department Head and HR Manager will normally form the selection panel together with the responsible Executive Team member (as Chair).

5. **All other Support staff posts**

As soon as it is agreed that there is an appointment to be made for other Support staff posts, the Department Head will take on the responsibility of leading the appointment. The relevant Senior support staff member and an HR representative will normally form the selection panel together with the responsible Department Head (as Chair).

Appendix 2

RESPONSIBILITIES OF THE CHAIR OF AN INTERVIEW PANEL

The Human Resources Department is responsible for ensuring that the requirements of relevant legislation in respect of the Recruitment and Selection Policy for the College are fulfilled. The Chair of the interview panel is responsible for ensuring that all stages of the recruitment process are carried out correctly and should ensure that:

1. The preparations for recruitment are carried out, including selecting the appropriate specification and the provision of any further particulars as required.
2. All members of the panel are briefed and prepared and that all concerned in the shortlisting and selection process understand the need for good record keeping.
3. Interviews are managed correctly so that members of the panel and applicants are given a proper opportunity to ask relevant questions and that agreed time limits are adhered to.
4. Questions asked of candidates relate to the criteria laid out in the Person Specification/further particulars and are comparable for all candidates.
5. Nothing of importance in enabling the panel to reach an objective assessment is missed or overlooked and that they follow up areas not adequately explored.
6. Unlawful and unjustifiable discrimination does not take place during the shortlisting, interviewing or assessment of the candidates. Human Resources Department will be able to provide advice on such issues as required.
7. The panel's decision is summarised and recorded.
8. The record of the process has enough information to enable constructive feedback to be given to unsuccessful candidates via Human Resources.
9. The chair of the panel is in a position to defend the decision to appoint a particular candidate if required to do so.

Staff involved in the recruitment process

All staff involved in the recruitment process must attend a College training course in recruitment and selection.