Recruitment and Selection Policy – All Staff

Document Control Information	
Reviewed by the Strategic Management Team	15 November 2022
Approved by the Finance and Resources Committee	29 November 2022
Date of Next Review	November 2025

The Board of Management (or any person/group with delegated authority from the Board) reserves the right to amend this document at any time should the need arise following consultation with employee representatives. This Policy has been subject to an Equality Impact Assessment, which is published on our website: https://www.glasgowkelvin.ac.uk/equality-diversity/

Glasgow Kelvin College

Recruitment and Selection Policy – All Staff

Contents

1. Introduction 3
2. Scope 3
3. Principles 4
4. Advertising 5
5. Applications 6
6. Reasonable Adjustments 7
7. Pre-employment Health Questions 7
8. Disability Confident 8
9. Entitlement to Work in the UK 9
10. Recruitment Process 9
11. Pre-employment Checks 11
12. Feedback 12
13. Flexible Working 12
14. Recruitment Complaints 12
15. Induction 12
16. Exit Interview 13
17. Monitoring of Recruitment 13
18. Supporting Policies and Procedures 13
19. Review and Monitoring 14

DRAFT

1. Introduction

Glasgow Kelvin College recognises that its staff are fundamental to its success. The College therefore needs to be able to recruit and retain staff of the highest calibre and a strategic, professional approach to recruitment is essential to achieve this aim. Glasgow Kelvin College seeks to select thebest candidate for every job vacancy and achieve a fair and consistent approach in its Recruitment and Selection based upon the principles outlined in this document, which also meet the requirements of the College's Equality, Diversity and Inclusion Policy and equalities legislation.

The College values diversity and welcomes applications from all groups in society. Asan employer the College is committed to advancing and promoting equality of opportunity. To fulfil these commitments, it is crucial that the College adopts recruitment and selection processes which are fair, lawful, objective and cost effectiveto promote consistent good practice. In this way the interests of Glasgow Kelvin College and its good reputation as a fair employer will be safeguarded. Recruitment and selection is recognised as a means of demonstrating the College's commitment to best employment practices and is acknowledged that the option of choice applies equally to both the College and the applicant.

It is the responsibility of all those involved in the recruitment and selection process to ensure that statutory obligations placed on the College by legislation are strictly adhered to, with particular reference to The Equality Act 2010 and the Data Protection Act 2018.

It is in the College's interest to achieve a fair and consistent approach in its recruitment and selection processes for all categories of employees not only to ensure that the best candidate for the job is selected, but also to:

- avoid discriminatory practices;
- ensure equal access to all jobs;
- comply with employment legislation; and
- ensure good human resource management practice.

2. Scope

This Policy covers all activities that form part of any recruitment and selection process and is applicable to all aspects of the recruitment of staff.

This Policy sets out the College's approach to recruitment and selection. The College does not discriminate against applicants on the basis of age,

disability, genderreassignment, gender identity, marital or civil partner status, pregnancy or maternity, race, colour, nationality, ethnic or national origin, religion or belief, sex or sexual orientation (protected characteristics, The Equality Act 2010).

All staff involved in the recruitment and selection of staff are expected to observe this Policy and associated procedures and to ensure that their actions are consistent with the core principles noted below.

3. Principles

The College operates a competitive recruitment process founded upon a fair, open and transparent approach designed to enable the selection of the most suitable person from the widest possible range of applicants. It has a clear process supported by associated procedures for recruitment and selection that will be made available to everyone involved in the recruitment process.

This Policy aims to:

- Ensure the College's recruitment and selection resourcing strategy is a key aspect of its brand with a view to positively enhancing its reputation. The College endeavours to ensure that all candidates are treated fairly, with dignity, respect and courtesy, and to ensuring a positive candidate experience.

- The College aims to attract and engage staff from a wide and diverse background and proactively seeks to avoid unfair bias in its processes. The College is a Disability Confident Employer and operates a guaranteed interview scheme for applicants with a disability (refer to Section 6).

- All documentation relating to applicants will be treated confidentially in accordance with data protection legislation and the College Privacy Notice.

- The College's recruitment and selection process and associated procedures are reviewed regularly to ensure that they are fit for purpose. Job criteria based on knowledge, skills and experience, are regularly reviewed to ensure that they are relevant to the role and are not disproportionate.

- All members of a recruitment and selection panel will have received appropriate advice and guidance in the process. As a minimum requirement any member of staff who takes part in any activity under this policy must first

DRAFT

have completed the College's online Equality and Diversity module; attended the unconscious bias training and recruitment and selection training. Panel members involved in the process should satisfy themselves that they are trained appropriately and can comply with the requirements of this policy, equalities legislation and associated procedures.

4. Advertising

The advertising process is as follows:

- the recruitment and selection process will not commence until the need for a role has been established consistent with the strategic plans and budgetary implications for the service/College which will be assessed and evaluated;

- all vacancies whether temporary, fixed term or substantive will be filled in line with the College's Recruitment and Selection Policy and associated procedures;

- it is essential that the content of the job description clearly reflects the duties skills and experience required for the post. A replacement post provides the College with the opportunity to reassess the content of the current job description. In the event of little or no change to the job description the role will be advertised consistent with the current grade. Where there are substantial and qualitative changes or where there is a new role the job description will be evaluated using the College's job evaluation scheme Further Education Development and Role Analysis (FEDRA);

- People and Culture Services is responsible for co-ordinating all advertising of posts. All recruitment adverts will be discussed with the appropriate line manager and approved by a member of the Senior Management Team prior to being processed;

- each advert will contain a statement stating that the College actively promotes equality of opportunity for all to encourage applications from under-represented groups with the aim of attracting diverse applicant pools;

- posts will be advertised using a variety of media to attract a diverse candidate base as possible; and

- the selection of candidates for interview and appointment will be based on appropriate qualifications, skills, experience, and competencies required

DRAFT

for the role and reflect the needs of the College.

5. Applications

It is the College's Policy that:

- posts will be filled following advertisement, internal or external, completion of a standard application form for the post concerned and evaluation by a panel against the criteria required for the role;

- a standardised application process will be used which allows the College to compare evidence in the application against the essential and desirable criteria for the post as set out in the job description. This enables the panel to make an objective assessment of an applicant's suitability for the role against the defined criteria in the job description. A standardised application process does not preclude reasonable adjustments for candidates with a disability;

- the appointment for temporary Lecturing staff may be made from a pool of temporary staff who have previously progressed through the College's recruitment andselection process. An external advertwill only be approved after internal processes have been exhausted;

- recruitment information will be available on the College's website [or from People and Culture Services, Human Resource Management (HRM) Team as a reasonable adjustment]. The website is designed to use a standard style definition which allows the user to adjust the text, including font size, accordingly to suit their individual preferences and can be accessed on https://recruitment.glasgowkelvin.ac.uk;

- applications will be completed online and acknowledged by the online Recruitment system;

- under the 'Disability Confident' Initiative any applicant who chooses to disclose they have a disability who meets the essential criteria on the job description will be invited for interview (see below). This may mean that a higher number of applicants may be invited for interview; and

- to ensure that applicants are not disadvantaged, and it meets the needs of individuals to ensure every candidate is able to participate fully in the process.

DRAFT

6. Reasonable adjustments

It is lawful for the College to ask questions relating to reasonable adjustments that would be needed for an assessment such as an interview or other process designed to assess a person's suitability for a job.

Any information on disability or health obtained by the College for the purpose of making adjustments to its recruitment arrangements will be held separately and it will not form any part of the decision making process about an offer of employment, whether or not conditional.

Reasonable adjustments will be made as appropriate to the recruitment and selection process to support candidates with a disability during the process and into the role where appropriate, should they be appointed. The recruitment and selection process will ensure decisions are objectively made, based on each candidate's true abilities.

The College will:

- provide and accept information in accessible formats where this would be a reasonable adjustment. Candidates with a disability are asked to contact a member of the HRM Team on hrstaff@glasgowkelvin.ac.uk to discuss their requirements and seek support to apply for a position.

- invite candidates with a disability to indicate on the application form if they require any reasonable adjustments during the process.

- enquire if shortlisted candidates require reasonable adjustments for interview or assessment arrangements; and

- invite the successful candidate, when an offer of appointment is made, to discuss their requirements for reasonable adjustments to support them carry out the role. Applicants with a disability may discuss their requirements for reasonable adjustments at any stage of the recruitment process with the recruiting manager or with a member of the Human Resource Management (HRM) Team.

7. Pre-employment health questions

Applicants will generally not be asked about health or disability before a formal job offer is made or before the applicant has been accepted into a pool of applicants to beoffered a position when one becomes available. There are limited exceptions under The Equality Act which will only be used with

DRAFT

confirmation from Human Resources.

Questions about health and disability will only be asked when they are necessary and fall within the following narrow exceptions (The Equality Act 2010, Section 60).

(a) Questions to establish if an applicant can take part in any assessment to test their ability to do the job or to find out if reasonable adjustments are needed to enable an applicant with a disability to take part in any assessment or any reasonable adjustments that may be needed at interview or assessment. (This information is collected separately and will not form part of the decision-making process).

(b) Questions necessary to establish if an applicant can perform an intrinsic part of the job (Subject to any reasonable adjustments. If this part of the job can be changed or assigned to another person, then this may count as a reasonable adjustment for an applicant with a disability).

(c) Positive action to recruit people/persons with disabilities (see section 8 below).

(d) To monitor the diversity of people applying for roles. (This information is collected separately and will not form part of the decision-making process).

8. Disability Confident

As users of the Disability Confident Scheme, we guarantee to interview all candidates with a disability who meet the essential criteria on the person specification/role profile. TheEquality Act permits questions to be asked at the application stage to identify applicants with a disability who want to use this scheme and to enable the College to make any reasonable adjustments to the interview process or for the position applied for, in orderthat the College can fulfil its obligations under the Equality Act 2010.

In addition, the College is committed to challenging the stigma and discrimination associated with mental health it has signed the '**see me'** pledge to demonstrate its commitment.

Campus buildings are fully accessible to learners, service users and staff who have a disability or sensory impairment.

DRAFT

9. Entitlement to Work in the UK

The College:

- is required by law to ensure that all employees are entitled to work in the UnitedKingdom (UK). To comply with the provisions of the Immigration, Asylum and Nationality Act 2006, all successful candidates will be asked to provide evidenceof their entitlement to work in the UK before an offer of employment can be confirmed (UK Border Agency Website); and

- will not make assumptions about a person's right to work in the UK based or race, colour or national origin.

Glasgow Kelvin College does not hold a sponsor licence and therefore cannot issue Certificates of Sponsorship under the points-based system.

10. Recruitment Process

All appointments, internal and external, will be made in accordance with the College's Recruitment and Selection Policy and associated procedures.

Shortlisting is undertaken by a methodical comparison of application forms against the job description which defines the competencies for the role.

All candidates selected for interview will be seen and considered by the same Selection Panel and should be typically seen on the same day. Where this is not possible, the interviews should be held over as short a period as possible.

The College will use fair and objective selection methods to assess the suitability of candidates.

The College may use a mixture of tools as part of its selection process to ensure that the right candidate is selected.
These tools may include:

- individual competency based interviews;
- written exercises;
- presentations;
- aptitude/ability tests;
- group exercises;
- personality profiles; and
- observations.

DRAFT

In order to allow the candidate an opportunity to display, and the Selection Panel to appraise thenecessary knowledge, skills and aptitudes, the College will widen the selection processaccording to the post. However, all selection processes will include a selection interview as a minimum requirement.

A member of the HRM Team will be in attendance at every selection process. The interview assessment will be structured in with the same set of questions being asked of candidates.

The interview process, including any practical assessments will correspond to the defined criteria in the job description and will measure the appropriate levels of the skills, experience and competencies for the role.

All candidates will do the same test unless there is a compelling reason why the candidate cannot do so, for example because of pregnancy, or a reasonable adjustment is required. The College will make reasonable adjustments where a test or assessment would put applicants with a disability at a substantial disadvantage.

After each interview, all members of the Selection Panel will record their comments and rate each candidate against the pre-determined essential and desirable criteria from the job description on the assessment form.

If two candidates have the same score the panel will discuss the candidates in detail and make a consensus decision as to which candidate to appoint. This discussion will be recorded in writing detailing the objective reason for any decision taken. The panel reserve the right to invite both candidates back for a further assessment to assist make a final decision. An offer of appointment will be normally based on the consensus of the panel following adherence to the Recruitment and Selection Policy and associated procedures. If the panel is evenly split, the Chair will have the casting vote.

The interview outcome and justification for a recruitment decision should be recorded on a Consensus Form by a member of the HRM Team to ensure the process is robust and transparent. This will engage the College to demonstrate that the most suitably qualified candidate is appointed along with the requisite documentary record of the decision for purpose of legislative compliance.

Once a preferred candidate has been identified a recommendation will be sent to the Principal by the HRM representative. An Authority to Appoint form must be completed and signed by the Principal (or Vice Principal in the absence of the Principal), prior to a conditional offer of employment being made.

DRAFT

11. Pre-employment Checks

No formal written offer of appointment will be made before clearance of the necessary employment checks. Employment checks will include:

- Protection of Vulnerable Group Scheme (PVG Scheme) membership or Criminal Records Certificate;
- required qualifications for the post, if applicable;
- receipt of documents required under the Immigration, Asylum and Nationality Act 2006 (a list of these can be obtained from the HRM Team or can be found on the UK Border Agency Website); and
- satisfactory references.

Any offer issued by the College will be conditional upon satisfaction of the foregoing. The majority of posts within the College are covered by the Protection of Vulnerable Groups (Scotland) Act 2007. Most posts will undertake regulated work with childrenand in some cases protected adults. It is therefore a condition of employment that theindividual is a member of the PVG Scheme. (The College will review this position once the Disclosure (Scotland) Act 2020 comes into force).

The College has a legal obligation to comply fully with the provision of the Rehabilitation of Offenders Act 1974 (Exclusions and Exceptions) (Scotland) Order 2013. A candidate is encouraged to disclose if they have a criminal record. Depending upon its nature and the relevance to the work, it may be decided that the conviction will not impact on the individual's suitability to undertake the role.

The College shall follow the procedure contained within the Policy and Procedure for Protection of Vulnerable Groups (PVG) and Criminal Record Checks. In the majority of cases the College will not, confirm an appointment until the individual has joined as a member of the appropriate PVG Scheme(s) or receives a satisfactory Criminal Records Certificate. If the individual is barred from the PVG Scheme the employment relationship will be terminated.

The individual is responsible for the cost of joining the PVG Scheme(s). The College will pay the cost for the new entrant joining the Scheme and recoup the cost from the employee's first salary. On accepting the offer of employment, the individual agrees tothe deduction of the fee from their salary. The College will be responsible for funding any PVG Scheme membership updates going forward.

DRAFT

12. Feedback

The College values the time and effort made by each applicant/candidate in applying for one of its positions. All applicants and candidates who attend for interview will be notified as to the outcome of their application or interview.

Whilst we greatly appreciate the interest shown in the College, it is the policy of the College not to provide feedback to those not selected for interview or post interview feedback to candidates who make such a request. The College is not legally obliged to provide feedback and on legal advice and due to time constraints, it has taken this decision.

13. Flexible Working

All posts will be considered suitable for flexible working unless such a restriction can be objectively justified for operational reasons. Full details can be found in the College's Family Friendly and Flexible Working Policy and Procedure.

14. Recruitment Complaints

Without infringing legal rights, applicants may submit a written complaint of unfair treatment to hrstaff@glasgowkelvin.ac.uk for the attention of the Director of People and Culture in line with the Recruitment Complaints procedure. A member of the HRM Team will provide a copy of the Complaints procedure.

If the complaint is in relation to the Director of People and Culture this should be submitted for the attention of the Vice Principal Operations and if related to the Principal, it should be marked for the attention of the Chair to the Board of Management.

15. Induction

The line manager will ensure that an appropriate induction programme is provided forthe role and will make the necessary arrangements to ensure that any new entrant undergoes College and role specific compulsory training.

All compulsory training is to be completed within two months of commencing employment. All new entrants will be provided with an appropriate induction package to support theirintegration into the role, their Department and into the operations of the College.

DRAFT

16. Exit Interview

The Exit Interview process assists the College to understand where, as an employer, improvements might be made. All staff will be offered the opportunity to participate in the College's Exit Interview process. Theresults of the exercise will be discussed with the line manager and the relevant Director.

The results of Exit Interviews will be collated and reported in the College's Public Sector Equality Duty Report and used to measure the effectiveness of the Board'sequalities policies and approaches. This will assist in the further development of the College's Equality Outcomes.

17. Monitoring of Recruitment

All candidates will be asked to complete an Equal Opportunities Monitoring Form as part of the online Recruitment process. This information will not be divulged to the selection panel and will be used formonitoring purposes only.

In line with the requirements of The Equality Act, the College will undertake an analysisof the composition of the workforce. The results of the exercise will be reported in theCollege's Public Sector Equality Duty Report and used to measure the effectiveness of its College'sequalities policies and approaches.

The College's Public Sector Equality Duty Report shall report on recruitment and selection to the Board of Management, its Finance and Resources Committee, the College'sEquality and Diversity Committee, and College Joint Negotiation and Consultative Committee. The Public Sector Equality Duty Report is available on the College website.

18. Supporting Policies and Procedures

Supporting Policies and Procedures include:

- Equality, Diversity Policy and Inclusion Policy
- Dignity and Respect Policy
- Grievance Policy and Procedure
- Public Interest Disclosure Policy
- Family Friendly and Flexible Working Policy
- Policy and Procedure for Protection of Vulnerable Groups (PVG) and CriminalRecord Checks
- Safeguarding Children, Young People and Vulnerable Adults Policy
- Social Media Procedures

DRAFT

- Recruitment and Selection Procedures

19. Review and Monitoring

The content, effectiveness and operation of the Recruitment and Selection Policy will be monitored, at least, on an annual basis at the end of each academic session by the Director of People and Culture reporting to the Equality and Diversity Committee and updated in partnership with management, Trades Unions, staff and learner representatives and external parties. Account will also be taken of any developmentsin legislation and case law.

DRAFT