

Recruitment Policy

Scope

This policy applies to the recruitment and selection of all non-academic (excluding non-academic Fellow positions) staff to the College.

Objectives

1. To ensure that all appointments are made on the basis of suitability for the position by assessment of evidence against the selection criteria for the post.
2. To ensure that all candidates are treated fairly and equally.
3. To ensure that prospective applicants will be given equal and reasonable access to adequate information about the job and its requirements, and about the selection process.
4. To ensure that applicants will be considered equally on merit at each stage of the selection process. That process will be based on consistent criteria relevant to the job and applied consistently to all candidates. Selection methods will be reliable, objective and guard against bias.
5. To ensure compliance with the College's Equal Opportunities Policy and employment legislation.

Recruiting involves the element of choice. This applies both to the College and applicants. Whilst the College is seeking to attract applicants of the right calibre and aptitude, applicants are considering whether the College and the post for which they are applying will meet their own personal and professional ambitions and aspirations.

Our aim is to provide applicants with comprehensive information about the post, the experience required and College's terms of employment so that they can make an informed choice about whether Keble College is the place they want to work.

Recruitment should be treated as 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.

Responsibilities

Governing Body	<u>Responsible for:</u> Approving new positions.
Bursar	Approving replacement positions. Agreeing financial offer to successful candidate. Approval of Pay & Benefits Committee is sometimes also required.
Departmental Manager	Defining the role responsibilities and competency/skills required and preparing job and person specification, to be agreed with HR. Interviewing in accordance with this policy and advice provided by the HR Manager. Making the decision on who to select as best candidate for the job.
Human Resources Manager	Ensuring that good practice is followed throughout the selection and recruitment process. Recommending the appropriate method of advertising and approve the costs of such advertising. Providing advice and assistance with the process as required. Making offers of employment. Providing feedback to candidates, where required. Providing administrative service for recruitment process.

Principles

Conflict of Interest

If an employee involved in recruitment processes has a close personal or familial relationship with a candidate, the employee should declare this to the HR Manager as soon as they are aware of the candidate's application. In such situations it would normally be appropriate for the member of staff to have no further involvement in the selection process.

If a candidate has named a member of staff involved in the selection process as a referee, the candidate will be asked to provide details of alternative referees, where practical.

Identifying Vacancies

Recruiting managers are required to fully evaluate the need for new, changed or replacement posts prior to seeking authorisation for the position. Managers should consider if the duties of the post can be eliminated or re-allocated to existing post-holders taking into account workload.

Exit Interviews

When an employee resigns they will be given the option of having an exit interview with the HR Manager before they leave, or completing an exit questionnaire.

Advertising

To promote equality of opportunity, all vacancies of six months or more must be advertised.

In the following circumstances, vacancies may not be advertised:

1. where positions may provide suitable alternative employment for existing staff whose post has been identified for redundancy (including the ending of fixed-term contracts or following a restructuring exercise) or staff requiring redeployment for medical reasons or for reasons of disability.
2. temporary positions covering absence for maternity, adoption, unpaid leave etc. If the permanent post holder decides not to return to his/her leave, then the post will normally be advertised.
3. where the post has already been unsuccessfully advertised and the recruiting manager can demonstrate that further advertising is unlikely to be effective.
4. positions requiring specialised expertise where the senior department manager and HR Manager can demonstrate that a comprehensive search has been conducted and a nominated individual is the most suitable person for the position.
5. if the position is a part of a person's personal development with the College and the position is a clear and obvious next step/promotion

Decisions to not advertise roles should not be taken lightly as they can incur serious ramifications in terms of Equality and beyond. Therefore, any decision to not advertise a role based on the above criteria should only be made in conjunction and authorised by the HR Manager.

As a minimum, all posts are advertised on the College's internal staff notice boards and may also be advertised on the College's website and social media platforms and in local or specialised press.

When selecting the most effective methods for publicising vacancies, managers should consider any under-represented groups and how best to target them. Managers should consider placing advertisements in publications aimed at under-represented groups. The HR manager can provide advice on advert location.

Posts will normally be advertised with a minimum of 10 days between the publication of the advertisement and the closing date.

All advertisements will state that the College is an equal opportunities employer.

Job and Benefits Package Information

As a minimum, the following information will be available for candidates to access via the College's website:

- Job Description (a Person Specification may also be included)
- Further particulars of role (where not included in advert copy)
- List of College benefits
- Equal Opportunities Monitoring form

Applicants are invited to submit their CV and for many roles are directed to include a covering letter.

Selection Processes

The selection process should be:

- transparent
- timely and cost effective
- equitable
- free from conflict of interest

All recruitment will be based on agreed job descriptions, person specification and prior agreed selection criteria. Vacancy details should only consist of the necessary skills, qualifications, experience and competencies required to carry out the duties of the post.

All staff involved in the recruitment and selection process will receive appropriate guidance in fair interviewing and selection procedures.

Applicants with declared disabilities who meet the essential minimum job requirements as outlined in the job specification will be guaranteed an interview.

At least two members of the selection panel must be involved in the shortlisting process.

Interviewing must be undertaken by a minimum of two individuals to mitigate against the possibility of prejudice or stereotyping.

If the same-stage interviews for a vacancy take place over more than one day/session, the same panel must interview all candidates.

Whilst the interview process will form the basis of the selection decisions, there may be other selection methods that might enhance the decision-making.

The selection process may be a combination of the following:

- written exercises
- practical job-related tests
- psychometric testing
- preliminary telephone interviews
- individual interview
- personality profile

Psychometric tests will only be administered and interpreted by appropriately qualified staff. Personality profiles will relate explicitly to areas on the person specifications (clearly defined behaviours which are needed for that job).

At any second interview applicants will, where appropriate, be given the opportunity to meet their potential working colleagues and given a tour of the College.

Interview questions must relate to the previously agreed selection criteria.

Any selection methods will clearly be related to the job and person specification and be capable of assessing candidates' competencies in performing the particular role.

Two references (preferably work-related) are sought for each successful appointment. Occasionally references may be sought prior to 2nd interview.

Informing the Candidates

Once the shortlisting has been agreed, candidates will be informed by email and/or telephone that they are invited for interview. Wherever possible at least 1 week's notice will be given. The following information will be relayed to the shortlisted candidates:

- Date, time and venue for interview
- Timetable and details of any selection tasks to be undertaken
- Questions to the candidates on whether they have any particular needs to enable them to participate in the interview process
- Contact person (for interview arrangements or informal discussion)
- Names and job titles of interviewers

An interview expenses form will be supplied for those candidates travelling a significant distance for interview.

Feedback

The panel needs to be clear about why candidates were not selected and ensure that their notes reflect the decision-making process.

All candidates will be informed of the outcome of their interview within 10 working days of the interview taking place.

HR will also send 'regret' letters to the unsuccessful candidates. HR will provide formal written offers of employment and other pertinent paperwork.

The HR Manager will give feedback to any candidate who requires it within 3 months of the selection decision made at shortlisting or interview stage. Candidates are required to request and receive their feedback in writing. Internal candidates will also receive feedback if requested.

Offers of Employment

All offers of employment will be subject to:

- eligibility to work in the UK.
- receipt of satisfactory references. HR to take up references on successful candidate/preferred candidates, if this has not been actioned already.
- relevant probation period

Starting salaries will regularly be reviewed for equality purposes.

If the post requires a Disclosure & Barring Service check to be done, this will be carried out following acceptance of offer.

Service Level

The targets for delivery of the service are:

- Acknowledgement of application - within 2 days of receipt
- Shortlisting of candidates - within 7 working days of closing date
- Unsuccessful interviewees 'rejected' - within 10 working days of closing date
- Formal offers of employment - within 1 week of final interview

These timescales may be affected by annual leave of personnel involved.

Retention of Records and Data Protection

When the recruitment process has been completed, recruiting managers should return all information relating to the selection process to HR.

The HR Manager will retain recruitment records for one year in case of requests for feedback or litigation.

All complaints about recruitment should be made in writing to the HR Manager and will be handled in accordance with the College's complaints/grievance procedure.

Review

Regular reports and statistics on recruitment and selection will be made to the HR/Equality Committee.

This policy will be regularly reviewed by the HR Committee.

Approved by Governing Body 6.11.24