

## **RECRUITMENT AND SELECTION PROCEDURE**

### **1. INTRODUCTION**

UWS Corporate Strategy recognises that we will achieve our strategic ambition through our people. The recruitment and retention of the best people is critical to our continued growth and success. We place a high value on the benefits of a diverse and multicultural community from the widest pool of talent.

We are a Disability Confident Employer. This scheme is Government led and organisations achieve recognition by recruiting and retaining disabled people and people with health conditions for their skills and talent.

The procedure promotes practices that ensure that applicants are afforded the opportunity to demonstrate their individual attributes and suitability for the role in a welcoming environment. The procedure provides a framework based on core values for recruitment and selection, in line with relevant legislation so that our approach to recruitment and selection is professional, consistent, fair and effective.

We aim to ensure that all appointments are made on the basis of merit and that job applicants experience a fair and equitable process.

This procedure has been developed in conjunction and agreed by the recognised trade unions.

### **2. UNDERPINNING PRINCIPLES OF THE PROCEDURE**

The underpinning principles of this procedure are:

- To recruit the best person for the job based on merit.
- To encourage the recruitment of staff with disabilities. We will make reasonable adjustments at all stages of the recruitment and selection procedure to allow a successful candidate with a disability to undertake the post.
- To ensure that managers consider the extent to which roles can lend themselves to flexible working to attract a wider pool of talent.
- To endeavour to reach traditionally under-represented groups.
- To ensure that the recruitment and selection of staff is conducted in a professional, timely and responsive manner and in compliance with current employment legislation.
- To provide appropriate training and support to those involved in recruitment and selection.
- To treat all candidates fairly, equitably and efficiently, with respect and courtesy, aiming to ensure that the candidate experience is positive, irrespective of the outcome.
- All documentation relating to applicants will be treated confidentially in accordance with the data protection legislation.

### **3. OBJECTIVES OF PROCEDURE**

The objective of this procedure is to provide a framework that:

- ensures that all successful candidates are selected on the basis of their ability and suitability for the role;
- recruits staff with the appropriate knowledge and skills, in order to meet school/department and strategic requirements;

- ensures that consistency, fairness and professional standards are maintained throughout the recruitment and selection process;
- ensures that recruitment and selection decisions are based on objective criteria which consider qualifications, knowledge, skills and behaviours;
- supports a fair and equitable procedure, which is in line with employment legislation and good practice;
- supports our commitment to valuing and recognising the benefits of a diverse workforce.

## **4. PROCEDURE**

### **4.1 Step 1 - Vacancy Arises & Considering your needs**

A potential new vacancy may arise as a result of additional work, re-organisation, resignation, or confirmation of leave through maternity/adoption, long term sickness, secondment or career break.

Careful consideration should be given by the manager whether to fill the vacancy, or to change the nature of the role.

In support of our aim to attract a diverse pool of people, the manager should consider whether the role could be undertaken on a flexible basis, for example, part-time, job share etc.

Recruiting managers are required to give consideration to offering part time posts and non-permanent employment to students. Managers should also give consideration to whether a full-time post could be adapted to make it suitable for student employment.

### **4.2 Step 2 - Role Definition/Grading**

The recruiting manager should clearly define the role which should be a clear description of the role responsibilities and activities, written in simple inclusive language using standard job description template.

The recruiting manager must also identify the qualifications, experience and personal attributes that are necessary to achieving the key requirements of the role and define this within the Person Specification section of the template.

The recruiting manager should determine needs of the role, including:

- Contract type (i.e. permanent, fixed term)
- Hours required (i.e. full time, part-time)
- Flexibility (job share, part-time, suitable for home working etc.)
- Location (Single campus or multi-campus)
- Suitability for student employment

The recruiting manager may consult an appropriate HR Representative to develop the job description and person specification.

Once the job description has been developed, this should be submitted to [human.resources@uws.ac.uk](mailto:human.resources@uws.ac.uk) for evaluation and grading. Following this, the HR Representative will notify the recruiting manager of the outcome of the grading process.

### **4.3 Step 3 - Authorisation Process**

If the decision is taken to replace or create a new vacancy, the recruiting manager must gain approval through the **'Recruitment Approval Process'**, working in conjunction with their Finance and HR Business Partners.

The recruiting manager must complete the 'Recruitment Approval Form' and send it to the Finance Business Partner for consideration.

The Finance Business Partner will check the request against the relevant budget, if the role is not within the existing budget, approval from a senior member of Finance must be sought. If the post is not approved by Finance, recruitment cannot commence.

Once approved by Finance, the form will be considered by the HR Business Partner, who will confirm if the post is in the existing establishment. If the post is not in the existing establishment, approval from a senior member of People & OD must be sought. If the post is not approved by People & OD, recruitment cannot commence.

All posts in excess of agreed budgets, or where targets (% of staff cost to income) are exceeded, require a written proposal seeking authorisation to recruit to be submitted to University Senior Management for consideration, clearly outlining the following:

- The duties of the proposed post;
- A justification indicating why these duties cannot be carried out by existing staff;
- The costs associated with the role, including on-costs and if applicable any set up costs of the post; and,
- The benefits of the proposed post in relation to the University's Corporate Strategy.

Requests will be considered by University Senior Management within 10 working days and if approved, People and OD will be notified that the recruitment process can commence.

#### **4.4 Step 4 – Recruitment Planning/Timetable**

Once the vacancy has been approved, the recruiting manager must plan the recruitment process and complete a Recruitment Timetable. The timetable ensures that the recruitment procedure maintains momentum so that an appointment can be made as quickly as possible.

The timetable should then be sent to the [human.resources@uws.ac.uk](mailto:human.resources@uws.ac.uk) with the following:

- Recruitment Approval Process Form
- Job Description and Person Specification
- Draft Advert and any specific location/media the role has to be advertised
- Any other job relevant information
- Confirmation of the Selection Panel
- Confirmation of the Interview/Assessment Process
- Confirmation of Interview dates and arrangements

#### **Draft Advert**

The Recruiting Manager must draft an advert to attract the best candidates to the role. In drafting the advert, consideration should be given to the media/location that the role should be advertised and in particular to ensure that it reaches any under-represented groups.

**Establish an Appropriate Selection Panel**

A Selection Panel should be established at the time the role is advertised. The Chair of the Panel is normally the recruiting manager. The Chair of the Panel must give consideration to the diversity of the panel, in particular, but not limited to, gender diversity.

Normally, all members of the Selection Panel will have undergone Recruitment and Selection training and Unconscious Bias training. As a minimum, at least one person on the Panel must have undergone the appropriate training.

Where appropriate, for leadership or sensitive roles, a representative from the People & OD team must be included in the Selection Panel to provide professional input and guidance on good practice. In the case of Professorial appointments, the Selection Panel will include the appropriate members of the Vice-Chancellor's Executive Group.

The relevant HR Representative should be consulted if there are procedural queries or if advice is required at any stage of the Recruitment and Selection process.

**Method of Assessment**

The Selection Panel with support from People & OD if required will determine the most suitable method of assessment for candidates, depending on the job **but** will normally include an interview.

The skills demanded by certain jobs may need to be tested by alternative or additional methods of assessment such as a presentation, technical test, or psychometric testing.

In international recruitment consideration will be given to the use of communication tools to interview international candidates prior to the candidate being invited to attend a face-to-face interview.

Interview questions must be agreed beforehand and should be designed to reflect the criteria in the job description, person specification and any technical/professional aspects of the role.

To avoid discrimination no reference should be made to the person's personal circumstances and the same broad questions should be asked of each candidate (although it is recognised that further probing questions may need to be asked in order to follow up particular issues).

Candidates will be given advance notification of the interview and/or additional methods of assessment and we will ensure that they have adequate time to prepare for the assessment process.

Candidates will be asked to advise People & OD of any reasonable adjustments that are required and where possible, these will be made in line with the individual needs.

**4.5 Step 5 - Advertising the Role**

All jobs will be advertised normally within 5 working days via the **People & OD Team** following the completed and approved Recruitment Approval Process Form and the relevant supporting information (e.g. Advert, Job Description, Recruitment Timetable, Interview Dates).

All jobs will be advertised internally, and where appropriate externally, except in those circumstances defined by the Organisational Change Procedure and Redundancy Procedure.

We will use the most effective and economic method for recruiting and selecting candidates, and will encourage applications from a wide range of sources. Our online web-recruitment tool is the primary method of application, with a paper-based process being made available to candidates when necessary.

#### **4.6 Step 6 - Short-listing of Candidates**

Within 5 working days of the advert closing, People and OD will provide members of the Selection Panel with a copy of all applications received and the standard shortlisting template.

Where possible, all members of the Selection Panel should participate in the shortlisting process but as a minimum it should be carried out by two people.

The shortlisting process should be carried out objectively and consistently, comparing each application against the role requirements, as defined by the essential and desirable criteria detailed in the job description and person specification.

The outcome of the short-listing process must be based on an assessment of the relevant facts as presented in the application. The standard paperwork should be completed to record how the shortlist was reached.

All completed paperwork must be returned to [human.resources@uws.ac.uk](mailto:human.resources@uws.ac.uk) who will then notify the candidates of the outcome of the shortlisting process and where applicable, the arrangements for interview/assessment.

#### **4.7 Step 7 - Assessment of Candidates**

The Selection Panel should complete the **Candidate Assessment Form** to show each applicant's suitability measuring their responses to the questions asked against the criteria contained in the person specification.

On conclusion of the assessment process, the Selection Panel should discuss their assessments of each candidate aiming for consensus on the most suitable candidate for the role. Where this is not possible, the Chair will give consideration to whether a further assessment exercise is appropriate. The Chair of the Panel is responsible for the final decision. Candidates will be notified of the outcome of the selection process.

At least verbal feedback, upon request, should be given to unsuccessful candidates on their performance through the assessment process. This feedback will be given by the Chair of the Selection Panel and timeously.

#### **4.8 Step 8 - Appointments**

Once the appointment decision has been agreed by the Selection Panel, the relevant HR Representative will normally be asked to contact the successful candidate to make a conditional offer of employment. Offers of employment must be made on condition of the following:

- Satisfactory outcome to pre-employment health screening
- Receipt of satisfactory references
- Proof of right to Work in the UK
- Proof of relevant qualifications
- Disclosure/ PVG/ criminal convictions checks (if appropriate)

In order to maintain principles of equal pay for work of equal value new staff will normally be placed on the minimum salary point of the grade. Where there is a market forces justification or the individual can produce evidence that their current salary is greater than the minimum salary point, the manager may appoint to the closest matching scale point. Further details can be found in the Starting Salary Guidance.

All new members of staff appointed will be subject to a probationary period as detailed in the Probationary Guidance Notes.

Subject to a satisfactory probationary review, the appointment will be confirmed at the end of the probationary period. In exceptional circumstances, the probationary period may be extended and a further review completed before the confirmation of the appointment.

If the successful candidate has a disability, the Chair of the Selection Panel, supported by an HR Representative and Occupational Health Representative, should discuss what reasonable adjustments can be made to accommodate the individual.

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## **Official Use**

**Procedure Author** – Employee Relations & Performance Adviser

**Procedure Owner** – Director of People and Organisational Development

**Parent Policy Statement** – People and Organisational Development

**Public Access or Staff Only Access** – Public

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**Changes and Reason for Changes** – Annual People & OD Procedure Update

**Appendix 1: The Procedure at a Glance**

