

Recruitment & Selection Policy & Procedure
Approved by: Finance & Resources Committee
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Strategy/Policy Responsibility: Head of HR
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V2

Includes key updates to KCSIE & FREDIE approved by Exec September 2022.





1. Introduction

We recognise that staff are our greatest asset and are fundamental to the success of our great Colleges, ensuring the best possible outcome for our students and having a positive impact in our local community. We commit to recruiting talented, motivated and passionate staff that will drive our success and lead to improved student outcomes. We will attract and retain a diverse range of staff to ensure an inclusive and diverse culture that best supports our students in their learning experience.

The purpose of this policy is to provide a sound framework for the recruitment and selection of staff based upon the principles outlined below, which also meet the requirements of our College equality Statement and the Equality Act 2010, and our FREDIE (Fairness, Respect, equality, Diversity, Inclusion and Engagement Principles).

The procedure and recruitment process itself, will be professional, timely, and effective, leading to positive applicant and employee experience, creating a positive employer reputation and brand. All staff have a responsibility to ensure our recruitment process is effective, timely and creates a positive experience for all.

2. Scope

This procedure applies to all appointments, including fixed term, or sessional appointments. Short-term agency appointments are not in the scope of this procedure and the Agency Workers Policy and Process should be referred to.



3. Core Principles

1. All permanent vacancies will normally be advertised on the College's external website in the interests of creating a diverse range of applicants from our local communities. In line with section 5 below, consideration will also be given to specific media placement relating to the promotion of equality, diversity and inclusion.
2. Other recruitment media will be cost effective, impactful and appropriate. Use of external recruitment agencies and consultants will be limited to short-term urgent cover and will only be used where absolutely necessary. Media placement effectiveness will be regularly analysed.
3. Consideration will be given to internal staff development in line with our HR Strategy, and as such short-term secondment opportunities of 18 months or under can be advertised internally only. Consideration will also be given for advertising internally only for permanent post where internal developmental pathways have been identified, and there is a business justification to do so.
4. Selection will be on merit as identified through a fair, transparent and robust selection process, based on the selection criteria for the role and in line with best practice in FREDIE.
5. All formal recruitment panels will have consideration of the representation of the panel ensuring a reasonable gender and ethnicity balance.
6. All recruiting managers are required to undertake recruitment & selection training (Including EDI in recruitment & selection) as part of their onboarding process, via our on-line platform. Managers are advised to refresh themselves of the key elements of this training prior to any recruitment process.
7. The College encourages the recruitment of staff with disabilities and will make reasonable adjustments to all stages of the recruitment process, and as required in order for a successful candidate with a disability to undertake the post. The college will be part of the Disability Confident Committed scheme, which ensures that disabled applicants that meet the essential criteria for a role, are offered an interview.
8. All documentation relating to candidates will be treated confidentially in accordance with the Data Protection Act 2018 and GDPR. Data relating to unsuccessful candidates will be saved securely in the HR electronic recruitment files and confidentially destroyed after 6 months.

9. Keeping Children Safe in Education (KCSIE) guidance will be upheld by the HR team and all times, ensuring robust processes in line with Safer Recruitment, and our commitment to safeguarding, prevent and maintenance of the Single Central Record (SCR). HR will remain up to date with Safer Recruitment Training and ensure all recruiting managers are trained, each year. In line with KCSIE, HR will undertake a social media check of staff before an offer is made, which will include Linked in and a google search.
10. In accordance with the Redundancy and Redeployment Procedure normal recruitment procedures may be suspended in areas where potential redundancies have been identified, and in other areas where there is a possibility of redeployment for employees selected for redundancy.
11. HR will promote best practice in recruitment and selection, continuously developing its recruitment and selection practices to allow new ideas and approaches to be incorporated.
12. If a member of staff involved in the recruitment process has a close personal or family relationship with an applicant they must declare this as soon as they are aware of the individual's application and avoid any involvement in the recruitment and selection decision-making process.
13. Interview expenses are not paid by the College and relocation packages are not available.

4. Process



i. Review Role

Any vacancy presents an opportunity to review a role. Line managers should think about whether the role should be replaced in the exact same way. It could give an opportunity to re-allocate work and make structures and processes work better for the team. Are there possibilities that the role could be adapted in a way that would provide an internal secondment opportunity for internal staff development purposes? It may be that the post could present an opportunity to create an apprenticeship or trainee teacher role. It may just need the job description to be updated slightly to meet external changes or internal needs.

ii. Approval / VAF

All posts that need to be recruited will need appropriate approval via a Vacancy Approval Form (VAF). This approval is required for all post including proposed sessional and agency cover. This process is available in iTrent. To submit a VAF for recruitment, log onto [iTrent -People Manager](#) you will need to select 'Raise a Requisition' and put in the details including a business justification for the request. Once the VAF is approved, this will be allocated to a member of the HR team and they will contact the recruiting manager to request a draft advert and job description, and start discussing the recruitment plan.

iii. Plan the Selection Process

The next step for recruiting manager is to plan your recruitment process. This will not only help you to get your new recruit on board as soon as possible, but will ensure a professional and positive experience for candidates. As such, HR will work collaboratively with recruiting managers to provide a Recruitment Plan outlining the key dates such as closing date, a date for shortlisting and selection dates. This will be agreed in advance of advertising and all advertisements will include a planned date(s) for selection processes. The recruitment plan document will also prompt you to consider methods of selection, media placement options, and any other important considerations in advance.

iv. Advertise

The HR team will advise on the best media placement for the role, taking account of our commitment to provide a diverse talent pool, balanced with the best use of public funds in ensuring the most impactful use of our recruitment budget. Consideration will be given to social media platforms and other staff networks. Branded templates have been developed separately for Croydon College, Coulsdon and CUC to ensure that we have a professional and consistent employer brand. Line managers are responsible for sending the draft job description and advert. Where appropriate, HR may suggest changes to these in line with best practice. Final approval for recruitment documentation will always be sought from the recruiting manager prior to advertising.

Adverts should usually be placed for a minimum of 2 weeks, but can be longer where appropriate. Once a closing date has expired, applications will not be accepted unless a short extension is advertised in line with fairness and equality to all potential applicants. Timelines for the recruitment project will then be adjusted accordingly.

v. Shortlisting

HR will provide recruiting managers with the electronic shortlisting information by email on the date agreed in the recruitment plan. Recruiting managers are responsible for completing the shortlisting in line with the scoring criteria in the personal specification and returning the scoring grid to their HR contact on the date agreed in the recruitment plan.

Shortlisting should be undertaken by the recruiting manager and at least one other member of the selection panel.

For any post that attracts over 50 applications, HR will provide an initial longlist based on 2-3 selection criteria agreed in advance with the recruiting manager. At least one recruiting manager should have completed our internal Safer Recruitment training. In line with Safer Recruitment guidelines, at least 2 applicants should be shortlisted. If there are any exceptional circumstances to this, Managers should speak to their HR Advisor for advice.

Internal candidates who have not been shortlisted will be offered individual feedback by the recruiting manager, including a discussion on how to support their internal development. This should normally take place within 5 working days of the outcome being communicated.

We are proud to be part of the Disability Confident Committed scheme, which ensures that disabled applicants that meet the essential criteria for a role, are offered an interview.

vi. Selection

As this has already been planned in advance, this part of the process should be straightforward. HR will send invites and provide all the detail to candidates to arrange their attendance for interview /selection process.

A range of selection methods may be considered and we encourage the use of work-based test to supplement interview processes, and HR are building a bank of tests to share best practice. These may include a micro teach, presentations, work-based task such as an in-tray exercises or similar practical /IT exercise. The method chosen should be relevant to the duties and criteria in the job description and person specification. This will be discussed as part of the recruitment plan at the start of the process.



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There is a standard template for interview questionnaires, that has a scoring mechanism as follows:

4=outstanding / exceeds criteria

3=good / meets criteria

2= criteria partially met

1= significant gaps where criteria is not met

0 = criteria not met at all

All interview questions and selection processes should relate to the selection criteria for the post and should be formally noted. When taking notes during selection processes, the ORCE methodology should be used (Observe, Record, Classify and Evaluate). This means the notes section should only record what the candidate stated during the selection process. Your classification, evaluation and scoring should take place after the interviews have been concluded. Please try and ensure notes are clear and legible and returned to HR. The form asks you to indicate whether the candidate was appointable, and any key feedback.

Consideration should be given to the composition of recruitment panels, and ensure a reasonable balance of gender and ethnicity. There should be at least 2 managers on any selection process. A FREDIE related question should be asked at each selection panel.

A work-based selection exercise / scenario should be supplementary to interviews for Technician roles where Health & Safety is a key element of the role.

It should be remembered that selection is a two-way process: candidates are assessing the role and the College. Those involved in recruitment should consider how best to convey a positive image and highlight the benefits of working for the College group.

vii. Communicate Outcomes & Feedback

The recruiting manager should notify all candidates that were invited for selection of the outcome of the process. This is the best way to provide a positive experience even for those candidates that were not successful. Internal candidates who are not successful at interview stage should be offered a time to discuss detailed feedback and their future development. Managers should ensure that the social media check recommended under KCSIE has been undertaken by HR before any verbal offer is made.

The line manager contacting the new recruit provides an opportunity to initiate the employee /line manager relationship before the start date. Once the initial feedback has been given, the scoring outcomes should be provided to your HR contact to process the conditional offer and onboarding stage.

viii. Onboarding and Induction Planning

The HR team will process the onboarding of staff in line with our safeguarding responsibilities. Onboarding will be through the iTrent onboarding system to ensure a professional and effective process for new starters. All offers of employment are made subject to:

- Satisfactory medical clearance;
- Evidence of the right to work in the UK;
- Satisfactory references;
- Satisfactory evidence of qualifications; and
- Satisfactory criminal convictions and barring checks as required

Once a start date has been agreed, HR will process the documentation for Payroll. Line managers have a responsibility to initiate contact to start the induction process with the appointee prior to the start date to ensure the best possible start for the new staff member. This may just be a contact to arrange a brief video chat prior to starting or send an email with a welcome to the team, and some key documentation. Please see induction guidance on HR website for further details.

References will only usually be sought after the selection outcome. In circumstances where references are required at shortlisting stage, approval will be required from candidates.



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5. FREDIE

Recruitment & Selection is one of the key stages to have a positive impact on Equality, Diversity and Inclusion. At the College we commit to:

- Providing recruitment data on the outcomes of recruitment activity and the characteristics of candidates is analysed and reported on in the HR Annual Report. This will be available to staff on the HR Intranet and we will work with our staff networks and recognised unions to address any areas on concern.
- The Recruitment & Selection Procedure will be reviewed annually and will include an equality impact analysis as part of the annual review.
- Our recruitment documentation will promote options for flexible working, where this is possible.
- Positive action will be considered where there is under-representation of protected characteristics in a particular area of the workforce, for example: placing advertisements in publications which are targeted at groups which are under-represented, and including statements in advertisements that encourage individuals from under-represented groups to apply.
- Wording in recruitment documentation will be reviewed to ensure they are not unintentionally creating language bias towards any protected characteristic.
- Equality, Diversity and Inclusion will be an element of the selection process with a question relating to this normally part of the formal interview questions.
- The above processes have been designed to ensure diverse and inclusive representation, including representation of our selection panels, and training in equality & diversity for recruitment.

6. Casual, Agency and other short-term Workers

Short-term (less than 6 months) consultants, casual and agency workers will be required to demonstrate suitability for the role for which they are being engaged prior to taking up an engagement with the College. This may include such parts of the recruitment process which the recruiting manager, in consultation with their HR contact, deems necessary. For example, this may include a video call interview and/or a micro teach exercise for teachers.