



Recruitment

These guidelines are intended to help managers recruit effectively and, by so doing, contribute to our strategic objectives and particularly promote equality of opportunity.

The University has an Equality Policy and it is important both legally and for the greater benefit of the University that every effort is made to fulfil the aims of the policy. You are expected as a manager to have familiarised yourself with this. As far as it is practicable, all employees involved in recruitment should be encouraged to undertake appropriate Recruitment and Selection Training. All applicants will be given equal consideration for selection, promotion and training.

The University aims at all times to recruit the person who is most suited to the particular job. Recruitment will solely be on the basis of the applicant's abilities and individual merit as measured against the criteria for the job.

Scope of policy

The Policy applies to all employees and workers, across all grades and groups including academic and non-academic, fixed term and part time hourly paid lecturers, part time and full time, permanent and temporary. It can also apply to those temporarily associated with the University (e.g., wardens, Students Union, Agency Workers) if appropriate.

Responsibilities

Line Manager

- Understand the Recruitment Policy, and related procedures, attending appropriate training as required.
- Manage all recruitment campaigns in accordance with the Recruitment Policy and related procedures.
- Treat applicants consistently and with respect, understanding and sensitivity

Human Resources

- To provide training, coaching, advice, guidance and support as necessary
- Monitor recruitment and provide reports as appropriate

Prior to recruitment

A vacancy arises when either a new role has been identified or an existing member of staff has left. Prior to recruiting to the post, the following should be considered and actioned as necessary:

- Obtain approval to recruit via the Business Case process, which can be accessed here guidance and support can be obtained from the HR Business Partner (HR BP)
- Create or review the job description and person specification. Are there any specific requirements, such as Academic reference, DBS etc?
- Agree with your HR Business Partner the recruitment process for the post, consider advertising media, date for shortlisting and interview, selection and assessment process.

Advertising and shortlisting

Advertising

There are a number of sources of recruitment, dependent upon the vacancy, potential field of applicants and the duration of the post. Posts that are above the salary threshold for VISA sponsorship and require a certain skill level may be eligible for Tier 2 sponsorship. Vacancies that may attract Non-EU and EEA candidates need to undergo a Resident Labour Market Test (RLMT).

The HR Business Partner will be able to provide advice on all aspects of the advertisement process including whether a RLMT process should be followed.

Shortlisting

Shortlisting should be carried out as soon after the closing date as possible. Delays create a poor impression and can lose good candidates. All applicants are advised on making their application that they will hear from the University within 4 weeks of the closing date of the post.

Interview and appointment

Selection Process

It is the responsibility of the Chair of the Recruitment Panel to organise suitable rooms for interviews and any agreed supplementary exercises/activities.

Interviews

All interviews must take place in accordance with the guidance in the Interviews and Appointments section on the Recruitment webpage. At least one member of the recruitment panel will have attended formal training in Recruitment and Selection at BSU.

Other selection methods

Other forms of selection may be used, such as presentations to staff or students, provided they are appropriate to the job.

Decision

Follow the guidance on assessment and decision in the Interviews and Appointments section on the Recruitment webpage. The Chair of the Recruitment Panel is responsible for ensuring all records are completed and returned to HR.

Equality and diversity

The University has an Equality Policy and it is important both legally and for the greater benefit of the University that every effort is made to fulfil the aims of the policy. As far as is practicable all employees involved in recruitment should be encouraged to undertake appropriate Recruitment and Selection Training. You are expected as a manager to have familiarised yourself with the University's Equality Policy. All applicants will be given equal consideration for selection, promotion and training.

Recruitment of ex-offenders

The University has a policy on the recruitment of ex-Offenders and it is important both legally and for the greater benefit of the University that every effort is made to fulfil the aims of the policy.

Recruitment of overseas nationals (non-EEA)

We welcome applications from non-EEA (European Economic Area) nationals, subject to the right to work in the UK, or the ability to obtain the right to work if appointed. There is guidance for applicants on the University's jobs page and for line managers in the Interview and Appointments section of the Recruitment webpages.

Steps to take and points to consider before writing a business case

Identifying a vacancy

Each School/department has an allotted HR Business Partner and you should consult with them as soon as you have identified that a vacancy exists. With the identification of a new role, consideration needs to be given, please see guidance and points in the document below.

If the role is for an existing post there are a number of sources of information you should check before making the decision to replace like for like. Please see our guidance below.

Preparing information for the business case

Once you have identified a potential vacancy you should contact your HR Business Partner to prepare a business case, you will then work together to ensure the recruitment process is both effective and goes smoothly. Guidance on how to refresh or create a new job description can be found below, including guidance for the person specification, personal qualities and qualifications needed. Once all the relevant details have been discussed and agreed, your HR Business Partner will submit the business case and supporting paperwork for endorsement by the Director of HR and Deputy Vice-Chancellor prior to submission to the Vice-Chancellor for approval.

You must ensure that the business case details the post number and job title, as detailed on the Post Database.

Selection and assessment process

Your HRBP will keep you updated on the approval of the business case. Once this is approved you should also discuss and agree what selection methods will be used to appoint the successful candidate. Consideration needs to be given to whether any of the following should be used:

- Skills Tests, e.g data entry,
- Word processing

- Practical teaching session
- Presentation by each candidate Group Exercise In Tray Exercises

It is useful at this point to set the date for both shortlisting and interviews.

Advertising and shortlisting candidates

Advertising

There are a number of sources of recruitment, dependent upon the vacancy, potential field of applicants and the duration of the post. These will be discussed with your HR Business Partner. HR advise managers to advertise for 4 weeks if it is likely that Non EEA (European Economic Area) Nationals will apply, this is because if we shortlist and eventually want to appoint a Non-EEA National we have to prove that we have advertised for 4 weeks this process is called a labour market test. The options for advertising are:

- Local and National websites
- Local free papers (professional services staff)
- Local and National Newspapers
- Specialist Journals
- Recruitment Agencies

All adverts are placed on the BSU Website and the JobCentre. The HR Department budget will fund one local or national advert for each post. Any additional advertising is charged to the department or School. Occasionally a post may be offered and fall vacant again very quickly. In this event, if the period from the advert to the vacancy is three months or less, then applications from the original advert can be reconsidered. The HR Department can assist with this.

Shortlisting

Shortlisting should be carried out as soon after the closing date as possible. Delays create a poor impression of the University and can result in losing good candidates. All applicants are told that they should hear within two weeks after the closing date.

Once you've completed the shortlisting record you will need to fill in the Interview Details/Panel Programme to start arranging interviews. Interview guidance can be found in the recruitment folder that is shared with the recruiting manager.

Setting up interviews through to making the appointment

Interview set up

Once the shortlisting record and Interview Details/Panel Programme has been completed; here, you should detail the schedule for the interviews, ensuring that appropriate time is given for the different elements of the process and then share with the HR admin team. You must allow a minimum of two weeks from passing the shortlisted candidates to HR to the interview date. This may be shorter if an interview date has been set up in advance and communicated to all potential applicants.

The chair of the panel must have attended some form of BSU recruitment training, they are responsible for securing an interview date that is suitable for all panel members, confirming room availability and making appropriate arrangements for any supplementary exercises/activities. Interview panels should include both genders where appropriate. If an applicant highlights that they have a disability, appropriate arrangements will be made wherever possible to enable them to compete on an equal basis.

The interview

The Job Description and Person Specification should form the basis of your questions. Candidates should be asked the same main questions and responses should be carefully recorded using an interview notes pro forma or similar and in as much detail as possible. At the end of the interview let the candidates know when and how they will be notified of the outcome. Internal candidates should be notified as soon as possible through a face-to-face conversation. Please check all candidates have taken their right-to-work documents to reception, **if they are a Non-EEA National you will need to speak to your HR Business Partner before making the offer**, so that HR can ensure they have/will have valid right-to-work in the UK before commencing employment.

Assessment and Decision

To reach your decision on who to appoint, complete the selection record using the criteria from the job description scoring each point out of five. Completing this form adequately will ensure no allegations of discrimination later.

When making a decision, consider not just the results of the interview, but the application forms, and the results of any exercises and feedback from any informal

stages of the interview, e.g. when candidates have met and mixed with staff other than the panel members.

Interview candidates should be informed of the outcome by the Chair of the panel, or his/her representative. HR wouldn't on any occasion contact the successful candidate to make an offer but can send a standard email to the unsuccessful candidates, tick the box on the selection record if you would like HR to do so and remember to let HR know the timescale you've agreed with candidates. Feedback will be given to those who request it by the Chair of the panel. Again, please see above under the interview section, you must check the right-to-work status before making the offer so we can ensure that the candidate will have valid right-to-work before commencing employment with us. All selection notes must be given to the HR department.

