

RECRUITMENT & SELECTION POLICY

Overall responsibility: Principal
Implementation: Director of Human Resources
Date issued: April 2016

Endorsed and approved by P&SG: _____ (signature)
Pat Brennan-Barrett Principal

Recruitment & Selection Policy

1 INTRODUCTION

- 1.1 Recruitment is the process of having the right person, in the right place, at the right time. It can play a pivotal role in shaping an organisation's effectiveness and is critical to its performance. The College recognises that the quality of its staff is fundamental to its success in delivering learning to the communities it serves. A professional approach to recruitment which is fair, consistent and objective helps ensure the College attracts and appoints the best people for the jobs.

2 RESPONSIBILITY

- 2.1 The HR department owns and manages this policy on behalf of Northampton College.

2.2 SCOPE

- 2.3 This policy applies to teaching, support staff and managers, both permanent and temporary.

3 POLICY STATEMENT

- 3.1 The aim of the policy is to ensure transparency and consistency throughout the Recruitment and Selection process. As such, all staff involved in recruiting and selecting staff, including external consultants or recruitment agencies, will be made aware of, and be required to follow, procedures outlined in this policy.
- 3.2 The College is committed to endorsing that a strategic approach to recruitment and selection is adopted.
- 3.3 The College recognises that selection is a two-way process whereby candidates are assessing the job and the College and the College is assessing the candidate. A professional, positive image must therefore be portrayed throughout the recruitment process.
- 3.4 The process ensures that all recruitment is based on agreed job descriptions and person specifications. Recruitment and Selection must be conducted as an evidence based process and candidates should be assessed against agreed quantitative selection criteria, based on relevant knowledge, skills, experience and qualification to perform the job. In addition, managers will be assessed against the appropriate competencies. The process may include aptitude testing and personality profiling where it is deemed to be appropriate.
- 3.5 All staff involved in recruiting and selecting new staff will receive appropriate training.

- 3.6 The College is committed to a working environment in which all individuals show respect and consideration for one another and are treated with dignity and respect. As such, it is committed to both the elimination of unlawful discrimination and the positive promotion and celebration of Equality and Diversity throughout all aspects of its work. Accordingly, no employee will be less favourably treated on the grounds of race, sex, gender, gender reassignment, sexual orientation, religion/belief, disability, age, marital status/civil partnership, pregnancy/maternity or trade union activities.
- 3.7 This policy will be reviewed and revised periodically, particularly in the light of any developments in employment legislation or good employment practice, in order to ensure its continuing relevance and effectiveness.

4 DEFINITIONS

- 4.1 Recruitment: the process of generating a pool of capable people to apply for employment to an organisation.
- 4.2 Selection: the process by which managers and others use specific instruments to choose, from a pool of applicants, a person or persons more likely to succeed in the job(s), given management goals and legal requirements.
- 4.3 Protected characteristic: the Equality Act 2010 makes it unlawful to discriminate against people with a 'protected characteristic' – Age; Disability; Gender Reassignment; Marriage and Partnership; Pregnancy and Maternity; Race; Religion or Belief; Sex; Sexual Orientation.
- 4.4 Positive action: the steps that an employer can take to encourage people from groups with different needs or with a past track record of disadvantage or low participation to apply for jobs. An example of when an employer might decide to take positive action is if they find that the make-up of their workforce is different from the make-up of their local population, so they decide to encourage people who share particular under-represented protected characteristics to apply for vacancies. An employer must still appoint the best person for the job, even if they do not have the particular protected characteristic identified through the positive action. However, when faced with a choice between 2 candidates who are of equal merit, the employer can take the positive step to decide to appoint an applicant from a group sharing a protected characteristic if they reasonably believe this group to be disadvantaged or under-represented in the workforce. NB: this must be done in conjunction with HR advice. Positive action is lawful under the Equality Act.

5 KEY PRINCIPLES

- 5.1 The College promotes good practice, adopts a positive approach to Equality and Diversity and has been awarded the Two Ticks disability symbol.
- 5.2 The College is committed to safeguarding and promoting the welfare of children, young people and vulnerable adults and requires all new and existing staff and volunteers to share this commitment (See Safeguarding – Safer Recruitment Policy).
- 5.3 The College may, in certain circumstances, use positive action during the recruitment process (see Section 4.4).

6 WHEN A VACANCY OCCURS

- 6.1 The first step is to ascertain whether or not the vacancy actually needs filling and, if applicable, to establish the requirements of the new post. This is an essential first stage so that the College continues to refine its efficiency.
NB: Advice and guidance is available from HR if required.
- 6.2 When re-evaluating the “vacant” post the exiting post-holder and their key-contacts/colleagues should be consulted and the duties and responsibilities of the post examined, considering some of the following questions:
- Is a direct replacement of a member of staff the best solution?
 - Can other staff be deployed to do this job?
 - Can the job be carried out on a part time rather than full time basis?
 - Can the work be re-organised so that other members of staff could cover some/all of it?
 - Do the tasks and purpose of the role and outputs required of the post holder need to be amended to reflect operational changes?
- 6.3 In addition to a vacancy arising due to the resignation/promotion/secondment of an existing employee, it may also be required due to an expansion of work or the nature of work changing to such an extent that new staff with a different skill set are required in addition to the existing establishment.
- 6.4 Recruitment decisions should be made, not only with regard to current staffing needs, but with an awareness of the effect of future plans on the utilisation of employee resources.
- 6.5 Where changes occur that suggest a member of staff might not have a job if the changes are implemented, advice should be sought from HR immediately.
- 6.6 If recruitment is deemed appropriate, it is important to start the recruitment process as early as possible to minimise the disruption caused by staff changeovers and to follow the College’s authorisation process.

7 JOB DESCRIPTION, PERSON SPECIFICATION AND COMPETENCIES

- 7.1 It is important that the job description, person specification and manager competencies are clear and include all information that is relevant to the post. This information needs to be comprehensive and give the applicant a good idea of what would be expected of them if they were successful.
- 7.2 The job description is the document which sets out details including:
- basic details – job title; name of school/department
 - its purpose
 - where it sits in the reporting line
 - expectations of the post holder
 - specific and generic duties
- (See Appendix B)

7.3 The person specification is the document which sets out details of both the essential and desirable qualities required of someone who would be able to do the work effectively and is the basis on which the shortlisting is made. This may include:

- education and qualifications
- experience
- skills
- competencies (managers only)
- level of physical ability and activity
- training

For teaching vacancies, the person specification will include the essential criteria of “Working at a minimum of Level 2 in Literacy/Numeracy”, which forms part of the selection process tests. (See Appendix C)

7.4 Competencies will be used as part of the selection process for managers.

7.5 This documentation collectively allows for a fair assessment of candidates’ abilities to perform the duties required in the post. It also provides criteria for the selection panel to use to compile a shortlist and to complete the final selection in a systematic and objective manner.

7.6 The criteria should be specific and measurable. A clear set of criteria subsequently enables specific feedback to be given to unsuccessful applicants and will ensure that selection decisions can be objectively justified.

7.7 When determining the criteria, only criteria that is necessary for the post and which can be evaluated during the selection process should be included. Attention should also be given to ensure it is not too strict, as this could limit the number of people eligible to apply. Equally, the criteria should not be too broad as this could make shortlisting difficult.

7.8 To ensure the most comprehensive list of criteria is used for the post prior to advertising, it may be prudent for a draft copy to be given to colleagues and for feedback/amendments to be obtained. NB: new criteria must not be introduced after the post has been advertised as any further introduction of duties, responsibilities or patterns of work that are not essential may leave the College open to allegations of discrimination.

7.9 Existing documentation should not be used without reflection on any changes, including ways of recruiting more flexibly, such as job share, flexible terms and apprenticeships.

7.10 Further particulars will be added by HR including the post reference number, salary and conditions of service, procedure for applying, closing date and interview date if known.

7.11 The starting salary grade for the post must be agreed with HR to ensure consistency across the College and to reflect the skills, knowledge and experience required for the role.

8 **AUTHORISATION TO RECRUIT PERMANENT STAFF, HOURLY PAID STAFF AND AGENCY WORKERS**

8.1 If the vacancy is a new post that has not previously existed, the job description, person specification and competencies (if relevant) should be sent to HR to confirm the grading before any authorisation process can take place. Once this has been completed the recruiting manager will be notified of the decision.

8.1.1 **Hourly Paid Posts** - The recruiting manager completes an online recruitment request, setting out the justification for recruiting, which then follows an email trail for authorisation through the appropriate managers.

8.1.2 **Agency Staff** - Requests to appoint Agency Staff should follow the same guidelines as section 8.1.1, choosing "Agency Temps" as an initial option when starting the request.

8.1.3 **Month End** - The recruiting manager completes a "Recruitment authorisation form" and, if the post is an Academic Post, also completes a "New Posts Finance Form". This/these form/s should both be saved, along with the job description, person specification and competencies in the "New Posts" folder. NB: Any new requests should be submitted by noon on Thursday in order for them to be considered for the New Posts meeting on Friday. The recruiting manager will be required to attend the New Posts meeting along with the Director of Finance and Corporate Affairs, the Vice Principal – Curriculum, Teaching, Learning and Success and an HR Representative. After due consideration, if approved, the request will be submitted along with any recommendations to the Principal for final authorisation.

All vacancies must be authorised by the Principal before recruitment can begin.

8.2 After the authorisation process has been completed, the HR recruitment team will contact the appropriate recruitment manager with the final decision.

8.2.1 If authorisation is not granted, the recruiting manager will receive an email stating this and informing them of the reason for the refusal.

8.2.2 If authorisation is granted, a member of the HR Recruitment team will be assigned to work with the recruiting manager.

9 SCHEDULING THE RECRUITMENT AND SELECTION PROCESS

- 9.1 When HR receives the authorisation, the assigned member of the Recruitment Team will work with the recruiting manager to schedule the process (see Appendix A); this includes setting shortlist and interview/selection dates which must be adhered to. This phase of the process will cover the following:
- a) Confirmation of the content of the job description, person specification and competencies. (Templates can be found on the document library).
 - b) confirmation of salary grade
 - c) where to advertise
 - d) when to advertise
 - e) the information to be sent to candidates
 - f) closing dates for applications
 - g) process for forwarding applications to manager to shortlist
 - h) key dates in the process, including close, shortlist and interview dates
 - i) what date HR will need to invite candidates to interview
 - j) how the selection process will be handled
 - k) who will constitute the selection panel
 - l) the level of physical ability/activity
- 9.2 At this stage the recruiting manager will have to make appropriate arrangements for the selection process, including:
- a) rooms and equipment to be used at all stages of the interview process and a waiting area for candidates where needed
 - b) refreshments for the candidates and panel during the event
 - c) panel members' availability
 - d) drawing up any selection assessments that are specific to the post

10 ADVERTS

- 10.1 Normally, all vacancies will be advertised internally on the College intranet - the only exception to this may be when there are redundancies or restructuring is taking place. If there is no obvious internal pool of candidates, vacancies will be advertised externally on the College website and in relevant local or national media.
- 10.2 HR will arrange all internal and external advertising. Managers will need to work with the assigned administrator to ensure that any advertisement is an accurate reflection of the job. HR hold budgetary responsibility for advertising and will advise on the most cost-effective advertising media and format to attract suitable applicants. HR will also ensure all adverts meet the College's requirements for equality of opportunity.

- 10.3 All externally advertised applications are received and processed by HR via the online application process accessed through the College's website. Internal adverts are applied for by submitting a "letter of intent". If the recruiting manager receives any hard copy applications, these must immediately be forwarded to HR so that they can be recorded.
- 10.4 Applicants will have been asked to complete a self-declaration on the "criminal convictions" page of the application form prior to interview. Where applicable this information will not have been seen by the selection panel. The HR Director (or nominated deputy) will assess the information (see Section 8.6). Should there be concerns over the applicants' suitability for the post, in light of the information received, it will then be discussed with the recruiting manager.
- 10.5 For shortlisting and selection purposes, once the closing date has been reached HR is responsible for collating the applications. Each applicant will be given and identified by a unique reference number, so that information relating to the applicant's age, gender, race, sexual orientation, religion & belief, relationship status and whether or not they are declaring a disability are not known to the shortlisting panel.
- 10.5.1 Externally advertised posts - All application forms will have the personal details including name, title and address, references, equal opportunities and criminal convictions information removed.
- 10.5.2 Internally advertised posts - All letters of intent will be sent for shortlisting as received ie without the removal of the personal details.
- 10.6 HR will forward a copy of all of the appropriate applicant details to the recruiting manager and other members of the selection panel, together with the shortlisting form (see Appendix D&E) and a copy of the job description, person specification (and competencies, if applicable) within 3 working days.

11 **SELECTION PANEL**

- 11.1 Candidates are asked to state on their application if they are related to employees of the College or Governors. This is to ensure that no person related to them, or who may have a special interest in an applicant gaining employment, is involved in the selection process [See Personal Relationships at Work Policy].
- 11.2 If someone is related to, or in a relationship with, an employee of the College, that employee must not take part in the selection process. Likewise, any employee who may have a personal interest in assisting an applicant in obtaining employment with the College must declare this and not be directly involved in the recruitment process. Failure to declare these interests may make that person subject to the College's disciplinary process.
- 11.3 For management or teaching posts (full time and fractional) the panel should include, as a minimum, the recruiting manager plus the Principal (or nominated deputy). For all posts, ideally, there should be a maximum of 3 members of the panel and a minimum of 2. The panel members must be management level and, where practicable, the panel should have a mixed gender balance.

12 SHORTLISTING

- 12.1 The recruiting manager will shortlist, with the selection panel, against the person specification, noting on the form the scores for each applicant's qualifications, experience and standard of application. The comments section of the form must, for those applicants not shortlisted, identify which criteria the application did not provide evidence of. The shortlisting process must always be carried out by at least 2 members of the selection panel and each member of the panel should arrive at their own conclusions independently. They should then meet and agree a final shortlist taking into account all views.
- 12.2 All applicants who meet the essential criteria will be invited to the selection process unless this produces an unacceptably long list, in which case preference will be given to those who also meet the desirable attributes specified. Usually, between 6 and 8 people may be shortlisted for each vacancy. In the event that an exceptionally high number of applicants meet both the essential and desirable criteria, the College reserves the right to apply other objective criteria as a further shortlisting method.
- NB: Using positive action (See Section 4.4) any applicants that declare a disability and meet the essential criteria will automatically be invited to the selection process.
- 12.3 At this stage a single, accurate list of those to be invited to interview is drawn up on the shortlist form and emailed immediately to HR. This facilitates the administration that needs to take place.
- 12.4 HR will invite the shortlisted applicants to interview and include any information that the candidates need to be aware of when attending, including details of any skills tests. Wherever possible, at least 5 working days' notice will be given of interview.
- 12.5 All applicants who have not been selected for interview will also be notified in writing of this fact and offered the opportunity to contact the College for feedback, should they wish to do so.
- 12.6 Candidates who declare a disability will be asked to specify any reasonable adjustments the College can take to help them attend the selection event.
- 12.7 Temporary appointments may sometimes be sourced via a recruitment agency or other means and do not always require a full selection process.
- 12.8 Secondments and hourly paid appointments may also be subject to different processes depending on the need and situation facing the College. HR will be able to give advice on this.
- 12.9 Agencies should only be contacted by HR and not by managers directly so as to ensure consistency in negotiating rates of pay and also to ensure the appropriate documentation is received. It is incumbent on the Agency to provide any relevant documentation including a satisfactory enhanced DBS check which has been completed within the past three years (see Safeguarding – Safer Recruitment Policy).

13 THE SELECTION PROCESS

- 13.1 It is a normal requirement that multiple selection methods are incorporated to enable a more rounded assessment of the candidates. When comparing the validity of selection methods, research shows that Ability Tests, Work Sampling and Skilful and Structured Interviews are the most effective. The recruiting manager will ensure that any job specific tests/tasks for candidates to complete are ready for use and included in the assessment schedule.
- 13.2 Any skills tests eg presentations, in-tray exercises, psychometric tests etc must be directly related to the post and measured against objective criteria. HR can supply/suggest a variety of tests that can be used as part of the selection process.
- 13.3 All interviews should include at least one assessment and, where possible, involve learners. The selection process for teaching posts must include a presentation, a micro-teach to simulate a teaching environment or arrangements for the candidate to teach a class for one hour.
- 13.4 HR will schedule interviews and ensure that the appropriate people are notified.
- 13.5 HR will prepare and distribute interview packs for the panel, these will include:
- Interview and tests schedule – with times and locations
 - Rooms being used
 - List of candidates
 - Job description & person specification
 - Competencies (for managers)
 - Results of psychometric tests (if applicable)
 - Application forms (including the applicants' names and contact details)
- 13.6 HR will also arrange the following:
- Informing reception of the names and times of arrival of candidates
 - Taking photocopies of Right to Work documents
 - Qualifications certificates (originals or certified copies)
- 13.7 Managers must arrange:
- Rooms and refreshments (paid for from the recruiting manager's budget)
 - For someone to be responsible to meet and greet candidates at reception if required
 - A tour of the department/College, if deemed useful/appropriate
 - To brief candidates about the College, the selection process and the College's health and safety arrangements

NB: The Keeping Children Safe in Education Statutory Guidance for Schools and Colleges recommends that *"references should be sought on all short-listed candidates before interview so that any issues of concern can be taken up with the candidate at interview"*. However, the College has taken the decision not to obtain references at this stage as it was not considered to be critical, so long as the Recruitment Process is adhered to with regard to obtaining references for the successful candidate (see Section 17.1).

- 13.8 The selection process will follow the format agreed by the panel members.
- 13.9 During the interview brief notes should be taken to record evidence. A summary of all the panel notes will be added to the Selection Evidence Form.
- 13.10 Questions must relate to the post requirements as detailed in the job description and person specification and the candidate's suitability for the job. There are also a number of other areas the panel must cover and either agree with candidates or establish a firm understanding:
- The job content, expected standards and obligations (including teaching hours for teaching posts and working patterns) must be discussed with the candidate so they are fully aware of them and have the opportunity to ask questions
 - Examples of when and where the candidate has demonstrated effective performance in each area of the key aspects of the role
 - Terms and conditions of the appointment (excluding salary) may be discussed. Only HR will discuss and agree salaries with the successful candidate.
 - An understanding of Safeguarding/PREVENT, British Values and Equality, Diversity and Inclusion
- 13.11 The results of the interview and other selection elements need to be brought together and graded and analysed systematically and objectively before making a decision.

14 SELECTION PANEL'S DECISION MAKING PROCESS

- 14.1 Selection of the successful candidate will be based on the individual's ability to perform the job, their ability to contribute to the College's effectiveness and their potential for development.
- 14.2 The selection panel will agree who should be appointed (this will usually be a consensus decision) and the recruiting manager will complete a form advising of the reasons for this decision (see Appendix F) and an Appointment Form (see Appendix G).
- 14.3 In cases where it is hard to recruit, the manager must request a market pay assessment. Once the salary has been agreed by HR the Appointment Form will be sent to the Principal for final authorisation before an offer is made to ensure consistency and that we are mindful of factors such as Equal Pay.
- 14.4 If the panel is split then the ultimate decision to recommend an appointment will rest with the most senior manager.
- 14.5 Where, in the unanimous opinion of the selection panel, no candidate meets the selection criteria no appointment will be made and the vacancy will be re-advertised.

- 14.6 In the case of re-advertising, the recruiting manager must first analyse the reasons for non-appointment and clarify:
- Whether the job is still to be described in the same way or if there are amendments to be made
 - Whether the job description and person specification are correct or if they need amending
 - If there are other ways the job could be done which would make recruitment more likely to be successful without damaging the efficiency of the College
- 14.7 The recruiting manager must ensure that all papers are compiled, authorised and that the decision with appropriate documentation is communicated to HR as quickly as possible to allow the next phase to take place without delay.

15 **NOTIFYING THE SUCCESSFUL CANDIDATE**

- 15.1 The recruiting manager/HR will make the verbal offer to the successful candidate and will make clear that the offer is subject to receipt of the following satisfactory details:
- References (one should be the successful candidate's present or most recent employer and this should be provided by the head of that organisation or the HR department, the second should be the next most recent employer. If the successful candidate has been in education, as opposed to employment, their tutor should be given as referee)
 - Medical check
 - Enhanced DBS disclosure
 - Barred list check(s)
 - Evidence of qualification
 - Evidence of right to live and work in the UK – candidates are required to provide a copy of this at the selection stage for verification
 - Overseas check
- 15.2 Once an offer is made verbally it is binding and will not be withdrawn unless one of the conditions stated above is not met by the candidate.
- 15.3 On verbal acceptance, HR will issue an offer letter and contract within 5 working days.

16 **NOTIFYING THE UNSUCCESSFUL CANDIDATES**

- 16.1 HR must telephone all unsuccessful candidates to give the decisions and a short de-briefing unless the candidate has asked to be notified of a decline by post. If the candidate requests comprehensive feedback this must be provided by the recruiting manager. In the event that any internal candidates are unsuccessful the recruiting manager should contact them as a matter of course to provide face to face feedback.

17 PRIOR TO COMMENCEMENT OF EMPLOYMENT

- 17.1 References will be requested by HR. As soon as these are received they will be forwarded to the recruiting manager who will be asked to check and return them with confirmation that they are acceptable. Where these prove to be unacceptable the recruiting manager will liaise with HR to decide on an appropriate course of action. **NB: No start date must be given until 2 satisfactory references have been received.**
- 17.2 HR will arrange for the new appointee to produce the following prior to the commencement of their employment:
- Evidence of their right to live and work in the UK
 - Evidence of their name and address and age
- 17.3 The applicant will complete an online health assessment which will be assessed by the College's occupational health adviser and a report sent to HR.
- 17.4 The DBS questionnaire will be sent to the Disclosure & Barring Service for a report. A barred list check will also be completed in respect of working with children along with, if applicable, a barred list check in respect of working with adults (see Safeguarding – Safer Recruitment Policy). Should any of these checks produce a problem not known about previously then HR will liaise with the recruiting manager or the Principal to decide on the appropriate course of action.
- 17.5 **Should the DBS check not be returned in time for the start date then it is the recruiting manager's responsibility to ensure that working practices are adjusted so that the new appointee does not have the opportunity to work unsupervised with the affected groups, ie those under 18 and vulnerable adults. These arrangements must be recorded on a Safeguarding Risk Assessment form and the form must be provided to HR prior to employment starting. The form is an interim measure until the College takes receipt of the completed DBS check. This form will be valid for 2 calendar weeks and, if the DBS check has not been received within that time, the assessment must be reviewed and HR notified as to whether the arrangements will remain the same or will be changed. (Please refer to the Safeguarding – Safer Recruitment Policy for further details).**
- 17.6 The recruiting manager will be responsible for advising relevant staff in their area of the new member of staff, their start date, role etc. and, in conjunction with HR, arrange a thorough induction programme. The recruiting manager is also responsible for ensuring that the new appointee's first day at work is a positive experience (see Induction & Mentoring Policy).
- 17.7 HR will retain all applications and shortlisting summaries for 6 months from the date of the selection process in accordance with data protection requirements. All papers used during the process by any member of the panel must be collected by the recruiting manager and forwarded to HR for secure, confidential disposal or storage, as appropriate.

18 MONITORING

- 18.1 Statistical information may be gathered by HR and used to analyse the effectiveness of the process and establish benchmarks for improving equality of opportunity and other aspects of the College's recruitment process.

19 ASSOCIATED POLICIES:

Induction & Mentoring Policy

Equality & Diversity Policy (Equal Opportunities Policy)

Safeguarding – Safer Recruitment Policy

Redundancy Policy

Disciplinary Procedure

Recruitment and work placement (Staff, Volunteers, Governors and Students)

Recruitment of Ex-Offenders Policy

Personal Relationships Policy

Data Protection Policy

Rehabilitation of Offenders

20 RECRUITMENT SCHEDULING MEMO – Appendix A

21 JOB DESCRIPTION – Appendix B

22 PERSON SPECIFICATION – Appendix C

23 SHORTLISTING FORM (Teachers) – Appendix D

24 SHORTLISTING FORM (Business Support & Managers) – Appendix E

25 SELECTION EVIDENCE SHEET – Appendix F

26 APPOINTMENT FORM – Appendix G

27 EQUALITY & DIVERSITY IMPACT ASSESSMENT – Appendix H

28 COMMUNICATION PLAN – Appendix I

Appendix A



M E M O R A N D U M

To: _____ From: _____
Ref: _____ Ext: _____
Date: _____

Please complete the following information and return it to Human Resources within 2 working days:

1. Please confirm that the salary and grade are correct, by ticking the boxes below:

Salary:

Grade:

2. Please confirm a suitable advertising date and closing date. (Please leave at least two weeks between advert and closing date).

Suggested advert date -

Suggested closing date - Noon, (Earliest 2 weeks after advert date)

3. Please confirm if this post is:

Internal

External

4. Please confirm who will be on the short listing panel. (The packs will be sent to you within 2 working days of the closing date).

5. Please confirm a suitable interview date (Earliest date is 2 weeks after closing date)

6. Where will you be holding the interviews

7. Please confirm who will be on the interview panel, and their titles (Please be aware that the interview panel so as not to be discriminatory needs to consist of both men and women).

8. What time would you like the interviews to start, and how long per candidate?
9. Test(s) should be administered at every interview.

Please confirm the type of test eg. Skills-on-Line, Microteach or Presentations and list duration per candidate, time, location and topic if applicable. (If you have selected Skills-on-Line, a recruitment administrator will contact you to discuss your exact requirements.)

Please Note if this is for a Teaching Post interview candidates will need to complete a BKSB assessment which is now a pre-requisite (HR will oversee this on the day).

10. Level of physical ability and activity indicator – please indicate the level of physical ability and activity required for this post.

Level of physical ability indicator			
Very occasional lifting may be required <input type="checkbox"/>	Occasional lifting may be required <input type="checkbox"/>	Frequent lifting will be required <input type="checkbox"/>	Constant frequent lifting will be required <input type="checkbox"/>
Level of physical activity indicator			
Occasional need to move around the buildings and sites will be required <input type="checkbox"/>	Frequent need to move around the buildings and sites will be required <input type="checkbox"/>	High levels of frequent walking and physical activity will be required <input type="checkbox"/>	Very high levels of frequent physical activity, i.e. sports, running etc. will be required <input type="checkbox"/>

Note that all vacancy advertisements will state that 'Job share will be considered' if you do not wish this then please give reason why.

Many thanks for your assistance,
Human Resources

Appendix B**School of XXXXXXXX**

Teacher – XXXXXXXXX - Ref: XXXXX

Job Description

Location: Booth Lane

School: XXXXXXXXXX

Scale of Post: Teacher Band X

Subject Specialism/Expertise:**Reporting Relationships**

Responsible to: Curriculum Manager

Job Purpose

The purpose of this role is to plan and teach on agreed programmes and to contribute to their continued development.

Expectations of the Post Holder:

The post holder will undertake assigned responsibilities effectively and efficiently, and within regulatory and legislative requirements; achieve individual and faculty targets within the College's annual planning and staff performance review processes and budgetary constraints and:

- a. Actively promote equality and diversity, recognising and actively challenging stereotyping, prejudice and discrimination, ensuring that these principles permeate all teacher practices.
- b. Ensure effective quality control and continuous improvement in all aspects of this post, in keeping with the College's existing and developing quality assurance systems.
- c. Be committed to professional self-development, through participation in the College continuing professional development programme which includes industry based work shadowing, attending seminars, College staff development days and training events appropriate to the job role.
- d. Comply with and promote College Health and Safety policies and procedures and to undertake recommended Health and Safety training as and when necessary.
- e. Support cross college events such as Open Evenings and Enrolment sessions when required.
- f. Adhere to all College procedures.
- g. At all times seek to serve the best interests of the College.
- h. To provide cover for teaching and or related activities.

Duties and Responsibilities

Teaching

1. To undertake a teaching commitment as defined by the College, on average **855** hours per year during the academic year, either on or off site.
2. To teach using different methods so that all learners progress.
3. To plan learning programmes for groups of students, and to guide them through the learning process (target setting, action planning, review, progression).
4. To deliver learning, plan and undertake assessment on an agreed range of programmes, using an appropriate range of learning methods and activities, including new technologies. In this role to prepare appropriate essential documents including:
 - a. assessment plans
 - b. schemes of work
 - c. lesson plans
 - d. teaching & learning materials
 - e. individual learning plans
 - f. assignments
5. To mark student work in a timely fashion and provide good feedback to drive improvement, including spelling, grammar, punctuation and to embed English and Maths to all lessons.
6. To act as a personal tutor and deliver tutorials.
7. To promote high attendance to College targets & follow up non-attenders as directed by the Area Head or Curriculum Manager.
8. To maintain accurate records of students' retention, achievement and attendance using e-registers, and provide reports on student progress as required, using electronic ILPs. To mark registers by the close of day.
9. To participate in team meetings and contribute to planning, development and review activities, including course review, self-assessment and other College QI procedures.
10. To undertake data checks as directed by Managers.
11. To provide outstanding learning experience to students, maximising and showcasing of the use of ILT.
12. To act as Course/Subject Leader if required.
13. To promote Equality & Diversity and Safeguarding in teaching and learning.

14. To promote British values and PREVENT.
15. To participate in formal and informal lesson observation and appraisal.
16. To take responsibility for specific course organisation and curriculum development work.
17. To make a contribution to planning, development and evaluation of courses, course materials, assessments vehicles, either independently or as part of a team.
18. To be the agreed point of contact for a course.
19. To take responsibility for compiling and maintaining a programme management file for a course.

Assessment

1. To undertake assessment of students within the College, at the students' places of employment and placements as appropriate and necessary.
2. To set and / or invigilate students' examinations as appropriate and necessary.
3. To verify examination / assignment material as appropriate and necessary. Act as an Internal Verifier if required.

Student Recruitment and Support

1. To undertake student recruitment, including the selection and interview process, and testing.
2. To undertake student enrolment, including pre-course advice and guidance, student enrolment, and induction. To contribute to Open Evenings, parents' evenings and similar events as required.
3. For students requiring Additional Learning Support, to devise/update Individual Learning Plans, including (where appropriate) identifying learning activities to be carried out by a Learning Support Assistant; and to make arrangements with the LSA for continual management of progress and up-dating of the Individual Learning Plans.
4. To compile student profiles for each group, using initial assessment and free writing results
5. To work co-operatively with staff and teams in other areas of the college in order to ensure an effective service to students.

School Role

6. To be prepared to act as a Course Team Leader, or undertake other administrative roles within the Department or College.
7. To work as part of the course team, contribute to Course Team reports and team meetings.
8. To respond effectively to queries from students, colleagues and outside organisations.

Marketing

9. To take part in marketing activities as appropriate.

Curriculum Development

10. To contribute to curriculum development as appropriate. This includes identification of course requirements, planning, development and evaluation of courses and course material.

Administration

11. To undertake necessary organisational / administrative work.
12. To ensure student registers are accurate and that withdrawals are notified promptly as per College Policy for all classes taught / tutored.

College Management Information System

13. To ensure that accurate, complete and up-to-date data is held on the corporate and local databases and other information storage and retrieval systems.
14. To ensure class lists are correct.

Research and Consultancy

15. Where appropriate, undertake individual or collaborative research and consultancy work in consultation with the management of the Faculty.

Provision of External Training for Students

16. Ensure relevant trips or work experience placements are organised for students where these are appropriate to the courses.

The above list is neither exhaustive nor exclusive, and the post holder will be expected to undertake any other duties within his / her capability and experience.

Other Information

Equal Opportunities

The College is committed to the principle of equality of opportunity and requires that the post-holder adheres to the College's Equality & Dignity at Work Policies. The aim is to ensure that no colleagues, learners, potential employees, governors, visitors or others are harassed, or receive less favourable treatment on the grounds sex, race, disability, age, sexual orientation, gender reassignment, religion or belief, marital status, or pregnancy and maternity.

Training and Appraisal

Opportunities for training are available to all members of staff, and you may be required to attend, from time to time, training courses concerning your employment. The College also operates an Appraisal System, and all members of staff are expected to take part in the process.

Health and Safety

Under the Health & Safety etc. at Work Act 1974 it is the responsibility of individual employees at every level to take care of their own health and safety at work and that of others who may be affected by their acts at work. This includes co-operating with management in complying with health and safety obligations, particularly by reporting promptly any defects, risks or potential hazards.

Safeguarding

The College is committed to the safeguarding of all its students, staff and visitors and provides a safe physical environment. The College ensures safeguarding legislation and guidance are adhered to and considered when developing and revising policies and procedures. The College has policies and procedures in place to deal effectively with child protection and safeguarding issues as well as recording and monitoring processes. The College has a legal duty to ensure measures are in place to safeguard students from radicalisation and extremism and as such actively encourages the promotion of British values. It is a condition of employment that all staff are trained to an appropriate level to meet their safeguarding responsibilities and to promote values of openness, tolerance and facilitating free debate

Data Protection

Computer information should only be accessed if this has been authorised and is necessary as part of the post holder's work. Unauthorised action being taken, in accordance with the College's disciplinary procedure, may lead to dismissal. The post holder's attention is also drawn to the Data Protection Act 1998 and the Computer Misuse Act 1990.

Appendix C
**Northampton College
School of XXXXXXX
Teacher – XXXXX**
Person Specification

Requirements	Essential
Educational attainment	<ul style="list-style-type: none"> • English and Maths at GCSE grade C or above, or equivalent level 2 qualifications. • A relevant qualification at Level 4 or above/degree level or an equivalent qualification in a vocational area.(Please refer to subject Specialism/Expertise on page 1) • A recognised Level 4 teaching qualification such as Certificate in Education. PGCE or equivalent. • Recognised Assessor/Verifier award or working/willing to work towards this
Knowledge, Skills and Aptitudes required	<ul style="list-style-type: none"> • Proven ability to teach a range of levels. • Experience of teaching students with additional needs and challenging behaviour. • Experience of embedding English and Maths. • Strong IT skills and able to use ILT to support learning • Proven ability to work both independently and collectively within a team and with a range of colleagues across college • Excellent communication and interpersonal skills, both oral and written with the ability to work effectively with a wide variety of audiences both within and outside the college • High level of organisational and administrative skills as required for this post. • Understanding of the need for, and commitment to an excellent pastoral care system to support students in their academic activities
Experience required	<ul style="list-style-type: none"> • Relevant experience in schools or colleges. • Proven experience of implementing quality processes to ensure good teaching and learning.
Personal qualities required	<ul style="list-style-type: none"> • Emotional resilience in dealing with challenging behaviours. • Flexible ‘can do’ approach and willingness to work outside of normal office hours when required
Circumstances	<ul style="list-style-type: none"> • Willingness and ability to travel between sites as part of the role
Attributes	<ul style="list-style-type: none"> • Demonstrable commitment to the values of the college [Passionate, Inclusive, Innovative & Optimistic], including its commitment to promoting equality and diversity in employment

Appendix D

Human Resources
Recruitment

SHORTLISTING FORM - TEACHERS



DATA PROTECTION - kindly ensure this form and applications are kept in a secure place

Vacancy Ref:

Job Title:

Total Number of applicants:

Shortlisting Panel:

School/Department:

Recruiting Manager:

Interview date:

***DDA = Disability Discrimination Act 1995.** Under this act a disability is defined as a physical or mental impairment which has a substantial and long term adverse effect on the ability to carry out day to day activities. This column will be completed by Human Resources. **(Due to changes in law you will not now be informed if an applicant meets the DDA criteria at shortlisting stage, however could you please note above whether applicants meet the essential job criteria or not. You will be informed by HR on return of this form if there are any DDA candidates to add to the interview schedule.)**

Please return Short Listing form only to Human Resources no later than:

Score qualifications and experience against those listed in Person Specification:
 Scoring System: 1 - Poor 2 - Just below standard 3 - At required standard 4 - Above standard required
NOTE: If job share is to be considered, please bear this in mind when shortlisting.

Applicant Ref	Relevant Quals (score)	Relevant Exp (score)	Standard of App' form (score)	Does the applicant meet the essential job	Comments/Reasons for not Interviewing (please give full comments/reasons to enable suitable feedback to be given to candidates and also to enable analysis of results as to why certain groups are not successful at this stage)		Total Score	Invite to Interview (Yes/No)
					<u>Head of School</u>	<u>Vice Principal of Learning</u>		
								Yes / No

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Appendix E

Human Resources Recruitment	SHORTLISTING FORM - BUSINESS SUPPORT STAFF STAFF AND MANAGERS						
DATA PROTECTION - kindly ensure this form and applications are kept in a secure place							
Vacancy Ref:	Job Title:	Total Number of applicants: Shortlisting Panel:					
School/Department:	Recruiting Manager:	Interview date:					
<p>*DDA = Disability Discrimination Act 1995. Under this act a disability is defined as a physical or mental impairment which has a substantial and long term adverse effect on the ability to carry out day to day activities. This column will be completed by Human Resources. (Due to changes in law you will not now be informed if an applicant meets the DDA criteria at shortlisting stage, however could you please note above whether applicants meet the essential job criteria or not. You will be informed by HR on return of this form if there are any DDA candidates to add to the interview schedule.)</p>							
<p><u>Please return Short Listing form only to Human Resources no later than:</u></p>							
<p>Score qualifications and experience against those listed in Person Specification: Scoring System: 1 - Poor 2 - Just below standard 3 - At required standard 4 - Above standard required NOTE: If job share is to be considered, please bear this in mind when shortlisting.</p>							
Applicant Ref	Relevant Quals (score)	Relevant Exp (score)	Standard of App' form (score)	Does the applicant meet the essential job	Comments/Reasons for not Interviewing <small>(please give full comments/reasons to enable suitable feedback to be given to candidates and also to enable analysis of results as to why certain groups are not successful at this stage)</small>	Total Score	Invite to Interview (Yes/No)
							Yes / No

Appendix F

Please complete this form at the end of the Selection Process and return to Human Resources

Candidate Name:		Post:	
Reference Number:		Recruiting Manager:	
Date of Interview:		Panel Members:	

Scoring System: 1 - Poor 2 - Just below standard 3 - At required standard 4 - Above standard required

Competencies <i>Select a minimum of 3 competencies from the Competency booklet.</i>	Evidence	Score	Comments...
Presentation			
Other/Test results			

Safeguarding <i>This can be quite basic, but depends on the nature of the role. Eg. What do you understand about safeguarding?</i>			
Diversity <i>Again depends on the type of role, but what their understanding of diversity is, should be assessed.</i>			
Total			

Points to cover at the interview:

<u>DISCUSS AT INTERVIEW</u>	<u>(Please tick to confirm discussed)</u>
If there are gaps in the candidates employment history these must be questioned to obtain explanations, and recorded on application form.	
▪ Job Content	
▪ Hours, Working pattern (job share to be considered unless previously stated otherwise)	
▪ Personal Profile Report	
▪ DDA – Anything relating to DDA cannot be discussed at interview, if you have any queries relating to this please forward them to HR who will discuss them with the applicant only after an offer of employment has been made.	
▪ Salary	
(Academic staff only) -	
▪ Does the candidate hold a teaching qualification? If yes, please state qualification	

Please note that when offering a position that you make it clear to the candidate that the offer is subject to the following:

- | | |
|---|---|
| a) References that are satisfactory to us | d) Evidence of qualifications |
| b) Occupational Health clearance | e) Evidence of right to live and work in the UK |
| c) DBS checks | |

Reason for not appointing:

If candidate is not appointed, please state reason(s) here:

Appointment Notification

To be completed by the Recruiting Manager, signed by the Principal and returned to HR with all application forms, supporting notes and evidence.
*Kindly use **ONE** Appointment Notification form per person.*

Job Title/Position <small>To be completed by HR</small>	
Interview Date <small>To be completed by HR</small>	
Vacancy Reference Number <small>To be completed by HR</small>	
Location of Position	
Post verbally offered to	

Start Date (if agreed)		End Date (if applicable)	
-------------------------------	--	---------------------------------	--

Grade/Band	Point	Salary
		£
Salaries will be increased by annual increments payable on the 1 st August, subject to six months service and satisfactory progress in post. Increments are only available to the top of the agreed grade/band.		

Working Hours Please complete the following information		
.....Hours a weekDays a weekWeeks per year
Job share: Yes <input type="checkbox"/> No <input type="checkbox"/>	Will this post involve working regularly on Saturdays: Yes <input type="checkbox"/> No <input type="checkbox"/>	

HR will write to unsuccessful candidates within 5 working days of the interview. Please indicate whether unsuccessful candidates have been informed verbally (please tick)
Yes <input type="checkbox"/> No <input type="checkbox"/>

Additional Information

Authorised by (Recruiting Manager)			
Signature		Date	
Print Name		Position	
Principal's signature		Date	

HR Use Only			
HR Date Stamp		Date contract raised and sent for College Signature	

Please complete this form at the end of the Selection Process and return to Human Resources

Appendix H

EQUALITY & DIVERSITY IMPACT ASSESSMENT

This form should be used by managers and policy authors within their area of responsibility to carry out Equality & Diversity Impact Assessments (E&DIAs) in relation to protected characteristics, specifically: Age, Sex, Disability, Gender reassignment, Race, Religion or Belief, Sexual Orientation, Pregnancy & Maternity and Marriage & Civil Partnership.

The word 'policy' is taken to include strategies, policies, procedures and guidance notes; formal and informal, internal and external.

The Impact Assessment may be carried out on any policy, service, function or plan you are engaged in, or are about to commence. All policies should be clearly stated. However, in reality, some policies are built into everyday procedures and customs, therefore not all policies are open to inspection and review. Any assessment of a policy should include these customs and practices as well as the formal written policy. 'Functions' means your duties and powers and includes internal and external functions, including service delivery.

1. Name of policy

Recruitment & Selection

2. What is the aim(s), objective(s) and/or purpose of the policy?

The aim of the policy is to ensure transparency and consistency throughout the Recruitment and Selection process. The process ensures that all recruitment is evidence based and that candidates are assessed against agreed quantitative selection based criteria, based on relevant knowledge, skills, experience and qualifications to perform the job.

3. Who is the policy lead?

Jan Hutt – Director of HR Services

4. Which of the following groups could be affected by this policy? (Tick all that apply)

Learners Staff Wider community

5. Team

Names and position of Impact Assessment Team (min of 3 preferably from areas across the College):

Name	Position
Karen Civil	HR Co-ordinator
Rebecca Rutherford	Curriculum Manager
Emma Lucas	HR Administrator

Date E&DIA undertaken: 08.02.16

E&DIA undertaken as a result of:

Renewal / Revision of Policy / Procedure

New Policy / Procedure

SAR process

Other Please state _____

Date of last E&DIA (if applicable) _____

6. Complaints?

Have complaints been received from anyone with one or more protected characteristic about the service provided? If yes then please give details.

No

7. The Impact

Four possible impacts should be considered as part of the assessment:

1. **Positive impact** – Where the policy might have a positive impact on a particular protected characteristic.
2. **None or little impact** – Where you think a policy does not disadvantage any of the protected characteristics.
3. **Some impact** – Where a policy might disadvantage any of the protected characteristics groups to some extent. This disadvantage may be also differential in the sense that where the negative impact on one particular group of individuals with protected characteristics is likely to be greater than on another.
4. **Substantial impact** – Where you think that the policy could have a negative impact on any or all of the protected characteristics. This disadvantage may be also differential in the sense that the negative impact on one particular protected characteristic is likely to be greater than on another.

Using the guidance provided above, complete the following table:

Sex/Age	Positive impact	No or little impact	Some adverse impact	Substantial adverse impact
Women	✓			
Men	✓			
Age	✓			

Disability	Positive impact	No or little impact	Some adverse impact	Substantial adverse impact
Visually impaired	✓			
Hearing impaired	✓			
Physical disability	✓			
Specific Learning difficulties	✓			
Global learning difficulties	✓			
Autistic Spectrum Disorder	✓			
Any other disability - various	✓			

Race	Positive impact	No or little impact	Some adverse impact	Substantial adverse impact
White	✓			
Other minority groups	✓			

Other Protected Characteristics	Positive impact	No or little impact	Some adverse impact	Substantial adverse impact
Religion and Belief	✓			
Sexual Orientation	✓			
Gender Reassignment	✓			
Pregnancy & Maternity	✓			
Marriage & Civil Partnership	✓			

Please comment on any areas where some or substantial impact is indicated. Any resulting actions must be added to the attached action plan.

8. Is there anything that cannot be changed?

What cannot be changed?	Can this be justified?	If so, how?

Please list the main actions that you plan to take as a result of this assessment in your area of responsibility. (Continue on separate sheets as necessary)

EQUALITY & DIVERSITY IMPACT ACTION PLAN FOR INCLUSION IN QUALITY IMPROVEMENT PLAN

Area for Improvement and expected impact (linked to Corporate Objectives)	N/A
SMART actions/activities	N/A
Staff development or Resources required	N/A
Timescale including Milestones	N/A
Success Indicators and evaluation	N/A

DISTRIBUTION: Copies of the final E&DIA should be sent to:
 Jan Hutt - Director of HR, Patrick Leavey - Deputy Principal – Teaching, Learning & Success and
 Gill Ilardo- Quality Improvement Team Administrator

And to those whom this Impact Assessment will cause to have further work to do in either changing processes or re-writing the policy(s) concerned.

All actions recorded here should be carried forward into your QIP, so that actions can be monitored and evaluated to measure the impact. There will be random sampling of action plans through the Equality & Diversity Forum

APPENDIX I
COMMUNICATIONS PLAN

TITLE OF COLLEGE POLICY:	DATE APPROVED BY Policy & Strategy Group/Corporation:
Recruitment & Selection	08/03/2016

AUDIENCE (select appropriate with ✓)				
Managers		Curriculum teams		Business Support teams
All staff	✓	Suppliers		Partners
Other (please state)				

CHANNEL (select appropriate with ✓)				
Policy & Strategy Team (PST)		Quality Improvement Network (QIN)		Marketing team
e.g. Meeting Email	✓	e.g. Meeting Email		e.g. NC Update Managers' Update Intranet Website
				✓
				✓
Individual team		Suppliers		Partners
e.g. Document Library Noticeboards Team meeting Email	✓	e.g. Letter or email Meeting		e.g. Letter or email Meeting
College Management Team (CMT)		JCNC		CORPORATION
e.g. Meeting Email		e.g. Meeting Email	✓	e.g. Meeting Email

COMMUNICATIONS PLAN ACTIVATED BY:		
Name: Jan Hutt	Job title: Director of HR	Date: 08/03/2016