

RECRUITMENT & SELECTION GUIDELINES



1. Introduction

These guidelines are intended to help managers recruit effectively, by so doing, contribute to our strategic objectives and particularly promote equality of opportunity in accordance with the University College's Equal Opportunities Policy.

The forms that are to be used in the recruitment process for all staff posts are:

- Job Description Proforma
- Person Specification Proforma
- Interview Schedule

The guidelines apply to all posts whether they be permanent, fixed term, hourly paid or casual.

2. Identification of a Vacancy

A vacancy is identified when either you identify a new role or an existing member of staff leaves their current role.

2.1 New Post

With the identification of a new role, consideration needs to be given to the following, in the first instance:

- Is this a permanent or fixed term position?
- Is the role full time or part time?
- Is the role required all the year round or term time only?
- Could the role be carried out as a job share?
- What is the range of duties required?
- Where will this role fit in with existing team members?
- What resource responsibility will the postholder have?
- What is the likely grade of the new post, and does this present any anomalies or conflicts with similar roles?
- Who will the postholder report to?
- Which staff, if any, will report to the postholder?
- Where will the postholder be based?

This is not an exhaustive list, but represents some of the fundamental decisions that need to be taken.

2.2 Existing Post

There are a number of sources of information you should check before making the decision to replace:

- The exiting employee's last appraisal and training records
- Exit interview information, if appropriate
- Other team members
- Finance/General manager

Again, some possible questions that should be asked are:

- Are the responsibilities of the post and the job descriptions up to date?
- Are there better ways of meeting the needs e.g. by secondment, or by input from other departments.
- Is there an opportunity to restructure, perhaps re-allocating responsibilities among existing staff?
- Is there another postholder whose current workload would allow them to take on additional duties?

Having made your decision, you should then complete the Job Description Proforma and the Person Specification Proforma.

3. Writing a Job Description

The purpose of the Job Description is to detail in general terms the range of responsibilities that the employee will be required to do. The job description forms part of the employee's Contract of Employment.

The Job Purpose is a short statement encompassing the objective of the post. It should identify the main duties and responsibilities, usually in order of priority. Any post must have at least 6 main duties and preferably no more than 15.

The additional points cover any issues that need to be referred to in terms of working environment, unsociable hours, or any issues that you feel should be communicated to applicants for the post.

4. Writing a Person Specification

Having decided what the job is, you now need to detail what type of person could do this job. The Person Specification allows all applicants to measure themselves against the criteria laid down and gives all those involved in the shortlisting and selection process a set of detailed standards to use to measure applicants against.

4.1 Qualifications

You should detail any formal qualifications that are essential and those which are desirable for the position e.g. degree, NVQ II etc. Be as specific as possible. You should distinguish between essential and desirable in relation to each of the following:

4.2 Skills and Knowledge

Think through the practical skills that someone will need in order to demonstrate to perform the job e.g. spreadsheets, databases, developing new courses, team leadership, report writing skills etc.

Similarly you should identify knowledge needed to do the job e.g. funding rules, employment legislation, student benefits, specific areas of the curriculum, legal requirements

4.3 Personal Qualities

Here, you can detail criteria which are not covered by the other 2 headings but none the less important to the ability of the candidates to carry out the job effectively. e.g meeting tight deadlines, working under pressure or working unsupervised.

5. Equal Opportunities

The Students' Union abides by the University College has an Equal Opportunities Policy and it is important both legally and for the greater benefit of the University College 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 College's Equal Opportunities Policy.

6. Agreeing the Vacancy

Once you have drawn up the Job Description, Person Specification, you should contact the Membership Services Manager. The purpose of this is for Membership Services Manager to work with you in ensuring the recruitment process is both effective and goes smoothly. Once all the relevant details have been discussed and agreed.

7. Selection and Assessment Processes

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
- Presentation by each candidate
- Group Exercise
- In Tray Exercises

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

8. Recruitment Advertising

There are a number of sources of recruitment, dependant upon the vacancy, potential field of applicants and the duration of the post. These will be discussed with you with the Membership Services Manager. The options for advertising are:

- Advert in local papers
- AMSU Newsletter advert
- Local free papers
- Local Job Centres
- Web Sites
- Recruitment Agencies

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 Membership Services can assist with this.

9. Shortlisting

Shortlisting should be carried out as soon after the closing date as possible. Delays create a poor impression of the employer and can lose good candidates to other employers. All applicants are told that they will hear within 4 weeks of sending their application to us.

The Job Description and Person Specification should form the basis of the shortlisting process. The people involved in the shortlisting should be those who will be on the interview panel.

When carrying out the shortlisting process, use the criteria from the Person Specification, ensuring that all information is detailed on the forms supplied to you.

For an effective shortlist, you should aim to interview no more than 5 ideally, with at least one reserve candidate.

10. The Selection Process

Once shortlisting is complete, please complete the Interview schedule fully. You will find this contained at the front of the file with the application forms for all candidates. Here, you should detail the schedule for the interviews, ensuring that appropriate time is given for the different elements of the process. If this form is not completed fully, it cannot be processed and will be returned to you.

You must allow a minimum of 10 working days from passing the shortlisted candidates to the Finance/General Manager to the interview date. All candidates are notified of interview by letter, or email.

11. Interviews

All interviews must have a Chair, which is the Finance/General Manager or her nominated representative. All panels will include a member of the University College Personnel department, wherever possible.

The Job Description and Person Specification should form the basis of your questions. Each candidate should be asked the same main questions. This enables more accurate comparison of candidates and also helps provide equality of opportunity for each candidate. Subsidiary questions will arise out of answers to main questions and individual application forms will prompt specific questions to each candidate.

At the end of the interview leave no doubt about what will happen next. Should the candidates wait; If not, will someone phone and when, or will they receive written notification? If candidates remain on the premises or are currently BSUC or BSUC SU employees, the Chairperson should make every effort to communicate the decision to them quickly.

12. Assessment and Decision

To reach your decision on who to appoint:

At the end of each interview:

- Recall the original criteria in the person description
- Make a qualitative decision in the range of unacceptable/marginal/could do the job/could do the job well/near perfect
- Ensure the decision of the panel is noted by the chair on the Appointment Form, thereby ensuring no possible allegations of discrimination later.

When making a decision, consider not just the results of the interview, but the application forms, the results of any exercises and feedback from 'informal' stages of the interview. e.g. when candidates have met and mixed with staff other than the panel members.

References should be treated with caution and used as a reinforcement of your decision and not as part of the decision process. Any candidate without references can be offered the post but on the condition of acceptable references.

Successful and unsuccessful candidates will be informed via telephone of the outcome, wherever possible. Feedback will be given to those who request it by the Chair of the appointment panel. All selection notes must be kept and given to Finance/General Manager.