



**Myerscough
College**

INSPIRING EXCELLENCE

Attracting & Recruiting the Best Talent

Recruitment Policy

Contents

1.	Approval.....	3
2.	Amendment History.....	3
3.	Abbreviations & Definitions.....	3
4.	Purpose.....	4
5.	Application & Scope.....	4
6.	Introduction.....	4
7.	Recruitment & Selection Procedure.....	5
8.	Recruitment Complaint.....	9
9.	Failed Recruitment.....	10
10.	Successful Onboarding.....	10
11.	Digital Engagement.....	11
12.	Related Policies.....	11
13.	Confidentiality / Record Keeping.....	11
14.	Monitoring.....	11
15.	Records.....	12
16.	Equality.....	12
Appendix A	Recruitment of Ex-Offenders Policy	13

1.0 Approval

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2.0 Amendment History

Version	Amendments	Approver	Date
1.0	Creation	Principalship	1.7.2019
2.0	Re-write	Principalship	1.4.2021
2.1	Appendix A Recruitment of Ex-Offenders Policy	HR	21.02.2022

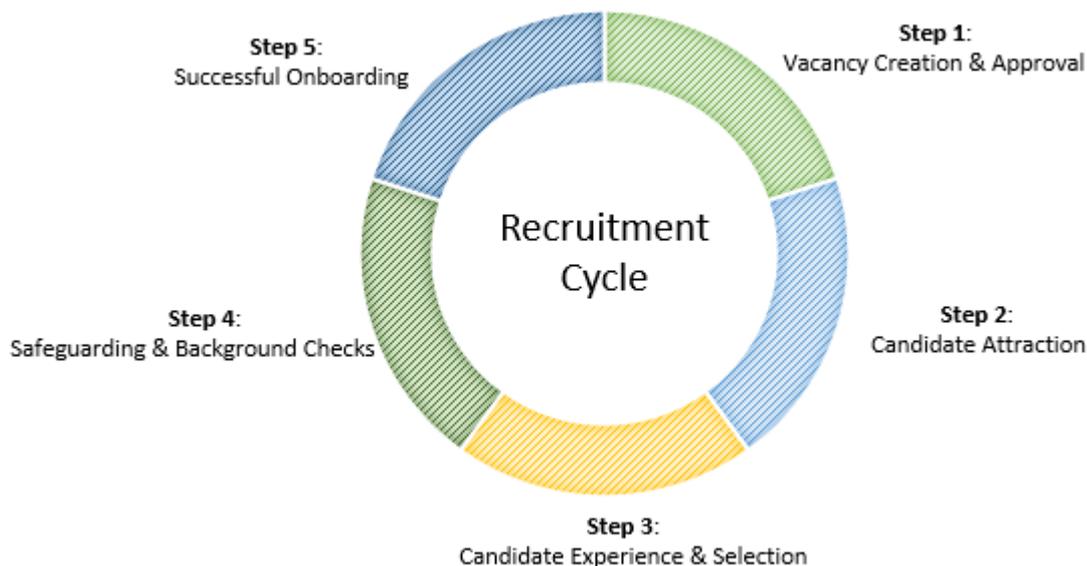
3.0 Abbreviations & Definitions

Term	Definition
The College	Myerscough College – also referred to informally throughout this document as ‘us’ and ‘we’.
The Corporation	Myerscough College
You/ Your	The term is used in reference to any employee of the College.
HR	Human Resources
GDPR	General Data Protection Regulations
Personal data	Any information that relates to a living individual who can be identified from that information. Processing is any use that is made of data, including collecting, storing, amending, disclosing or destroying it.

4.0 Purpose

The purpose of this policy is to provide a modern and progressive recruitment framework for managers, so that they attract, engage, and onboard the best talent in a compliant and time effective way.

This policy also provides candidates with a process for raising any recruitment concerns, so that steps can be taken to effectively resolve and address any issues, which may arise.



5.0 Applications & Scope

This policy applies to all applicants, employees, and volunteers.

6.0 Introduction

We want to attract, recruit, and retain the very best talent - developing our reputation as an employer of choice in the North West and across the land-based, science, engineering, sports and college support sectors.

Today's candidates want an employer whose values and ethics align with their own, they want an organisation that is inclusive and diverse, a world class candidate experience, and a seamless onboarding process, not to mention attractive terms and conditions.

We want all recruiting managers to plan their candidate journey and develop a recruitment experience that is positive and memorable, whilst also fair, inclusive, and compliant. This policy will help guide recruiting managers on their recruitment responsibilities, whilst signposting how to get more help and support where needed.

Fundamental to any recruitment process is ensuring that any candidate who is offered employment, engagement, or work experience with us, is safe and suitable to work with our students. Safeguarding our students is, and must always be, an integral part of our recruitment practices, ethos, and culture.

Safeguarding our students is of paramount importance. It is important that you take all reasonable steps to reduce any potential risks, ensuring you understand and adhere to our safer recruitment practices. For safeguarding practices to remain effective, we must all remain vigilant and maintain a mindset of 'it could happen here'.

All recruiting managers are asked to read our Background Checks & DBS Policy to remain familiar with current background screening and appointment requirements.

We seek to promote best practice in recruitment and selection and to embrace FREDIE – Fairness, Respect, Equality, Diversity, Inclusion and Engagement to ensure that, in all cases, the best candidate for the position is appointed. As an equal opportunities' employer, we seek to eliminate any disadvantage that may be faced by under-represented groups. We promote equality of opportunity and fair access to employment for all. We are an Armed Forces friendly employer, we honour the Armed Forces Covenant and support the Armed Forces Community. We will uphold the principles of the Armed Forces Covenant.

7.0 Recruitment & Selection Procedure

Review Your Requirements:

Whenever a vacancy arises, it is important to consider whether the role is still needed, whether work can be redistributed and absorbed across the wider team, or whether the requirements of the role - or the skills set of the post holder - have evolved.

If you believe there is an ongoing need to recruit, then the first step is to review and amend the Job Profile and Person Specification, to ensure this reflects the current and foreseeable areas of responsibility, as well as the skills and attributes, which you require from the post holder.

When reviewing your requirements, don't forget to consider an apprenticeship opportunity. We have an apprenticeship levy which can be used to meet current and future workforce needs. This can be an entry level role or a higher-level apprenticeship, there are a wealth of opportunities to take advantage of.

Develop the Job Profile and Person Specification:

The job profile should be a high-level summary of the key areas of responsibility for the post holder. It should fairly and succinctly describe the post. If a job profile has too much information, the candidate will lose interest or they may feel over faced by the size of the role. We would recommend, where possible, that it would be good to aim to try to develop around 10 brief paragraphs or bullet points which fairly summarise the responsibilities of the role.

When writing a Job Profile, you are not writing a long task list, you are accurately summarising the areas of responsibility. Creative and engaging language is needed to capture the attention of your target audience, you want to help them visualise the role and gain a positive impression of our culture. The recruitment process creates a lot of first impressions of us as an employer; we want to ensure those first impressions are both positive and memorable.

Do consider and reflect on your choice of language, to ensure there is no unconscious bias creeping in. Unconscious bias are the social stereotypes, which you form about different groups of people, unconsciously. Avoid phrases or language, which may make any grouping of people feel excluded or disadvantaged.

The Person Specification details the attributes of your ideal candidate and should reflect the attributes needed to successfully perform the role. Whilst technical knowledge and experience forms an important consideration, behavioural attributes should be an area of focus too: to ensure you get the right cultural fit for your team and the right behaviours – remember it's easier to develop technical knowledge and ability, it's much harder to change behaviour.

Consider which role requirements are really essential and which are just desirable; you don't want to put off candidates who could successfully perform the role by making too many requirements essential. You also want to avoid unintentionally discriminating against any groups of people i.e. requiring 10 years relevant experience, which is then discriminatory towards younger workers who are less likely to meet the criteria but may have valuable experience to offer.

Vacancy Authorisation:

Once you have updated the Job Profile and Person Specification, you need to fully complete an Authorisation to Recruit Form (A2R) - to seek approval for your vacancy. There are two forms: one for teaching roles and one for support roles. Template A2R Forms are available to download in the College Management Team SharePoint Folder/ Template A2R Forms. Failure to correctly and fully complete the A2R Form could lead to delays in approval being granted.

We have an A2R panel, which meets weekly to consider recruitment requests. Any requests need to be submitted by email to hr@myerscough.ac.uk. Please remember to enclose both the A2R form and Job Profile and Person Specification, to avoid your request being deferred.

HR will notify you of the outcome of your A2R request.

Designing Your Recruitment Experience:

Once your vacancy is approved, you then need to design your job advert, selection exercises, and interview questions, whilst also considering whether to utilise a virtual selection process, an in-person selection process or a combination of both. You should avoid using interview as the only selection method – appointment decisions are always more successful when a blend of different selection methods is used.

Discuss, explore, and seek support from HR – they will help you develop your selection process.

Job Advert:

A template job advert is available from HR - there is essential and standardised information, which must be communicated. We include our disability confident logo in all job adverts, so that disabled applicants understand that we are an equal opportunity employer. We also encourage applications from all under-represented groups - as part of positive action - to address any imbalance in the makeup of our workforce.

You then have creative license to develop an advert that will generate the interest of your target audience. Any advert must be proofed by HR before issue - to ensure there is no unintentional discriminatory comments or language, which may put off any applicants.

All adverts – those approved for external advertisement – will all be placed on our website, Job Centre Plus, Landex, and Indeed. We may also use – and we encourage managers to use - social media channels for raising awareness of vacancies.

If the skills set of your role is quite niche and you feel a more specialised or targeted recruitment campaign is needed, then please discuss those requirements with HR.

Recruitment Panel:

A recruitment panel should consist of three panel members, but must, as a minimum, have two panel members. Each panel member should have the knowledge and skills to fairly assess the candidates for the role in question. At least one panel member must have undertaken the Safer Recruitment Training – this is a statutory responsibility (KCSIE).

It may be appropriate, for some vacancies, to involve students within the selection process and/ or as part of a recruitment panel

For the recruitment of senior post holders, the recruitment panel must always include a panel of Governors.

Shortlisting:

You can access a shortlisting pack from the HR page of the Intranet.

Please note: we expect all recruitment panels to maintain a fully automated recruitment process, as all files held within HR are now electronic.

The recruitment panel should shortlist individually and then convene collectively to review their scoring and determine the shortlist.

When shortlisting, you should compare each candidate's application against the essential criteria. Any applicant who does not meet the essential criteria should not be shortlisted for the next stage of the recruitment process – apart from the exceptions listed below. If you have a high volume of applicants meeting all the essential criteria, then you should compare each candidate's application against the desirable criteria.

Review each application to identify any gaps in employment history and any time spent out of the country, which will need to be investigated further as part of the selection process.

Exceptions: Any applicant, who declares a disability, must be offered an interview where they meet all the essential criteria. This is a commitment we have made as part of being a Disability Confident Employer - it is positive action that we, and many other employers take, to remove the disadvantage faced by those seeking employment who have a disability.

Please note: It is a mandatory requirement for all recruiting managers to listen to the podcast on attracting, recruiting, and supporting disabled applicants and employees, as well as ensuring the completion of the safer recruitment training. This mandatory training must be completed before recruiting.

It is important that detailed shortlisting records are kept. If a recruitment complaint is received, the recruiting panel will need to be able to objectively justify their decision to avoid claims of discrimination. Any recruitment panel member could face disciplinary action if they create liability for the College through careless action or inaction.

HR must quality check the final shortlist before any decisions are communicated with applicants.

Selection Process:

Designing your selection process:

This should be a combination of exercises designed to fairly test the knowledge, ability, skills, and behavioural attributes of the applicants, so that you can reach a fair decision on the most suitable appointment.

It is important that the selection exercise is appropriate to the level of role and clearly tests the core competencies of the role, as identified in the person specification.

You may wish to use a range of exercises such as written tests, competency-based interviews, presentations, role play exercises and group activities. You should avoid having only one selection method i.e. just interview, so that you can test their ability in a range of scenarios – remember, some people will be better at interviewing and others better at delivering practical tasks. It's always best to use a blended approach.

To ensure fairness, it is important that all candidates are asked to perform the same selection exercises – the only changes permitted are adjustments to the process to accommodate a disability. Any adjustments would be measures introduced to remove any disadvantage, as much as is reasonably possible, on account of a disability.

Any interview process should be based upon pre-agreed competency-based questions, which will be asked of each candidate. Questions must relate to the competencies of the role and must include some questions on safeguarding and equality.

Please note: All interviews for teaching roles **will** include a 20 minute “live” lesson to assess teaching ability, to learners if during term time or, to the panel if outside of term time. The mini teach will be subject to the College’s formal lesson observation process. Only those candidates who demonstrate effective potential for high quality teaching and learning will progress to the next stage of the interview process.

All senior level roles i.e. Director, Assistant Principal and some support role interviews to include a presentation which the candidates have previously been informed of and will usually be subject orientated and be presented normally in “up to 10 minutes.” All senior management team roles will involve at least one member of Principalship. All Principalship roles will be recruited to by a Governor panel.

Comprehensive records must be kept for each selection exercise undertaken, this must include a summary of each applicants score, a summary of the areas they performed well and a summary of the areas they could have improved upon. Records must be clear, legible, and objective. All selection matrix documents must be fully complete and signed.

Reaching A Decision:

Once you have identified an appointable candidate, you need to share all the selection documents electronically with HR, so they can undertake a quality check to ensure all the relevant information is captured and the proposed decision can be objectively justified.

All appointment terms must be authorised by our A2R panel before an offer is made. The A2R panel will also determine the salary to be offered – so they can maintain a fair and equitable pay structure.

Normally, job offers will be made by HR. In some circumstances, HR may use their discretion to permit recruiting managers to make the job offer directly.

Whenever a candidate is offered an employment opportunity, it must be explained that any offer of employment is subject to a number of pre-conditions being satisfied:

- Satisfactory references (prior to commencement)
- Satisfactory DBS Clearance and background checks (prior to commencement)
- Having the legal right to work in the UK (prior to commencement)
- Receipt and verification of all original qualifications.
- Completion of all mandatory training
- Satisfactory completion of a 9-month probationary period.
- Confirmation that all key policies have been read.

A template email is available from HR, which can be sent after the verbal offer of employment has been made. From this point forward, the recruiting manager and HR will liaise on a regular basis to review the progress of all mandatory pre-employment conditions, which are required before a start date can be confirmed. At this point, the recruiting manager should review our Background Checks & DBS Policy, so they are familiar with requirements.

Please note: no candidate may start before all the necessary pre-employment conditions are complete, unless a risk assessment has been authorised by the Principal permitting an earlier start date.

Sharing Feedback

HR will determine who is most suited to sharing feedback with the candidates - this will either be undertaken by HR directly or, in some circumstances, may be requested of the recruiting manager.

It is important to bear in mind that all candidates invest a huge amount of time and effort when applying for a vacancy, so it is inevitably disappointing for them when they are not successful. It is important that all candidates receive constructive and balanced feedback in a timely manner once the recruitment process has concluded.

Poorly given feedback can give rise to discrimination claims. It is therefore important to share with the candidate what they did well and areas they can improve upon - you want to strike a balance of positive feedback to provide encouraging support and developmental feedback which will help shape an improved future performance. Selection scores should always be based on objective criteria from the person specification.

8. Recruitment Complaint

Informal Resolution:

If a candidate has concerns with any aspect of the recruitment process, then they should raise this with HR or the recruitment panel immediately, so steps can be put in place to consider and address their concerns. The possibility of effective remedial action will, quite naturally, reduce with the passage of time.

Formal Resolution

If a candidate has serious concerns or remains dissatisfied – following informal attempts to address their concerns - then they can raise the matter formally. An external candidate can submit a formal complaint via

the Corporate Complaints Procedure and an internal candidate can submit a formal complaint under the Resolution Policy.

9. Failed Recruitment

If a vacancy becomes available, within three months of the post previously being appointed to, then – with A2R Panel approval - you may be able to offer the post to a candidate from the previous round of recruitment, subject to having previously obtained candidate consent to retain their details for that purpose and subject to them having previously achieved an appointable score.

The A2R Panel may apply their discretion in scenarios such as:

- for difficult to recruit vacancies where there is unlikely to be the required skills set internally; or,
- where the post has been advertised recently and where no employees are eligible for redeployment.

Dependant on the passage of time and the nature of the vacancy, you may be required to seek expressions of interest internally or consider any redeployees, before being permitted to approach candidates from a previous round of recruitment.

10. Successful Onboarding

When welcoming any new employee, worker, work placement, or volunteer, we want to ensure they have a positive, supportive, and successful experience with us. To enable this to happen, an onboarding plan should be developed to consider what arrangements, training, and support would be helpful and effective to have in place for day 1, week 1, month 1 and throughout their probationary period.

First impressions are very important, and efforts should be made to build a good relationship, which will help create alignment and affinity toward the College goals.

It is important that there is regular and ongoing communication by the manager after an offer of employment and before their start date, to grow that connection and reduce any first day jitters or apprehensions. Starting a new job is a daunting prospect for many and we want change to be seamless, smooth, and positive.

There are mandatory components for all inductions, such as a HR induction, the Principal's Induction "Myerscough and Proud", a teaching specific induction, and a manager specific induction.

The recruiting manager and HR will liaise regularly once an appointable candidate has accepted an offer, so that all necessary onboarding tasks are planned and completed.

Our Mandatory Training Form lists all essential pre-employment and onboarding training. This document can be accessed within the College Management Team SharePoint Folder/ Template A2R Forms. If – as the recruiting manager - you feel that some training requirements shouldn't apply to a particular vacancy or engagement, then A2R approval is required to vary from the agreed mandatory training.

11. Digital Engagement

As we continually develop our digital platforms and capability and look to make use of the latest technology, we expect candidates and employees to maintain their digital skills and embrace current technology and software platforms. We use multi-factor authentication to secure our systems and your personal identity, this is most effectively supported via an app on your personal mobile phone. We also prefer to communicate private correspondence via your work-related email account or via a personal email address where the alternative is not suitable, rather than using post - which is slower and less cost effective. We expect all candidates and colleagues to support our digital endeavours.

Recruiting managers need to plan ahead and prepare for the arrival of any new starters by factoring in any IT requirements and liaising with our IT department in good time.

12. Related Policies

- DBS & Background Checks Policy
- Child Protection & Safeguarding Policy

13. Confidentiality/ Record Keeping

Recruitment information will be treated as personal data and only shared where it is appropriate to do so. We collect and process personal data relating to applicants to enable us to fairly facilitate a recruitment process and enter into an employment relationship. We have a legal responsibility for processing employee personal data under this procedure, as this allows us to ensure compliance with our statutory responsibilities.

Recruitment records will be retained as follows:

- 6 months following the completion of the recruitment activity for unsuccessful applicants.
- 6 years post-employment for the successful applicant.

Recruitment information is retained on our HR database (Unit E). Information is also held in a secure location on SharePoint, only accessible by HR. For successful applicants, information is also held on your personal file, which is in a secure file on SharePoint.

14. Monitoring

Each policy will be subject to internal audits and reviews. By carrying out an audit it enables us to identify whether the processes and documentation are being followed or if other improvements can be made. This is to ensure that the process is being followed and that it remains the most suitable and applicable process for use by the College.

15. Records

Record Title	Ref No	Retained By	Owner	Stored (Location)	Period
Recruitment Policy	HR/DOC/010	HR	Philippa Lucarz	Intranet/ HR Page HR Network	3-yearly review

16. Equality

All Myerscough College Policies are subject to screening for Equality Impact Assessment

Equality Impact Assessments are carried out to see whether the policy has, or is likely to have, a negative impact on grounds of: age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, marriage or civil partnership, sex or sexual orientation

We not only fulfil our legal position in relation to current and future equality legislation, but additionally go beyond compliance in “Inspiring Excellence”, and ensuring all our policies and practices are free from any aspect of discrimination, harassment or victimisation.

You have a duty of care to look after the interests of and support your colleagues. This policy takes account of our commitment to eliminating discrimination, identifying and removing barriers and providing equal opportunities for our learners, staff and visitors to ensure that no one feels excluded or disadvantaged.

Appendix A: Recruitment of Ex-Offenders Policy

We comply fully with the DBS code of practice and treat all applicants fairly.

We will not discriminate unfairly against any applicant on the basis of a conviction or any other information revealed on a criminal record check.

We assess an applicant's suitability for positions which are included in the Rehabilitation of Offenders Act 1974 (Exceptions) Order using criminal record checks processed through the Disclosure and Barring Service (DBS).

We can only ask an individual to provide details of convictions and cautions that we are legally entitled to know about. Where a DBS certificate at either standard or enhanced level can legally be requested (where the position is one that is included in the Rehabilitation of Offenders Act 1974 (Exceptions) Order 1975 as amended, and where appropriate Police Act Regulations as amended) we can only ask an individual about convictions and cautions that are not protected.

We are committed to the fair treatment of all our colleagues, potential colleagues, or users of our services, regardless of race, gender, religion, sexual orientation, responsibilities for dependants, age, physical/mental disability or offending background.

We actively promote equality of opportunity for all. We welcome applications from a wide range of candidates, including those with criminal records.

We select all candidates for interview based on their skills, qualifications and experience.

Our application process makes clear that a DBS check will be required in the event of the individual being offered the position.

We ensure that all those in Myerscough College who are involved in the recruitment process have been suitably trained to identify and assess the relevance and circumstances of offences. We also ensure that they have received appropriate guidance and training in the relevant legislation relating to the employment of ex-offenders, e.g. the Rehabilitation of Offenders Act 1974.

At interview, or shortly after, we ensure that an open and measured discussion takes place on the subject of any offences or other matter that might be relevant to the position. Failure to reveal information that is directly relevant to the position sought could lead to withdrawal of an offer of employment.

Any individual required to undertake a criminal record check will be made aware of the existence of the DBS code of practice and a copy can be made available on request.

We will discuss any matter revealed on a DBS certificate with the individual seeking the position before withdrawing a conditional offer of employment.