



Staff Resourcing and Recruitment Policy

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This policy is supported by guidance, which is reviewed and updated on a regular basis. Draft guidance is shared with Trade Unions at least two weeks before planned implementation, to permit them to lodge any objections. In the event of any objections, a meeting is convened to seek to resolve these before guidance is issued and implemented.

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Staff Resourcing & Recruitment Policy

1 Purpose

The University is committed to attracting and retaining a high performing workforce which makes a critical contribution to its success. This policy, and supporting guidance, provide a framework which enables the University to meet its staff resourcing requirements through a range of routes which, whilst allowing for flexibility of approach, will comply with relevant legislation and best practice, so that the most appropriate selection method and contractual terms are applied. Recruitment and selection activities will be carried out in a fair and effective manner consistent with the University's Values.

To ensure appropriate implementation of this policy (see Section 7), the policy should be read in conjunction with relevant guidance, which provides more detail on key steps at each stage of the staff resourcing and recruitment process. These stages include: identifying, defining and obtaining approval to address resource requirements; sourcing and selecting the best candidates; appointing and inducting new members of the University's workforce.

2 Coverage

This policy applies to the identification, recruitment and engagement of all members of the University's workforce.

The workforce includes members of staff employed on open-ended or fixed term employment contracts; external secondees; casual workers; agency workers; self-employed workers; consultants and contractors.

3 General Principles

The Staff Resourcing & Recruitment process outlined in this policy is underpinned by the following general principles:

- When a resource requirement is identified, full consideration is given to the most effective and efficient way to meet the need, which may not be direct replacement
- The main method of resourcing is to engage staff on open-ended employment contracts, although there are circumstances where it is appropriate to engage individuals through a range of alternative methods
- There is clarity about the nature and expectations of each staffing requirement – supported by clearly defined accountabilities, terms and conditions

- The staff resourcing and recruitment process is fair and transparent, and is carried out in accordance with relevant employment, equality and procurement legislative requirements and best practice
- GCU is committed to making reasonable adjustments to prevent applicants from being placed at a disadvantage by any practice within the recruitment and selection process or any physical feature of the premises
- GCU staff are not involved in the recruitment and selection of close relatives, partners or friends
- Appropriate selection methods and objective criteria (e.g. qualifications, competencies, skills, knowledge and experience) are used to identify and appoint the best candidate for each role, in a fair and effective manner
- Selection methods allow the candidate to best demonstrate his or her skills, knowledge and abilities against the person specification – and to obtain information about the role, department and wider University which helps them determine their suitability for the role
- All applicants for positions at the University have a positive experience and are left with a good impression of the University as a whole
- All members of staff involved in recruitment and selection are expected to familiarise themselves with this policy and guidance, and to complete appropriate training.

4 Process

The Staff Resourcing and Recruitment process is designed to be responsive to the University's changing needs, and ensure that it attracts and retains a high performing workforce which makes a critical contribution to its success.

The process contains three stages, which are outlined below. Full information and advice on the process is contained within the associated guidance.

4.1 Identifying, Defining and Obtaining Approval

Identifying the resource requirement

Before commencing the staff resourcing and recruitment process, business areas should review their current workforce profile, strategic plans and budgets, and consider all possible options to resource the work identified. Consideration should always be given to the main method of resourcing which is to employ members of staff on open-ended contracts, but in some circumstances, it is more appropriate to engage individuals through alternative methods.

Options for meeting resource requirements can be discussed and explored with the Resourcing & Reward Advisor¹. These could cover a wide range including recruitment to a position on an open-ended or fixed term employment contract; temporary increases in responsibility or secondments for existing staff; and engagement of casual workers or agency workers. The option selected will determine the appropriate procedure to be followed.

Obtaining approval

Each type of resource request has an agreed approval route, which is detailed in guidance documents. Further information is available from the Resourcing & Reward team.

Defining the role

Having identified the resource requirement, a clear role profile and person specification should be drafted, which set out the tasks that make up the job, the outputs expected, how the role fits into the organisational structure and the skills, behaviours and experience required. Standard templates for role profiles and advertisements, available from the Resourcing & Reward team, will be used to define all resource requirements.

All new or revised role profiles (including those for externally funded roles) are evaluated by a trained member of the People Services team and a Trade Union representative, using the HERA framework².

4.2 Sourcing and Selecting

Sourcing candidates

¹ The Resourcing & Reward Advisor is a member of the Resourcing & Reward team within People Services.

² HERA is a tool used to analyse roles found in Higher Education institutions.

The University preference is to source candidates directly, and to use search agencies only in exceptional circumstances. Such circumstances might include where there is a requirement for very specialist skills, or evidence of recent unsuccessful attempts to recruit to a role. These cases should be discussed with the Resourcing & Reward team, and any search agencies used made aware of the need to comply with the general principles of this policy.

For some roles, People Services may retain details of good quality applicants for a period of time, and proactively make them aware of new opportunities being advertised.

Advertising

The advertising process is an opportunity to market the University, both as an employer and as a quality provider of education and research. The advert is also one of the main opportunities to set out very clear expectations in terms of the role, the skills and behaviours required, the departmental context and the values of the University as a whole; the advert should clearly complement the job description and role profile.

All externally-advertised roles are listed on the University's website, which directs candidates to apply through the online applicant tracking system. Decisions regarding the wider placement of an advertisement are at the discretion of the recruiting manager, with advice from the Resourcing & Reward team.

Some roles are advertised for existing members of staff only, and in exceptional circumstances, the need to advertise a post may be waived – this must be discussed with the People Services management team. Where there is a possibility of recruiting a migrant worker for a skilled role that is not on the list of shortage occupations, the role must be advertised in a way which meets the relevant Home Office requirements.

Social media can be a useful tool to supplement the recruitment process, but should be used with caution. Social networking sites are beneficial for advertising a role, sites used should be appropriate and in keeping with the University's brand and reputation. To ensure this, the use of social media for advertising should be as agreed with the Resourcing & Reward team.

Selection

The first step in selecting candidates is to create a shortlist. Shortlisting is undertaken by at least two members of the selection panel to help ensure objectivity. The composition of the selection panel should be in line with shortlisting guidance.

Shortlisting is carried out on the basis of information included in the completed application form, which is used to measure and score applicants against the criteria outlined in the role

profile. These scores are reviewed, recorded and retained by the Resourcing & Reward team for a period of six months.

The main method of selection is normally a panel interview, although given the range of skills likely to be required for any role, it is strongly recommended that additional selection methods are also considered. Additional methods should be appropriate to the role type and level, and applied consistently. Each candidate should be measured and scored against the criteria outlined in the role profile, with notes on the evidence provided during the selection process captured by panel members. These scores are reviewed, recorded and retained by the Resourcing & Reward team for a period of six months. Further information about selection methods (including interview formats) is available in recruitment and selection guidance, and should be discussed with the Resourcing & Reward team. Where reasonable adjustments are required, the Resourcing & Reward team will discuss these with the candidate and advise the Chair of the panel accordingly.

The selection process is an opportunity to present candidates with a good impression of the University and to provide information which will help the candidate determine their interest in the role. It is important, therefore, to arrange appropriate locations for interviews and selection exercises and give candidates a positive experience. Travel expenses will also be reimbursed where appropriate.

4.3 Appointment and Induction

Appointing members of staff

It is important that all candidates have a positive experience, and realistic expectations should be set in terms of timescales for making decisions about appointment. The Chair of the interview panel should discuss the job offer with the Resourcing & Reward team, and then contact the successful candidate to make a formal offer in line with agreed guidance. All unsuccessful candidates will be advised of the outcome by the Resourcing & Reward team. In the case of internal applicants being unsuccessful, the recruiting manager will communicate this directly.

Offers of employment are subject to pre-employment checks, as detailed in the guidance, and a start date should take account of the time required to complete these. Social networking sites must not be used as a means of screening, as this could breach privacy and data protection regulations.

If an unsuccessful interview candidate requests feedback, it is expected that the recruiting manager will provide meaningful feedback as soon as possible after the selection process. A template for the provision of interview feedback is available to assist recruiting managers

with this process. The Resourcing & Reward team will be happy to discuss this with recruiting managers.

In cases where the preferred candidate will be required to move home to take up a job offer from the University, a contribution will be made towards relocation expenses, in line with guidance.

Engaging other members of the workforce

Although the main method of resourcing is to employ members of staff on open-ended contracts, there are some circumstances where it is more appropriate to engage individuals through a range of alternative methods. These include:

- External Secondees
- Casual Workers
- Agency Workers
- Contractors/Consultants/Self-employed Workers

Although these roles are not usually filled via the standard recruitment process, they are covered by the general principles of this policy, and as such the same expectations in terms of equality of opportunity, transparency and adherence to best practice and legislation apply. Full details regarding each category and how to engage individuals on this basis, are contained within guidance. The guidance also outlines processes for making honorary appointments, including visiting and emeritus professors.

Induction

The induction process starts when a candidate accepts a contract with the University, whether for employment or an alternative form of engagement. This includes provision of information about the University and the role along with the contract, and preparation to ensure that new starts have the practical means to start their role in place.

Induction for new members of staff will include an appointment with the Resourcing & Reward team to finalise all employment matters. For all new members of the workforce, there should be a local induction, planned and carried out by the recruiting area.

The new employee is responsible for ensuring that they maximise the opportunities available to them to familiarise themselves with the University and their local department, as well as successful completion of required training.

4.4 Documentation

All job applications and associated documents will be treated in strict confidence, in accordance with the Data Protection legislation (see GCU Data Protection Guidelines). All information provided by candidates will be treated as confidential and will only be considered by those with a legitimate interest in the appointment.

The University will not permit an applicant to view references that are given in confidence without the referee's written permission.

All recruitment documentation relating to unsuccessful candidates will be confidentially stored within People Services for six months, after which it will be disposed of.

5 Accountabilities & Training

The Executive Board is accountable for overseeing the effective implementation of this policy.

Managers are expected to operate in line with this policy when meeting the University's resourcing requirements.

All members of staff involved in recruitment and selection are expected to familiarise themselves with this policy and guidance, and to complete appropriate training.

People Services is accountable for maintaining and reviewing this policy, and for providing appropriate guidance, support and training to those involved in recruitment and selection activities.

6 Equality Impact Assessment

An Equality Impact Assessment has been completed for this policy and is attached as Appendix 1.

7 Implementation, Monitoring & Review

To ensure appropriate implementation of this policy, supporting guidance is reviewed and updated on a regular basis. Draft guidance is circulated to Trade Unions no less than two weeks before such guidance is intended to be implemented in order to permit Trade Unions to lodge any objections to the proposed guidance. In the event of any objections, a meeting will be convened to seek to resolve these objections before the guidance is issued and implemented.

This policy is reviewed on an annual basis, and reported to the Staff Policy Committee. Where minor amendments are found to be necessary, the policy will be revised and circulated to the Executive Board, the Joint Consultative Committee and the Staff Policy Committee with amendments highlighted for information. Where more significant amendments are necessary, the policy will be re-drafted and updated through the normal consultation and approval process.

Applications and decisions made in the recruitment process are monitored to ensure that job opportunities are open to all and that all candidates are treated equally, in line with the University's Values.

Name of policy/procedure/strategy: Staff Resourcing and Recruitment Policy	
School/Directorate: People Services	
Name of policy/procedure/strategy owner: Deputy Director – People Services	
Date of Assessment: 26 May 2016	
1. Briefly describe the aims, objectives and purpose of the policy/procedure/strategy.	The GCU Staff Resourcing & Recruitment Policy sets out the University-wide approach to the identification, recruitment and engagement of all members of the University's workforce. The aim is to ensure that the University attracts and retains a high performing workforce which makes a critical contribution to its success, and that this is done so in adherence with best practice and legislative requirements.
2. What are the intended outcomes?	The policy, and supporting guidance, will ensure that there is clarity and consistency regarding the processes to be followed when identifying, defining and obtaining approval to address resource requirements; sourcing and selecting the best candidates; appointing and inducting new members of the University's workforce. It will also ensure that key staff involved in the process are clear on their own role.
3. Who are the main stakeholders? (e.g. staff, students, visitors)	All potential, new and current staff.
4. How does the policy/procedure/strategy take into account different needs and circumstances (e.g. Ethnicity: cultural sensitivities, plain English; Disability: Alternate/ accessible formats; Gender: inclusive to women and men; Sexual Orientation; Faith or Belief, religious practices; Age: needs of younger and older people)?	<p>The policy, and supporting guidance, has been written taking account of the principles of plain English to ensure that the recruiting manager has easily accessible information when following this process. The policy and supporting guidance is available online, and will be provided in alternative formats on request.</p> <p>Candidates are asked at application stage whether they require any types of aids, adaptations, equipment or special arrangements in order to participate in selection processes. Reasonable adjustments to selection methods are made where required.</p>

<p>5. What is the likely impact on the general duty to have <i>due regard</i> to the need to eliminate unlawful discrimination, harassment, victimisation and any other conduct prohibited by the Equality Act?</p> <p><i>E.g. Is there evidence to indicate that the policy may result in less favourable treatment for particular groups?</i></p>	<p>The Staff Resourcing & Recruitment Policy will likely have a positive impact on the duty to eliminate unlawful discrimination, harassment etc as it confirms these processes are carried out in accordance with relevant employment, equality and procurement legislative requirements and best practice.</p> <p>Guidance and training for recruiting managers includes awareness of legislative requirements and best practice in relation to equality and diversity, as well as awareness of unconscious bias.</p>
<p>6. What is the likely impact on the general duty to have <i>due regard</i> to the need to advance equality of opportunity between people who share a protected characteristic and people who do not share it?</p> <p><i>E.g. Is there evidence to show that the policy helps to remove disadvantage or encourages the participation of particular groups?</i></p>	<p>A comprehensive policy for a fair and consistent approach to staff resourcing and recruitment, supported by appropriate guidance and training, will have a positive impact on the promotion of equality of opportunity.</p> <p>Recent automation of the process for collecting protected characteristic data from job applicants enables proactive monitoring of diversity data related to recruitment, and will be monitored regularly to identify and take steps to address any inequality identified.</p>
<p>7. What is the likely impact on the general duty to have <i>due regard</i> to the need to foster good relations between people who share a protected characteristic, or not?</p> <p><i>E.g. Is there evidence to illustrate that the policy helps to tackle prejudice or promote understanding?</i></p>	<p>No negative impact on the need to foster good relations between people who share a protected characteristic is anticipated by this policy.</p> <p>It is hoped that supporting guidance and training to promote awareness of unconscious bias may help to tackle prejudice and promote understanding.</p>
<p>8. How will any negative impact identified above be addressed?</p>	<p>The policy and procedures will be monitored through a variety of feedback mechanisms, including monitoring of and reporting on diversity data during recruitment, feedback from applicants and from recruiting managers. Changes identified as required will be incorporated into guidance and training on an ongoing basis.</p>

<p>9. What is the overall impact rating?</p>	<p>The intended overall impact of the policy is positive as it aims to ensure that people with protected characteristics are treated fairly and that different needs are taken into account (see section 4 of EIA). Evidence of this impact will be gathered through the equality monitoring of recruitment.</p>
<p>10. How will the results of the equality impact assessment be published?</p>	<p>The results will be published on GCU's equality and diversity web pages, and communicated to relevant stakeholders.</p>
<p>11. How will the implementation of the policy, procedure, strategy and its impact on equality be monitored and reviewed?</p>	<p>The Policy will be reviewed as part of GCU's annual policy review process.</p> <p>In addition, appropriate monitoring data will be incorporated into regular reports to governance bodies including the Staff Policy Committee, Equality & Diversity Committee and Executive Board.</p>