Staff Resourcing and Recruitment Policy

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This policy should be read in conjunction with the Resourcing and Recruitment guidance.

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Staff Resourcing & Recruitment Policy

1 Purpose

The University is committed to attracting and retaining a high performing, motivated workforce, recognising that our staff are key contributors to our success. By ensuring that we continue to review and maintain best practice approaches to recruitment, we seek to attract and retain talent that will deliver on our fundamental vision to transform lives through excellent education and research. Our approach will be underpinned by our University Values of Confidence, Creativity, Integrity and Responsibility.

This policy and its supporting guidance provide a framework which enables the University to meet its staff resourcing requirements through a range of routes. Recruitment and selection activities will be carried out in a fair and effective manner consistent with the University's Values.

The key stages of the recruitment process include:

- **Resource Planning** – identifying and defining the requirement and obtaining approval to address resourcing priorities;

- **Advertising –** maximising our opportunities to make vacancies available to the widest possible audience, while also marketing the University as a great place to work;

- **Selection** - sourcing and selecting the best candidates and

- **Onboarding** -appointing and inducting new members of the University's workforce.

Each of these stages is covered below, and further detail on each step can be found in the **Resourcing & Recruitment Managers' Toolkit** *(NB – this will become a link to the toolkit).*

2 Coverage

The principles of this policy apply 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 individuals; consultants and contractors.

3 Guiding Principles

The University's refreshed focus on **access, excellence and impact** is of equal and specific relevance to our approach to recruitment.

Access – our central location makes us attractive as employers. In addition, building on our strategic objective of being an "inclusive place to work" we will continue to ensure that our recruitment approach and practices make us an accessible employer in terms of offering equality of opportunity to current and prospective staff, attracting, retaining and supporting a diverse staff community so that everyone feels included and has a sense of belonging. We will seek to use appropriate and fair processes to ensure that vacancies are openly advertised, ensuring equality of access and opportunity and that the person best suited to the role is recruited, based on their skills and merit.

Excellence – the University's aim to provide excellent education to our students and research within society will be supported by ensuring that our approach to recruitment attracts and secures the best talent.

Impact – careful consideration is given to every resource and each recruiting decision will be made with the same care and attention, recognising that our staff have the greatest impact on our University community, in terms of the service we provide, the influence that we have on our students' learning experiences and their futures.

With this focus, the Resourcing & Recruitment policy will provide a framework for the delivery of the following principles:

i. An effective and agile workforce

Recruitment is an opportunity to assess the current shape of the workforce and consider the best use of resources and where they could be most appropriately utilised. 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 via a direct replacement.

Schools/Departments and Directorates have established workforce plans and are clear on future skills requirements. When resourcing requests are submitted, the current staffing is reviewed and any requests made with a view to ensuring that the workforce continues to be aligned to deliver the School/Department and University objectives. Recruiting managers will be encouraged to consider both the current workforce needs, but equally to have an eye on future-proofing the workforce, recruiting those with skills to meet current and future needs, and who have the potential to develop and adapt with the changing University and external environment.

ii. Position GCU as an employer of choice

We are a confident and successful University, attracting and securing applicants through our reputation, location and positive working practices. We will more clearly position Glasgow Caledonian University as an employer of choice through actively promoting our brand, benefits, flexible working practices and values, highlighting our commitment to initiatives such as the Race Equality Charter (REC), Athena Swan and supportive employment policies. We will maximise opportunities to do this via an enhanced website, the wording and placing of our advertisements and through our interview and onboarding processes.

We will ensure that the candidate experience is a positive one, and irrespective of the outcome, all applicants will be treated with respect, in a timely manner, giving them a positive view of the University.

iii. Utilise all talent pipelines

The University recognises the importance of a diverse and appropriately skilled workforce and will build on the principle of making opportunities open to all staff, internally, while ensuring that roles are advertised in the most appropriate way. We also recognise the potential of a ready workforce in the form of our students and alumni, and we will work with our Careers service, to make roles available – be that via short term assignments or open-ended roles.

iv. Use our data and appropriate technology to inform our actions

Data will be utilised to inform decisions around resourcing priorities. This data will include School/Department/Directorate establishment staffing data, operational plans and strategic workforce plans.

Recognising the evolving world of work, we will use a range of avenues, including but not exclusively social media, to improve recruiting practices, be that via marketing the University, making the role available to a wider pool or identifying the best-qualified candidates via targeted searches of potential latent talent or "passive candidates" (i.e. those not actively looking for work), particularly for hard to fill roles. Any use of social media will be carried out carefully and in line with best practice, and will not be used to the exclusion of other forms of advertising, to ensure that we maintain an open and fair process.

We will use data from My Job Scotland to review our practices such as monitoring time to hire, hard to fill posts, our impact and effectiveness in terms of our equality, diversity and inclusion aims, and any trends in recruitment; with a view to improving our recruitment practices and support.

v. **Empower recruiting managers to be key partners in the marketing, recruitment and onboarding processes**

The University will promote best practice in recruitment and selection. We will continuously develop our recruitment and selection practices to allow new ideas and approaches to be incorporated and will ensure that all recruiting managers are appropriately supported and fully trained to undertake this important role. Any member of staff involved in the selection of staff should ensure that they are appropriately trained and can comply with the requirements of this policy and the associated procedures. Webinars will be reviewed and updated; **Unconscious Bias is a minimum essential and mandatory requirement**, prior to undertaking any recruitment process. Links to relevant webinars will be provided within the Resourcing & Recruitment Managers' Toolkit.

vi. Utilise GCU values and strategic priorities to assess applicants and candidates

The University will seek to recruit the best qualified candidate for the job based on knowledge, experience and fit, in line with the University values and its commitment to access, excellence and impact.

Recognising the limitations of an interview-only approach, People Services will discuss key skills requirements with the recruiting manager and suggest additional selection methods, for example presentations, mock lectures, in-tray administrative exercises etc.

vii. Strengthening our equality, diversity and inclusion commitments

The University strives to embed equality, diversity and inclusion across the whole staff experience and this starts with recruiting our staff in an open and equitable way. How and where we advertise, our selection and recruitment practices and the support that we offer staff as they take on new roles is integral to our aim of ensuring a fair and inclusive working environment.

We will be careful to make any necessary reasonable adjustments at all stages of the recruitment process and once someone becomes a member of staff.

viii. Setting standards and ensuring continuous improvement

The recruitment process will be carried out efficiently and effectively, ensuring that candidates receive an excellent experience of the University. For those candidates who become members of staff, they will be supported from the point of offer through to their induction and engagement with the University.

In the spirit of continuous improvement, in the first few months of service, new members of staff will receive a survey, to enable them to reflect on their working experience so far. The responses to these surveys will be reviewed and relevant processes will be updated or improved as appropriate.

ix. Maintain a compliance focus

The University will ensure that the recruitment and selection of staff is conducted in a professional, timely and responsive manner and in compliance with current employment and Equality Legislation.

The University takes its responsibility seriously in terms of providing a safe place to work and for students to study. We will ensure that PVG checks are carried out for all relevant roles – this means regulated roles and those who line manage staff in regulated roles.

The University makes conditional job offers, which are subject to the following checks - references satisfactory to the University, proof of eligibility to live and work in the UK, sight of any evidence of any relevant essential qualifications, as specified in the job role, and confirmation of medical fitness to undertake the role. If these conditions are not met and/or where there is strong reason to believe that a candidate has not truthfully answered any questions at interview or as part of the offer process, the University will reserve the right to withdraw the offer.

4 Key stages of the recruitment process

4.1. Resource planning and requests

- All post requests and contract changes must be aligned to supporting the achievement of the University Strategy. Requests should be in keeping with School/Department/Directorate annual approved workforce plan. Requests will be robustly assessed to ensure that the investments approved support key areas of growth/priority against the overall financial position.

- 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.

4.2 Advertising

- GCU will be open and creative in terms of its approach to attracting the best pool of candidates, ensuring opportunities are accessible and seek to increase the skills and diversity of the University's workforce.

- The Recruiting Manager will work with the Recruitment Adviser to ensure that the role profile and advertisement accurately reflect the skills required for the role.

- We will ensure that our job advertisements use appropriate and positive language, reflecting the University's aim of attracting a wide range of applicants, including women, minority ethnic groups and disabled people, particularly where these groups are underrepresented. In addition, we will consider if there are particular job boards or sites where it may be appropriate to advertise, to attract a wider range of

candidates. Our job advertisements and recruitment information will promote our commitment to, and achievements in, Athena Swan and the Race Equality Charter.

- The University acknowledges the benefits of having a work-ready population in its students, and also wishes to support students in terms of their employability and future careers. As such, where appropriate, vacancies will also be advertised via the Career Hub, and we will use other opportunities – such as University Careers Fairs – to promote the many career options available at the University.

- We will seek to ensure value for money in our recruitment processes and would recommend that recruitment agencies are not routinely used, however recognise that there may be a benefit in using these in hard to fill roles. This approach should be discussed with People Services at the start of any recruitment campaign.

4.3 Selection

- 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.

- We will make the best use of technology to streamline the recruitment process – this will include advertising, the use of effective selection methods etc. Any technology to support this process will be carefully used, following any requirements in terms of the UK General Data Protection Regulations (UK GDPR) and the Data Protection Act 2018.

- The interview format, including selection methods to be used, will be made clear to all candidates upfront, to allow them to best demonstrate their skills, knowledge and abilities against the skills and person specification. The selection process will also be an opportunity for candidates to obtain information about the role, department and wider University which will help them determine their suitability for the role.

- We will seek to remove any barriers to candidates being able to participate fully and show their best selves during the selection process. Candidates are encouraged to advise in advance if they have any requirements for reasonable adjustments.

4.3.1 Use of Artificial Intelligence (AI)

We are seeing an increasing use of AI across all of our University processes, including in the drafting of job applications. Where AI is used as a support tool, it is recognised that this can be helpful for candidates, for example to assist them in phrasing or streamlining their application. In permitting the use of AI, however, the following parameters will be clearly communicated to any prospective candidates:

- Candidates should provide authentic and accurate responses to all questions in the recruitment process, be that in an application form, a cover letter or during an interview.

- By submitting an application the candidate is confirming that all responses are a true and accurate representation of their personal skills and experience, and if they are called to interview, they will be expected to provide genuine examples to demonstrate their suitability for the role.

- Where the University has a good reason to believe that responses have been substantially generated by AI and are not an accurate representation of the individual's skills and experience, we will retain the right to withdraw the application from the selection process.

Recruiting managers may choose to use AI to support the drafting of role profiles, interview questions etc, however should keep in mind that AI is a useful starting point, but documents should be drafted to ensure that their language is in-keeping with the University aims and objectives and that the end documents meet the needs of the role. AI is not currently being used to screen candidates, and should there be a move to this, this policy should be updated to ensure that any approach is in-keeping with the UK GDPR and the Data

Protection Act 2018, and does not contravene our commitments to equality, diversity and inclusion.

4.4 Onboarding

The University recognises that moving to a new job – and in some cases a new city – is a significant step, and will support all candidates, from the point that 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, as well as practical guidance, to ensure that new starts have the support to give them the best start e.g. information about the city of Glasgow and surrounding area, accommodation, transport etc.

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, the recruiting manager is responsible for arranging a suitable local induction – a Manager's Checklist and guidance around Equality, Diversity and Inclusion and Health & Safety responsibilities is available from People Services and forms part of the Resourcing & Recruitment Managers' Toolkit. The University induction runs every quarter, new staff are sent a link to book a place. This is a good opportunity for new staff to be welcomed by a member of the University Executive, to meet each other, to gain an overview of the University strategy, policies and benefits and to hear from key services across the University, as well as it being an opportunity to ask any questions.

The new member of staff 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 ensuring that they complete all required training; the line manager will support the new employee, to ensure that they complete all mandatory training.

Check-in surveys will be sent to new staff during their first few months of service with the University, to enable them to reflect on their working experience so far and to highlight any areas that may need review or improvement.

5 Accountabilities & Training

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

Managers are expected to operate in line with this policy, and the supporting guidance, 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 the supporting 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 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.

Applicants are not permitted to view references that are given in confidence to the University from previous/current employer(s) 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.

8 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 University Executive Group, the Joint Consultative Committee and People 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.

Appendix 1 Equality Impact Assessment

1. DESCRIBE
1.1. Name of policy/strategy/decision
Staff Resourcing and Recruitment Policy
1.2. Owner
People Services
1.3. Date
14 March 2025
1.4. Aims of policy/strategy/decision
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. 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.
1.5. Who does the policy/strategy/decision affect?
All potential, new and current staff.
1.6. Could there be any potential implications for equality, or people with protected characteristics?
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. 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.

2. ASSESS
What are the implications, positive or negative (and evidence for this) of the policy/strategy/decision in relation to GCU's duty to have due regard to the need to:
2.1. Eliminate unlawful discrimination, harassment and victimisation?
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. 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.
2.2. Advance equality of opportunity between people who share a protected characteristic and people who do not share it?
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. 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.
2.3. Foster good relations between people who share a protected characteristic and those who do not share it?
No negative impact on the need to foster good relations between people who share a protected characteristic, and those who do not share it, is anticipated by this policy. Supporting guidance and training to promote awareness of unconscious bias should help to tackle prejudice and promote understanding.

3. ACTION
3.1. If a negative impact has been identified, how will this be addressed?
N/A 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 1.6 of EIA). Evidence of this impact will be gathered through the equality monitoring of recruitment.

3.2. If changes have been made to the policy/strategy/decision as a result of this assessment, outline the changes
N/A

4. MONITOR AND REVIEW
4.1. How will the implementation of the policy/strategy/decision and its impact on equality be monitored and reviewed?
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. The Policy will be reviewed as part of GCU's annual policy review process. In addition, appropriate monitoring data will be incorporated into regular reports to governance bodies including the People Committee, Equality, Diversity and Inclusion Steering Group and University Executive Board.

5. PUBLISH
Please email this completed form, along with the policy/strategy and any other relevant information[1] to equality@gcu.ac.uk for publishing on the Equality and Diversity website and annual reporting in line with Equality Act 2010 requirements.

6. SIGN OFF	
6.1. EIA Owner	Date
6.2. Equality and Diversity Advisor	Date

[1] Information or evidence may be removed if it is commercially sensitive or personal information