



# Heythrop College Recruitment and Selection Policy and Procedure

## Introduction

Heythrop College aims to run recruitment and selection campaigns which allow for the most suitable candidate to be selected to fill a position. During the recruitment and selection process, the College takes account of legislation relating to equal opportunities to ensure that it selects candidates fairly.

This document has been updated to incorporate the *Policy and Procedure for the Appointment of Staff at Heythrop College, SC/05/18*, which was agreed by the Governing Body in December 2005.

## Appointment of Staff

All staff will be appointed through the process outlined in this document. Their initial introduction to the recruitment process at the College may, however, be different.

### A Conventionally Contracted Staff

- Each year, in advance of its February meeting, the Staffing Committee will survey the known academic staff needs so far as they can be anticipated for the next academic session, taking especial note of known retirements or other departures, new programmes or other academic development, sabbatical leave planning.
- The Staffing Committee will also survey staff needs for all other departments, taking into consideration departmental priorities and objectives for the next academic year as well as any known staff departures;
- In dialogue with the Finance and General Purposes Committee<sup>1</sup>, it will seek to establish the extent, priorities and timing of necessary staff appointments.
- Where the case is made, an appointments process will be set in train (refer to **Appointment Process** section below);
- There will of course be occasions when staff needs have not been identified in advance but are nonetheless within the strategic and operational needs of the College and can be considered outside this timetable.
- The Staffing Committee will then decide on the best time to begin a recruitment and selection campaign. Once this has been completed, the members of the Appointments Panel will shortlist candidates for interview using criteria listed in the personnel specification.

### B Members of Religious Orders or dioceses

- A member of a Religious Order or diocesan staff may be made available to the College and the Principal will decide on whether the person's skills, knowledge and experience appear to be appropriate for the work to be done at Heythrop; the Principal may decide to refuse the offer without consultation with staff at Heythrop.

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<sup>1</sup> Before the meeting of the Finance and General Purposes Committee in the Lent Term

- If the Principal judges that the person may be suitable for work at the College, he then consults with the Head(s) of the departments appropriate to the individual's work and expertise.
- The Principal then presents the person's CV to the Academic Board in order to seek a wider view on whether, at this initial stage, the individual's teaching and research would contribute to the College's work and, with the Board's approval (and it may be withheld and the individual taken no further) to the Staffing Committee. The Academic Board would approve the setting up of an Appointments Panel, and the Staffing Committee will consider the implications for staff resourcing (in terms of budget allocation and staff planning).
- Referrals from a Religious Order or a diocese are normally for teaching appointment; in the case of referrals for non-teaching staff appointments, the Principal would present the CV to the Staffing Committee to consider implications for staff resourcing after consulting with the Head(s) of the departments appropriate to the person's skills and experience.

## **Appointment Process**

Thereafter the selection process for both types of staff is conducted in the same way, as documented in the procedure below. The main points are:

- The Appointments Panel will interview the candidate(s) and make a decision as to whether to appoint;
- The Chair will notify the Human Resources Manager of appointment and the start date;
- The Human Resources Manager will take up references and arrange a staff induction session.

## **Job Description and Personnel Specification**

When a vacancy is identified at the College, the Principal, or the proposed line-manager (in the case of some non-academic posts), will produce a job description and a personnel specification. The job description, which will reflect a specific need that has arisen, will be comprehensive to ensure that it covers all aspects of the job to be filled.

The personnel specification will contain only requirements that are needed for the effective performance of the job. Therefore, in producing a personnel specification, staff must ensure that it:

- a) contains statements of skills, aptitudes and knowledge needed specifically for the job;
- b) states the length and type of experience which is necessary for the effective performance of the job;
- c) states educational and training requirements which are necessary for the satisfactory performance in the post;

- d) outlines areas where training might be offered to help candidates perform satisfactorily in the job;
- e) makes mention of personal qualities or circumstances only where they are directly relevant to the job.

The job description and the personnel specification must be available to all applicants, as these documents will ensure that they fully understand what the job entails; this information also enables them to demonstrate at various stages of the recruitment process how their skills, experiences and knowledge are relevant to the job advertised.

## **Recruitment Administration**

The Human Resources Manager will draw up a timetable which will show dates for various stages of the recruitment and selection process, and will carry out the administrative tasks relevant to each stage, from advertising the vacancy to the final notification of interview outcomes. Therefore, at each stage of the selection process, the Human Resources Manager will send information to candidates about how their applications have progressed; this will normally be done by writing to them.

All documentation used during the recruitment and selection process will be treated as confidential and access to such documentation will be restricted to those members of staff involved directly in the recruitment process. The Human Resources Manager will therefore ensure that information relating to each recruitment campaign is processed and stored in the appropriate manner. This will ensure that queries from candidates can be dealt with in an efficient manner, and that the principals of the Data Protection Act 1998 are adhered to.

## **Advertised Posts**

Where advertising takes place, this will be done internally and externally, and, where possible, simultaneously. Vacancies will be given a wide circulation in order to reach underrepresented groups. The vacancy will state the main criteria for the job so that applicants are aware from the outset what the requirements for the job are. Also, applicants will be able to request the job description and the personnel specification for the post.

## **The Shortlist**

### **Curriculum Vitae and Covering Letters**

For all positions at the College, applicants are required to submit a Curriculum Vitae (CV), along with a covering letter which gives more details of the applicants' suitability for the position.

After the closing date for applications, the Human Resources Manager will distribute the CVs and covering letters, in confidence, to the staff who will carry out the shortlist for interview. This process will be carried out by at least two members of staff from those who will form the interview panel. Where lecturing and academic-related staff are being recruited, at least three members of staff will be involved in the process. Having more than one person involved in the shortlist for interviews allows for fairness and consistency in the selection process.

Members of staff involved in the shortlist must select candidates to be interviewed based on how the information in their CVs and covering letters meets the *essential* criteria for the job, which is stated in the personnel specification.

## **Outcomes of Selection**

All staff should use the [Candidate Selection Sheet \(Appendix One\)](#) to record results of the selection process; while carrying out the shortlist for interviews, staff should record on this form, the reasons why an applicant has not been shortlisted for an interview. The Human Resources Manager will send copies of the applicants' CVs and covering letters along with a copy of the Candidate Selection Sheet to each member of staff carrying out the shortlist for interviews.

After the initial shortlist has been done, the documentation will be sent back to the Human Resources Manager, who will send out letters to candidates, either to invite them for an interview or to let them know that they have not been taken to the interview stage.

The Human Resources Manager will also arrange interview sessions, and, where required, will arrange for tests or practical assessment sessions.

## **Tests and Practical Assessments**

In order to test the ability of candidates for a specific task in a job, practical assessments or tests may be used. Staff responsible for setting the assessments should ensure that:

- 1) the assessment will test only the skills or knowledge required for the post;
- 2) there is a clear and standardised process of marking the assessment;
- 3) candidates are made aware before the time that they will be required to take part in an assessment which will form part of the selection process; this information could be included in the advertisement or in the invitation-to-interview letter.

## **Making Provision For Applicants with Disabilities**

The College will endeavour to make provision for applicants who have disabilities, ensuring, as far as is reasonably practicable, that they obtain what they require to take part in the various stages of recruitment and selection.

The Health and Safety Officer will give advice to members of staff involved in the recruitment and selection process where they need to consider applicants who have disabilities.

## **Right to Work in the United Kingdom**

In order to comply with the Asylum and Immigration Act 1996, the College is required to make sure that all its employees have the right to work in the United Kingdom. The College therefore checks and keeps copies of documentary proof showing that its employees have the right to work in the country.

Every applicant who has been invited for an interview will be asked to bring a birth certificate issued in the United Kingdom or the Republic of Ireland, a British or EEA passport, a passport with the appropriate endorsements in it, and/or any other document from the Home Office which states that he/she has the right to work in the United Kingdom. These documents must be originals. The Human Resources Manager will check them, make photocopies and then return the original documents to the applicant on the same day of the interview.

Proof of right to work in the United Kingdom must be determined before a successful candidate starts work.

## **Interview Panels**

The Human Resources Manager will obtain the interview questions/topics from the Appointment Committee Chairperson and send them to each of the interview panelists along with the CVs and covering letters for each candidate to be interviewed, allowing enough time for the panelists to familiarise themselves with the documentation. The Human Resources Manager will also inform them of the date of the panelist meeting (normally immediately before the interview sessions start). The purpose of the panelist meeting is to decide on the structure of the interviews and to assign questions to each panelist.

### Academic Staff

Panelists for academic staff are chosen by the Appointment Committee. The interview panel for selecting lecturers will consist of the following:

- The Principal (Chair);
- Two members of staff from the same subject area specialisation in which the position has been advertised (one should also be a Programme Convenor);
- One member of staff from another subject area;
- An external academic member of staff from the same subject area specialisation.

The interview panel for part-time tutors will consist of the following:

- The Principal, the Vice-Principal, or one of the Deans (Chair);
- Two members of staff from the appropriate subject area specialisation (one should be a Programme Convenor).

The interview for tutorial assistants will consist of the following:

- The Programme Convenor
- One other lecturer from the appropriate subject area specialisation.

### Academic-Related Staff

The interview panel will vary, depending on the position advertised. However, there will be, at least, the following people on the interview panel:

- The Principal or Vice-Principal;
- The Secretary and Registrar;
- Head of Section (if applicable);
- Two Governors (at least one should be an external Governor).

### Clerical and Related Administrative Staff

The interview panel for permanent staff will consist, at least, of the following:

- Head of Section or a Dean;
- Human Resources Manager.

### Casual Non-Academic Staff

The interview panel for casual members of staff (non-academic grades) will consist of the following:

- Section Head;
- One other member of staff (who is not a casual worker).

## **Procedure for Setting Interview Questions**

When setting questions or topics for interviews, panelists should ensure that they do not discriminate by setting questions or topics which could favour some candidates over others. For academic staff, specific topics for discussions rather than questions will be chosen. It is therefore of vital importance that the following procedure is used:

- Panelists should use the Interview [Record Sheet template \(Appendix Two\)](#) to record information about the interview questions or topics and responses. This will ensure that the information collated is standardised, allowing for the responses to be graded easily.
- Questions or topics for discussion should be based around the job description and personnel specification.
- Panelists should ask specific questions about skills, experiences and knowledge which are relevant to the post.
- All applicants must be asked the same questions or asked about the same topics, in order to give them all the same chances of success. It is expected that panelists will want to address specific aspects of each applicant's experience, knowledge or skills; this can be done, however, panelists must be aware that all applicants must be given the opportunity to cover the same questions or topics in their answers.
- Panelists may ask about a candidate's disability where this is relevant to his/her ability to do the job. Also, it will ensure that consideration is given to any reasonable adjustments which may be made at the College.

## **Referees**

Applicants will be asked, when they submit their CVs, to supply at least two referees. Before the referees are contacted, staff should ask for the candidate's permission to do so. This should be done at the interview stage. Both references for academic staff should be professional in nature. For non-academic staff, one of the referees should be the applicant's current or most recent employer, or an educational reference, if the applicant has never worked and has just finished education. The second reference can be a character reference written by a friend or (ex-)colleague, but not by a relative.

Where applicants are nominated by a religious order, an additional refer reference will be required from the order in addition to other references. All confirmation of appointments are subject to the College receiving satisfactory statements from referees, and to satisfactory performance during the probationary period. All letters offering employment will state these conditions clearly.

## **Selecting the Candidate for the Post**

Once the interviews have taken place, the panelists will decide on the most suitable candidate for the position, normally immediately afterwards. This decision must be based on the information recorded on the Interview Record Sheets, which will state how candidates have met the criteria set out in the personnel specification.

The Chair of the Interview Panel will then fill in the [Appointment Form \(Appendix Three\)](#), and will send this, along with all other information relevant to the interview process, to the Human Resources Manager who will notify candidates of outcomes of interviews. The Human Resources Manager will then approach the referees of the successful applicant.

## **Induction**

The Human Resources Manager will liaise with the appropriate member of staff and the successful candidate to arrange a start date, and will also arrange an induction session for the applicant. Further information about induction sessions can be obtained from the Human Resources Manager.

## **Probation**

All staff who have been appointed will be expected to go through the College's probationary process, and in this period they will demonstrate their suitability for the role they have been appointed to. Refer to the College's probationary policy and procedures document, available on the College's intranet and can also be obtained from the Human Resources Manager.





### Heythrop College Interview Record Sheet

**Candidate's Name:** \_\_\_\_\_

**Date of Interview:** \_\_\_\_\_

**Name of Panelists:**      1) Chair \_\_\_\_\_

2) \_\_\_\_\_

3) \_\_\_\_\_

4) \_\_\_\_\_

5) \_\_\_\_\_

**Interview Structure:**

- Introduction of Panelists
- Brief introduction of Heythrop College
- Inform candidates that notes will be taken throughout the interview
- Questions from panelists
- Opportunity for candidate to ask questions at the end of the interview
- Go through the main terms and conditions of service, and confirm availability to start work.

For information on setting interview questions, please refer to the Recruitment And Selection of Staff document (under **Procedure for Setting Interview Questions**).

Questions	Panelist's Comments
Questions for candidate: 1 2 3 4 5 6 7 etc	Responses to each question
Assessment of practical task – standard assessment criteria must be used for all applicants.	

Any questions from applicant?	
May referees be contacted? Confirm details.	
Terms and Conditions of Service <ul style="list-style-type: none"> <li>• Salary</li> <li>• Hours of work</li> <li>• Benefits</li> </ul>	
CHECK 1     Passport, 2     Birth certificate 3     NI number	
Additional Comments of panelist	
Applicant successful	Yes
	No
If no, please state reason below	

Panelist Name: \_\_\_\_\_

*Please send all interview documentation to the Human Resources Manager for follow-up action and filing.*



## Appendix Three

### Heythrop College Appointment Form

*To be filled in by the Chair of the Interview Panel and then sent to the Human Resources Manager with relevant selection documents after appointment has been made.*

Post to be filled		Vacancy Ref	
Name of Chair of Interview Panel			
Full name of Applicant selected (Block Capitals Please)			
Applicant's Reference number		Date of final interview	
<p><b>Declaration</b></p> <p>I confirm that the above mentioned applicant has been selected by the Interview Panel for the above mentioned post.</p>			
<p><b>Further instructions/information to Human Resources Manager</b></p>			
<p>Signature _____</p> <p>Date _____</p>			

**To the Chair:** Thank you for filling this form in. Please send it to the Human Resources Manager so that the successful applicant can be officially notified and so that referees can be approached or followed up.