

Staff Resourcing Policy

1. Introduction

The University recognises the central and crucial importance of ensuring it is able to meet its staff resourcing requirements through a range of routes by attracting and selecting a diverse group of people with the skills and experiences we need and who share our values. The University will ensure that all staff, current or prospective are treated at every stage of the recruitment and selection process solely on the basis of their merits, abilities and potential.

The Staff Resourcing Policy is designed to be responsive to the University's changing needs and to provide a framework for attracting and selecting applicants to our jobs (and deterring, identifying and rejecting prospective applicants who are unsuitable), in a fair, transparent and efficient way. It should be read in conjunction with all relevant guidance provided by the University's Human Resources Department which provides detail on key steps at each stage of the resourcing process.

This policy incorporates all relevant employment legislation and is underpinned by the University's Core Values and commitment to equality and diversity. It is not contractual and may be amended from time to time. This policy supersedes all previous recruitment and selection policies, procedures and guidance.

2. Scope

This policy applies to the resourcing of all members of the University's workforce including casual workers, agency workers, self-employed workers, consultants or contractors. It also applies to internal and external resourcing.

This policy does not apply to the internal Academic Promotions and Conferment Process for which separate arrangements are in place.

3. Principles

- Staff Resourcing will be undertaken in a way that is fair, transparent and in accordance with relevant employment, equality, procurement and any other legislative requirements to include the Modern Slavery Act 2015.

- The nature and expectations of all resourcing requirements will be supported by clearly defined accountabilities and terms and conditions.
- Staff involved in resourcing decisions will be competent to do so and will have undertaken appropriate recruitment and selection training. Such staff must not take part in resourcing activity or decisions involving close relatives, partners or friends, or where other conflicts of interest¹ arise.
- Information will be collected for equality monitoring purposes in cases where the appointee is to become a University employee.
- All information held about applicants will be treated confidentially and destroyed after six months.
- Reasonable adjustments will be made wherever possible to enable disabled people to participate fully in the resourcing process.
- The University will, where appropriate, encourage applications from people who share particular under-represented protected characteristics.²

4. Roles and Responsibilities

The roles and responsibilities set out below include the following:

Vice Chancellor's Office, PVC/Executive Deans, Heads of School and Service Directors

- Ensuring all appointments are made in accordance with this policy to include approvals, advertisements, shortlisting, interviewing, selection decisions, and employment checks.
- Undertaking workforce planning to ensure sufficient staff with the right skills and experience are in post when required.
- Ensuring that appointments are not made unless there is budget available to support the costs.
- Delegating authority as appropriate to recruiting managers to commence recruitment campaigns.
- Releasing staff to attend relevant recruitment and selection training to assist with/participate in any part of the process.

Recruiting Managers

- Planning and managing resourcing needs in advance to minimise skills shortages and/or unfilled job vacancies.
- Ensuring any third party providers have been engaged in line with University policy and comply with University's terms and conditions.
- Declaring any conflicts of interest at the earliest opportunity and ensuring panel members do the same and take necessary actions to resolve the conflict.³
- Ensuring all relevant documentation and approvals have been completed before starting a new recruitment campaign.

¹ Conflicts of interest: 'a situation where a person is in a position to derive personal benefit from actions or decisions taken in their official capacity' Oxford Dictionary

² Protected characteristics Equality Act 2010: age; disability; gender re-assignment; marriage and civil partnership; pregnancy and maternity; race; religion and belief; sex; sexual orientation.

³ Guidance on identifying and managing conflicts of interest is available on HR pages of the University's intranet

- Other than in exceptional circumstances, utilising the on-line recruitment system to manage recruitment campaigns.
- Making decisions about who to take further into the selection process on the basis of the requirements of the job and ensuring panel members do the same.
- Having appropriate interviewing skills and an understanding of equal opportunities and fair recruitment practices and ensuring panel members have the same.
- Providing feedback on request to candidates who have been unsuccessful.
- Maintaining confidentiality.
- Returning all resourcing related information to HR following interviews.

All applicants and candidates

- Providing accurate information at all stages of the recruitment and selection process.
- Making applications within the required timescales.
- Providing on request any documentation as proof of identity, right to work in the United Kingdom and qualifications.
- Informing the selection panel of any reasonable adjustments that are required in a timely fashion to enable adjustments to be put in place.

Human Resources

- Ensuring appropriate resourcing practices are in place across the University and that relevant information is accessible to managers and staff and prospective applicants
- Advising managers on resourcing requirements to include planning, management and content of recruitment campaigns as required.
- Ensuring all new appointees have provided documentary evidence of their right to live and work in the UK, to ensure compliance with the Immigration, Asylum and Nationality Act 2006.
- Monitoring the implementation of the Staff Resourcing Policy.
- Retaining relevant paperwork, including interview notes, following interviews and managing their secure disposal after a period of six months.

4. Equality and Diversity

The University promotes equality of opportunity in respect of every aspect of its provision, to create an environment that is free from discrimination against students, staff, visitors and others. The University is also committed to fairness in its practices and in meeting the needs of our diverse student and staff bodies. The University will therefore seek to prevent any form of unlawful or unfair discrimination and will be concerned with the prevention of direct and indirect, overt and covert discrimination on the grounds of race, colour, ethnic origin, nationality, religious belief, gender, sexual orientation, disability, age, marital status, family circumstances, citizenship, social and economic status or any other irrelevant individual differences. The University's commitment to equality and diversity is set out in the University's Equality and Policy Statement available on the University's website. All recruitment activity will be undertaken in accordance that statement.

5. The University Workforce

The University encourages the recruitment of an agile and diverse workforce with differing contract types, working patterns and arrangements. This enables the University to respond to changes in demand for services and to meet a particular organisational need on either a permanent or temporary basis. Examples of the different types of staff contributing to the work of the University and their employment status is set out as an appendix to this policy.

6. The University Staffing Establishment

The University reviews and agrees its Staffing Establishment annually through the business planning process during which the total number of posts and associated costs are defined, by cost centre, for each academic year (1 August-31 July). The Establishment is agreed by the Board of Governors and Vice Chancellors Office.

In addition to the staff accounted for within the Establishment the University will also recruit contingent members of staff (see Section 5 above) who may temporarily cover vacant established posts or be recruited to support specific work activity.

The Vice Chancellor's Office, may from time to time impose temporary restrictions or other controls on resourcing practices.

7. Attracting Applicants

When vacancies occur within the University establishment managers are expected to review the needs of their service to determine whether the post is still required, whether the work needs to be carried out in the same way and whether the same skills and experiences are required. All recruitment advertising must be undertaken via the Human Resources Department and will be published on the University's website, contain the University's logo and other appropriate logos and include a statement about the University's Commitment to Equality and Diversity. External advertisements should be published for a minimum of two weeks and should accurately reflect key elements of the post.

7.1 Internal recruitment

From time to time posts may be restricted to internal candidates in the first instance; for example, to support the continuous development of existing members of staff.

Vacancies will not be published internally and/or externally in the following circumstances (unless the successful candidate is likely to require a Tier 2 Certificate of sponsorship to apply for permissions to work in the UK):

- Where existing staff are identified as 'at risk' and a suitable vacancy arises for redeployment;

- Where a member of staff is re-instated following a career break and meets the essential selection criteria for the new post and the new post is at their previous substantive grade or lower;
- Where current members of staff are named on research grants;
- Where a research project includes a named researcher (not currently employed by the University) and one of the factors for awarding the grant was the strength of the proposed research team. In this case managers must seek advice from the Human Resources team before making any appointments

7.2 Third party providers

Where third party providers are used they must be engaged in line with the University's procurement procedures and will be required to act in accordance with the University's commitment to equality and diversity and the University's statement on Modern Slavery Act 2015.

7.3 Exceptions

The Vice Chancellor, the Director of Human Resources, or their delegated deputies may authorise an appointment without open competition in the following circumstances:

- the candidate under consideration has unique/internationally renowned expertise relevant to the University's strategic objectives which would bring significant benefit to the University.
- the candidate was previously interviewed and considered appointable for the same job within the the last six months.

The Human Resources Department will keep a record of all exceptions.

8. Applications

The University will keep a record of all applications received and this information will only be made available to those directly involved in the recruitment and selection process. All information will be held confidentially for six months after which it will be destroyed.

All applications received by the closing date for a post will be reviewed against the selection criteria for each post by a minimum of two managers. Those applicants who best meet the selection criteria will be put forward to the next stage of the selection process. Applicants who have declared a disability and meet the minimum essential criteria for a job will also be put forward to the next stage of the selection process.

9. Selection Methods

The University will adopt a range of selection methods at different stages of the recruitment and selection process. Selection methods may include, assessment centres, skills testing, psychometric and ability testing. The selection process will always involve an interview in

person or via video conferencing. If selection tests are being used all candidates should be advised in writing in advance of the type of test and of any preparation required. Reasonable adjustments will be provided for disabled candidates attending interviews and undertaking selection tests.

The University will ensure that selection methods chosen are appropriate for the role being recruited to and not unfairly discriminatory or biased. Advice should be sought from Human Resources.

The University does not generally pay out of pocket expenses incurred through attendance at an interview or other selection event.

10. Selection Panel

The recruiting manager must identify members of the selection panel and nominate a Chair of the Panel who will have specific responsibility for managing the selection process. A selection panel will comprise a minimum of two managers. A representative from Human Resources may also be present. At least one member of the selection panel will have received recruitment and selection training within the previous three years. Single sex (all men or all women) selection panels should only be convened in exceptional cases. All academic appointments and others, where appropriate, will involve representatives from the student body in the assessment process.

Information on the roles and responsibilities of panel members is available from Human Resources.

11. Offers of appointment

The Chair of the recruitment panel can make a verbal conditional offer of appointment following interview. The salary offered will usually be that which was stated in the advertisement or at the starting point of a pay grade. A decision to pay above the starting point of a pay grade and any decision to offer market rate supplements must be justified and take account of Equal Pay legislation. Advice must be sought from Human Resources in the first instance and appropriate documentation completed and authorised prior to any discussions with the candidate. The Chair of the selection panel is responsible for providing feedback on request from unsuccessful candidates.

12. References

All appointments to the University are conditional upon the receipt of references that are satisfactory to the University. At least one reference must be from a current or most recent employer.

13. Complaints

The University recognises that candidates may be disappointed if they are unsuccessful at any stage of the recruitment and selection process. Not agreeing with or not liking the decision of the selection panel does not provide grounds for making a complaint under this policy. The University will deal with complaints about the Staff Resourcing Policy where the complainant

- considers there were procedural flaws which affected the outcome of the application or
- considers they have been discriminated against, victimised or otherwise treated unfairly

Complaints from external candidates should be made in writing to the Director of Human Resources within two weeks of the incident being complained about. The Director of Human Resources will nominate the most appropriate person to look into the matter and communicate the outcome in writing. The complainant will be kept informed of the likely timescale if the complaint cannot be resolved within three working weeks.

Members of staff who wish to raise a complaint about the Staff Resourcing Policy should do so using the Grievance Policy.

14. Appendices

Appendix A – Recruitment of different types of staff working in the university.

Appendix B - Overview of the Recruitment process

15. Review

This Recruitment and Selection Policy will be reviewed by the Human Resources Department every three years, or sooner where new developments in employment legislation necessitate such a review, where factual clarification is required or changes to operational practices take place. Reviews will be carried out in consultation with our trade union, managers and other key stakeholders. The next review will be in October 2020.

Policy Owner: Director of Human Resources

Appendix A

Recruitment of different types of staff working in the University

- a) *Permanent (Core staff)* - are employed directly by the University on indefinite contracts generally with fixed hours and patterns of employment. They are recruited through Human Resources.
- b) *Fixed Term employees* - are employed directly by the University on temporary contracts of employment who may have been engaged to undertake a specific piece of work e.g. research or to cover for another employee who is absent from work. They are recruited through Human Resources.
- c) *Visiting Teachers/Lecturers* - are employed directly by the University on variable hours' contracts which enable their working hours to vary considerably from one week to the next depending on operational requirements and available teaching. They are recruited through Human Resources.
- d) *Students* - are recruited to undertake work within the university through the Manpower Agency based within the Curzon Building.
- e) *Invigilators* - are recruited through the Manpower Agency based within the Curzon Building
- f) *Academic Casual worker* - are not employees of the University and are recruited directly by faculty staff and notified to Human Resources
- g) *Agency workers* - are not employees of the University and are engaged using university approved third party recruitment agencies to provide work on a temporary basis for special projects or cover for absent staff.
- h) *Contractors and consultants* - are not employees of the University and may be sourced through a procurement route by the faculties and departments to provide specialist knowledge on a project or other specific work activity. They may be subject to UKVI requirements.
- i) *External examiners* – are not employees of the university. May be recruited by faculty staff and departments and notified to Human Resources.

Further information on the engagement of staff is available on the Human Resources iCity pages on the intranet.

Overview of the Recruitment Process

