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**Recruitment and Selection Procedures**

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**RECRUITMENT AND SELECTION PROCEDURES**

# INTRODUCTION

* 1. These guidelines cover all stages of the recruitment and selection procedure and are applicable to all core staff recruitment.
	2. There are specific requirements outlined by the Department of Education (DfE) in respect of Regulated Activity. These guidelines include details of ‘Safer Recruitment’ for such regulated activity in line with the DfE [Keeping Children Safe in Education 2022](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/1101454/Keeping_children_safe_in_education_2022.pdf).
	3. The purpose of this procedure is to provide a procedural framework for recruitment and selection which:
* ensures that thorough consistent procedures and fair criteria are applied so the best person is appointed to meet the requirements of every vacancy . That this selection will be based on merit and that all staff recruitment supports BU2025;
* promotes the University’s Values;
* seeks to redeploy existing staff who are on the redeployment register in the first instance;
* seeks to attract and recruit candidates from a global talent pool;
* ensures equality of opportunity for all applicants and that all candidates are treated with respect and courtesy, aiming to create a positive candidate experience irrespective of the outcome;
* ensures that our recruitment and selection processes are cost effective;
* ensures that the recruitment and selection of staff is conducted in a professional, timely and responsive manner and is fully compliant with relevant employment legislation.
	1. It is the responsibility of the Head/Executive Dean/Director or equivalent of a business area and recruiting manager to ensure the Recruitment and Selection Strategy and Procedures are followed.

# CORE PRINCIPLES AND TRAINING

* 1. In addition to the specific principles underpinning the recruitment policy and procedure the University values diversity and is committed to ensuring that:
* we treat all individuals fairly with dignity and respect;
* the opportunities we provide are open to all;
* we provide a safe, supportive and welcoming environment;
* no person experiences more or less favourable treatment on the grounds of a protected characteristic.
	1. The [Equality & Diversity Policy](http://intranetsp.bournemouth.ac.uk/policy/dignity-diversity-and-equality-policy.doc) should always be followed and adhered to.
	2. Documentation relating to applicants will be treated with the utmost confidentiality and in accordance to the Data Protection legislation.
	3. There are specific requirements set out by the DfE for recruitment of staff who will be engaging in Regulated Activity. It is mandatory that all managers/staff involved with recruiting staff who will engage in regulated activity receive appropriate safer recruitment training, in accordance with part three of the DfE [Keeping Children Safe in Education 2022](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/1101454/Keeping_children_safe_in_education_2022.pdf). Please contact the HR Team via hrvacancies@bournemouth.ac.uk to book onto this **PRIOR** to engaging in recruitment.
	4. There is also a ‘[Managing Recruitment and Selection workshop’](https://staffintranet.bournemouth.ac.uk/workingatbu/staffdevelopmentandengagement/leadershipstrategydevelopment/managementessentials/managingrecruitmentandselection/). It is mandatory that all selection panel chairs have attended this workshop, which is designed to provide a procedural and legal framework for recruitment and selection at BU and to understand unconscious bias. To book on to the workshop complete a [booking form](https://forms.office.com/Pages/ResponsePage.aspx?id=VZbi7ZfQ5EK7tfONQn-_uHL-6XoUudlNkJOS948yf5NUNTZITUI2Q1U3OFc1WDdXUlQxUTlIVkNWMyQlQCN0PWcu) or contact Organisational Development. To discuss eligibility to attend a refresher Recruitment and Selection workshop contact Human Resources.

# WORKFORCE PLANNING

* 1. Workforce planning forms a critical part of the recruitment process and underpins the University’s ability to achieve its Vision. Workforce planning identifies resourcing strategies to ensure that the right number of people, with the right skills, are in the right place at the right time to deliver the University’s long and short term objectives.
	2. Recruitment should not commence until due consideration of the need for the role and it’s fit within the structure of the Faculty or Professional Service has been given. Recruitment can be costly and time consuming and it is therefore important to consider whether recruitment is the best solution. Other alternatives may be to: redistribute duties among other staff where appropriate, use flexible working patterns, for example, job sharing or arrange a secondment if the position is likely to be on a temporary basis. Due consideration should be given to the local, regional, national and global market in determining the appropriate recruitment approach.
	3. As outlined in the [Code of Practice – Use of Fixed-term Contracts](https://intranetsp.bournemouth.ac.uk/policy/code-of-practice-use-of-fixed-term-contracts.doc) the University is committed to minimising the use of fixed-term contracts of employment where possible and to offer security and continuity of employment by the use of established contracts.  As such, established (open-ended) contracts should be the normal employment arrangement and fixed-term contracts will only be used in specifically defined circumstances outlined under the [Code of Practice.](https://intranetsp.bournemouth.ac.uk/policy/code-of-practice-use-of-fixed-term-contracts.doc)
	4. The occurrence of a vacancy offers the opportunity to review not only the necessity of the post but also its responsibilities and scope and grade.

# JOB DESCRIPTIONS

* 1. A job description is a detailed outline of the general purpose and main responsibilities of a given role. It is used to:
* evaluate the job and establish the grade of the post
* assist in the compilation of the person specification and advert
* communicate expectations and priorities about the role to new staff
* enable applicants to self-select
* upon appointment, it will set out a framework or setting objectives and reviewing performance
	1. The job description should accurately reflect all elements of the post and will detail the job purpose and responsibilities of the role and must include:
* the job title
* the location of the job
* grade of the post
* the post to whom the post holder is responsible
* main purpose of the job
* mains duties and responsibilities
* any special working conditions (e.g. unsocial or shift working patterns, the requirement for a Disclosure & Barring Check)
	1. Further items that should be included in the job description are:
* a note that indicates that, as duties may vary from time to time without changing their general character or level of responsibility
* a statement that the post holder must at all times carry out their responsibilities with due regard to the University’s Equality & Diversity Policy Statement
* an indication that the post holder will maintain an awareness of the Universities Environmental Policy, Carbon Management Plan
	1. For roles that undertake Regulated Activity the job description must include:
* A statement of BU’s commitment of safeguarding and promoting the welfare of vulnerable groups and make clear that safeguarding checks will be undertaken.
* the safeguarding requirements and responsibilities , i.e. to what extent will the role involve contact with children and will they be engaging in regulated activity relevant to children and/or disabled adults.
* whether the post is exempt from the Rehabilitation of Offenders Act (ROA) 1974.
* a link to BU’s Safeguarding Policy.
	1. It is important that a clear, concise, realistic and up-to-date job description is prepared which describes the duties required of the individual. A job description should neither overstate nor understate the inherent responsibilities and requirements of the post. Job titles should be accurate and consistently used throughout the University wherever possible and must not be gender specific.
	2. This information forms a vital foundation to finding the best person for the job and helps potential candidates to ‘self-select’, thereby reducing the likelihood of time being wasted. There should be sufficient information to enable potential applicants or the post holder to gain a realistic idea of what the job entails and the standards of performance required.

 Please refer to the template J[ob description pro-forma](file:///I%3A/Personnel/Public/Recruitment/Job%20Description%20and%20Person%20Specification%20Pro-Forma.doc)

* 1. For all academic posts the Executive Dean must approve the job description, person specification and advert. A Professor must also be involved throughout the recruitment process.

 Generic jobs description guidelines and criteria for person specifications for academic posts are available from [Academic Career Framework](https://staffintranet.bournemouth.ac.uk/bu2025/bu2025-fusion/academiccareerframework/academiccareerframework2014finaldocuments/) and on [the I drive](file:///I%3A/Personnel/Collaborative/Job%20Descriptions/GENERIC).

* 1. For recruitment to Associate Professor or Professor the job description and person specification must be approved by the Vice-Chancellor.
	2. For Researcher (Grade 6) posts the job description should normally include the following responsibilities in line with expectations of Fusion:
* Contribute to the design and delivery of education activities in related subject areas
* Supervise under/postgraduate students’ projects, fieldwork, labwork, placements as appropriate

# JOB EVALUATION

* 1. All new job descriptions and those that have had significant revisions made to them, must be evaluated in accordance with the HAY evaluation method before the vacancy can be advertised. This ensures fair and consistent treatment across all types of roles and ensures we meet equal pay for work of equal value considerations. It is therefore of paramount importance that the job description accurately reflects the duties to be undertaken. Human Resources will normally carry out such evaluations within 10 working days of receiving the job description and person specification. Requests for job evaluation should be made using the [Job Evaluation Request Form](https://intranetsp.bournemouth.ac.uk/formsrep/Job%20Evaluation%20Request%20Form.xlsx?Web=1).

# PERSON SPECIFICATIONS

* 1. Once the job description has been prepared, this will form the basis for the selection criteria which are listed as a person specification. The purpose of the person specification is to define the key characteristics of the person who could most effectively fulfil the job role, enabling applicants to self-select and the panel to objectively assess the applications. It is recommended that the responsibilities and duties are analysed in terms of:
* Knowledge (including qualifications and experience)
* Skills
* Attributes
	1. The person specification distinguishes between the essential characteristics and those which are desirable.
* Essential criteria include the relevant knowledge, skills and attributes necessary to carry out the job.
* Desirable criteria are those that may enable the candidate to perform better or require a shorter familiarisation period.

 These provide the basis for shortlisting and should therefore be measurable. Criteria which are subjective and for which little evidence is likely to be obtained through the selection process, should be avoided, for example, ‘a flexible approach’ is often too vague to be of any help in the selection process.

* 1. In order to ensure there is no unfair discrimination, over-inflated or unnecessary selection criteria should be avoided, for example, unnecessary standards for qualification and/or experience. The inclusion of criteria that cannot be justified as essential for the performance of the job may be deemed discriminatory under the [Equality Act 2010](https://www.gov.uk/equality-act-2010-guidance), if these impact disproportionately to the disadvantage of specific groups.
	2. Where qualifications are deemed essential these should reflect the minimum requirement necessary to carry out the job to an acceptable standard. UK qualifications should be stated but (other than for required membership of a UK professional body) it should be made clear that overseas equivalents will be accepted. Human Resources can assist in advising on the equivalence of particular overseas qualifications.
	3. The type of experience required of applicants should be specified; but stipulating the length of experience must be avoided unless it can be objectively justified because the quality of experience is more important than its length and the Equality Act makes such stipulation unlawful unless objectively justified. It is also important to remember that experience is sometimes transferable from one area of work to another, in which case specifying skills is likely to be more effective than specifying narrow definitions of experience.
	4. Extreme care must be taken if physical requirements are specified. The Equality Act requires employers to make reasonable adjustments to a workplace or the way a job is carried out to make them suitable for those with disabilities. It is important that any physical requirement is stated in terms of the job that needs to be done.
	5. The recruiting manager is responsible for drawing up the person specification and it is reviewed upon receipt by Human Resources. Once agreed it must not be altered during the selection process.

 A [Person specification pro-forma](file:///I%3A/Personnel/Public/Recruitment/Job%20Description%20and%20Person%20Specification%20Pro-Forma.doc) has been designed for guidance.

1. **CRIMINAL RECORD DECLARATION FORM**

7.1 Under the terms of the Rehabilitation of Offenders Act 1974 Bournemouth University, as a prospective employer, is entitled to ask any appointed candidate to disclose information about any conviction which is not “spent” by completing the [Criminal Record Declaration Form.](https://intranetsp.bournemouth.ac.uk/formsrep/Criminal%20Record%20Declaration%20Form.docx) The purpose of the declaration form is so that candidates have opportunity to share relevant information and allow this to be discussed and considered prior to a selection decision. The declaration is subject to Ministry of Justice guidance on the disclosure of criminal records, further information can be found on [GOV.UK](https://www.gov.uk/government/publications/new-guidance-on-the-rehabilitation-of-offenders-act-1974)

7.2 However, if the post is exempt from the [Rehabilitation of Offenders Act 1974](http://www.legislation.gov.uk/ukpga/1974/53) then even a spent criminal record must be disclosed and this information must be stated in the job description.

7.3 Further information is available in our [Suitability Statement on the Recruitment and Employment of Ex-Offenders](file:///I%3A/Personnel/Public/Recruitment/Suitability%20Statement%20on%20the%20Recruitment%20of%20Ex-Offenders.docx).

1. **DISCLOSURE AND BARRING SERVICE (DBS) CHECKS**

8.1 [Regulated activities](https://www.gov.uk/government/publications/dbs-guidance-leaflets) are the activities that the DBS can bar people from doing. It is a criminal offence for a barred person to seek to work, or work in, activities from which they are barred. It is also a criminal offence for employers or voluntary organisations to knowingly employ a barred person in regulated activity. If a particular role requires a DBS check, this must be clearly stated on the job description. (<https://www.gov.uk/disclosure-barring-service-check/overview>)

8.2 The manager/ supervisor must ensure that a [DBS Check Assessment Form](https://intranetsp.bournemouth.ac.uk/formsrep/DBS%20Check%20Assessment%20Form.docx) is completed at the earliest opportunity to ensure a DBS check can be carried out efficiently when an individual has been appointed, as the person will **not normally be allowed to commence employment** until they have received clearance.

8.3 Disclosure information will be stored, handled and retained in accordance with the requirements of the [Secure Storage, Handling, Use, Retention & Disposal of Disclosures and Disclosure Information.](file:///I%3A/Personnel/Public/Recruitment/Secure%20storage%2C%20handling%2C%20use%2C%20retention%20and%20disposal%20of%20Disclosures.docx)

# WORKFORCE PLANNING & RECRUITMENT CONTROLS / AUTHORISATION TO RECRUIT

* 1. Formal authorisation to recruit to a post must be sought before commencing the recruitment process. All parts of the process need to be fully completed and authorised before any recruitment can commence.
	2. It is expected that proposals to fill any post will only be made following a detailed and thorough assessment of the need to recruit by the relevant Faculty /Professional Service in conjunction with the relevant HR Manager and Business Accountant. This should normally only be to an existing vacancy within the agreed strategic plan of that Faculty or Professional Service.

 If the proposal is for a new post, outside the current establishment, or for a post at a higher grade than that of the vacancy, then approval should be sought via the [Workforce Planning UET Panel](https://intranetsp.bournemouth.ac.uk/policy/Workforce%20Planning%20%20Recruitment%20Process.docx).

* 1. Once the decision has been made to recruit and if the vacancy is to replace an existing post within the agreed establishment (in conjunction with the strategic plan) then an [Establishment Control Form](https://forms.bournemouth.ac.uk/ecf), should be completed by the Faculty or Professional Service. The Head/Director/Executive Dean has the discretion to determine the number and designation of staff within the context of the approved Establishment list, they or an authorised nominee should approve the post. The Business Accountant should also confirm that there is sufficient funding available. Authorisation should be sent to Human Resources together with the job description, person specification and a draft advert. The [ECF instructions](https://intranetsp.bournemouth.ac.uk/policy/Online%20ECF%20Instructions.pdf) provide details of how to complete the form.
	2. A definitive establishment list is retained and updated by Human Resources. Human Resources Managers and other appropriate staff have access to the list which is updated in accordance with the budget review and forecasting as appropriate by Finance.

# REDEPLOYMENT

* 1. Change has been and will continue to be an essential element of BU’s development and sustainability in a rapidly changing sector. The University will work to minimise the impact of change on staff and will use effective redeployment as an alternative to dismissal by reason of redundancy. Where suitable vacancies exist these should normally be offered to redundant employees if they have the necessary knowledge, experience, skills and other attributes or if they could acquire them within an appropriate time scale with reasonable support and training. An exception to this is where the University is undertaking wide-ranging organisational change programmes and as a consequence may implement a revised process which could include development programmes to enhanced skills for a potential future role or retraining.
	2. Human Resources hold the redeployment register which includes details of employees who are considered formally ‘at risk’ of redundancy. Anyone on this register receives details of vacancies at their current grade and one below at the point it is advertised. Additionally where the formally ‘at risk’ employee believes there is an available post within the University that could be suitable; they should raise this with their line manager and Human Resources at the earliest opportunity.
	3. Where the formally ‘at risk’ employee meets the essential criteria on the person specification the employee will be interviewed prior to any other candidates. The key purpose of the interview will be to establish whether or not the position is suitable for the employee, taking into account the employee’s background, level of seniority, skills and type/level of experience, as well as the terms and conditions applicable to the post in question and its location.

 Only if an appointment is not made or the formally ‘at risk’ employee refuses to accept the offer, will the selection process progress for other candidates.

# ADVERTISING

* 1. Advertising will be used to fill all vacant posts with the aim to attract the largest pool of suitable applicants. It allows us to ensure we fully comply with our diversity commitments and legislative requirements*.* Adverts should sell the job, Faculty, Professional Service, department and university. All roles should be advertised internally to give current employee’s fair opportunity for progression.
	2. Adverts should be clear, concise and refrain from using jargon or acronyms. All Adverts should contain the following key information:
		+ the BU logo
		+ job title
		+ the salary range
		+ introductory paragraph regarding the University’s vision and values
		+ the main duties of the post
		+ the skills, knowledge, experience and qualifications required to be successful
		+ how to access further details on the vacancy
		+ Job tenure (e.g. length of fixed term contract)
		+ closing dates for applications
		+ Interview date (if known)

 It should also contain details on the necessity of a Disclosure & Barring Check, if required.

* 1. If the role included Regulated Activity, the advert will set out the safeguarding requirements.
	2. Following the guidelines will minimise the number of applications received from unsuitable candidates, as they will be able to make an accurate assessment of their ability to do the job.
	3. Advertisements should always adhere to the University’s [Equality & Diversity Policy](http://intranetsp.bournemouth.ac.uk/policy/dignity-diversity-and-equality-policy.doc). It is important that we advertise the post correctly to ensure we fully comply with our diversity commitments and legislative requirements. Further details about the University and the Faculty or Professional Service can be included in a candidate brief document if appropriate. The candidate brief should be used when recruiting to all senior roles to help promote the University and Faculty or Professional Service. The overall impression that the advert and supporting documentation must give, is that the post and the organisation are attractive.
	4. Occasionally, to meet the needs of the University, where a vacancy is for a fixed-term of less than six months and a known candidate is available that meets the requirements of the role. Human Resources may waive the requirement to advertise the position. Approval and evaluation, where appropriate, of the job description by Human Resources is required before any offer is made.
	5. Timescales and placement of adverts may vary depending on a number of factors including the type and tenure of the post. All vacancies (except those approved under 11.5 above) will appear on Bournemouth University’s job webpages. All vacancies are circulated internally by Human Resources by email under ‘Job Vacancies’ to members of staff signed up to the mailing list.
	6. If it is deemed appropriate to advertise a post externally, adverts will run concurrently in other specialist, national or international media to maximise the chances of attracting the best candidate from a global talent pool. The most popular and effective website for posts within Higher Education is <http://www.jobs.ac.uk>. This website advertises vacancies for the academic community and associated areas of research in both the public and private sector. All adverts for Grade 3 and above are automatically advertised on http://www.jobs.ac.uk.
	7. To help allow opportunity to attract the best and most diverse pool of applicants and ensure a fair and thorough recruitment process; posts between grades 1-4 should be advertised for a minimum of 2 weeks and posts at grades 5 and above for between 3 and 4 weeks; with 3 weeks as the minimum.
	8. The Equality and Human Rights Commission advises that ’word of mouth’ recruitment is likely to indirectly discriminate in terms of race and/or sex discrimination. Therefore it is very important that all posts are advertised as widely as possible in media that reach underrepresented groups and that all applicants are dealt with in the same way and given the same information and opportunity to make an application. All information will be available in an appropriate accessible format.
	9. To ensure that applicants are fully informed about the vacancy for which they are applying, adverts must direct applicants to the further information, including the job description, person specification and details of how to apply. All candidates for the same vacancy will receive the same key information whether they visit the website or phone the HR department.
	10. If a named contact is to be included in the advertisement to give applicants the opportunity to have an informal discussion before applying, the contact person should be available to take calls when the advertisement appears.
	11. Costs of advertising are charged to the recruiting Faculty or Professional Service. Advertising in local, national, international or specialist hard copy publications/press is very expensive so it is important to ensure the most appropriate medium for advertising is used. Human Resources works with an advertising agency, TMP, to place adverts externally as appropriate. Via Human Resources, TMP are able to advise of the costs of advertising and submission deadlines for publications and make recommendations on the most appropriate place to advertise, including advertising outside the UK.
	12. Human Resources are available to give advice on selection of appropriate media, wording, and will co-ordinate the booking of adverts to facilitate cost-effectiveness, by for example, placing composite advertisements whenever possible, meeting legislative requirements, reducing the content of adverts if it is excessive and maintaining corporate style.

# DISABILITY CONFIDENT

* 1. Bournemouth University has achieved ‘[Disability Confident Status](https://www.gov.uk/looking-for-work-if-disabled).’ This quality mark is awarded by the Department of Work and Pensions (Jobcentre Plus) for our positive commitment regarding the employment, retention, training and career development of disabled employees.

As an approved Disability Confident Employer, the University has committed to interview all disabled applicants who meet the minimum criteria for a job vacancy and to consider them on their abilities.

 The Disability Confident symbol is displayed on the Bournemouth University website and specifically on the job adverts, application forms and recruitment literature. The Disability Confident symbol and associated responsibilities apply to all University vacancies.

# RECRUITMENT AND EXECUTIVE SEARCH AGENCIES

* 1. The use of an executive search agency/Headhunting agency must be approved by the Director of Human Resources Services. These agencies will only be used where posts are deemed hard to fill or are senior within the organisation. Under the direction of the recruiting manager the recruitment or executive search agency should consider how it will seek to attract and recruit candidates from a global talent pool.
	2. The use of a recruitment agency should be in line with the Bournemouth University Establishment Control Principles. Once a requirement or need is identified and agreed by Faculty Director of Operations, Executive Dean, Director or Head of Service and Business Accountant an [Agency staff request form](file:///I%3A/Personnel/Public/Agency%20Staff%20Request%20Form.doc) should be sent to Human Resources and should follow the [Agency staff guidelines](file:///I%3A/Personnel/Public/Guidelines%20for%20Engaging%20Agency%20Workers%20%20-%20Final%20version.docx). Bournemouth University currently use HAYS to source temporary agency staff in the first instance, but can approach other agencies where more specialist knowledge is required.

# CANDIDATE ENQUIRIES AND APPLICATIONS

* 1. Where Human Resources receive enquiries from potential applicants they will respond to these directly or pass these on to the recruiting manager in the Faculty or Professional Service as appropriate. All staff responding to enquiries must be aware that it is unlawful to state or imply that applications from one particular group or in relation to one of the protected characteristics would be preferred and to do so may lead to a complaint of discrimination against Bournemouth University.
	2. Care must be taken when initiating contact with applicants, to ensure they are all treated in the same way, for example with regard to invitations to visit the Faculty / Professional Service, informal meetings to discuss the vacancy or the provision of information.
	3. When completed applications are received further details are recorded on the Human Resources electronic database. This includes information taken from the equality monitoring form, which is detached from the application form before the shortlisting stage. Human Resources use this data to analyse equality of opportunity and effective use of media.
	4. The confidentiality of applications must be respected by all those involved in the selection process.

 Application Forms and the Equality Monitoring Form are available on our [jobs webpages.](http://www.bournemouth.ac.uk/jobs)

# SHORTLISTING

* 1. Human Resources add the job description, person specification and shortlisting summary form(s) to the [Recruitment and Selection sharepoint site](https://livebournemouthac.sharepoint.com/sites/HR102?e=1%3Aa9b115ab275c469bb14f8bdc096c0f84) at the point the advert goes live on our webpages. Applications are saved in the relevant folder on the sharepoint site as they are received. Once the advert closes, the Recruiting Manager will be sent an email notification confirming all applications have been added and can be reviewed and shortlisted. This notification will also confirm if any applicants have declared a disability (see 15.4 below) and if the post is eligible for sponsorship under the [Skilled Worker route](https://intranetsp.bournemouth.ac.uk/policy/Guidelines%20on%20employing%20Skilled%20Workers.docx) of the immigration regulations (see section 23 below).
	2. In order to avoid any subjective assessment based on stereotyping, ‘gut feel’ or unjustifiable discriminatory choices, reference must be made to the selection criteria in the person specification previously determined. Shortlisting decisions should be based on the evidence that the applicant has met the requirements of the person specification. Candidates would not normally be shortlisted unless they meet all of the essential criteria listed in the person specification. However, there may be occasions where all candidates do not meet the essential criteria and unless some are legal requirements, it may be advisable to move one or more of the essential criteria to desirable. This means that all candidates are still shortlisted on the same criteria so complies with fairness and equity. In such instances, approval should be sought from Human Resources prior to modifying the criteria. In the event many candidates meet the essential criteria, their application should then be compared against the desirable criteria. If there still remain a large number of candidates who meet all the essential and desirable criteria then those candidates who best meet the criteria should be shortlisted. Ideally, no more than eight candidates should be shortlisted and in many cases shortlists should have no more than six candidates.
	3. For roles with Regulated Activity, shortlisting should be conducted by a minimum of two people, consider any inconsistencies and look for gaps in employment and reasons given for them, and, explore all potential concerns.
	4. Shortlisting panel members should avoid dismissing applicants who appear to be over-qualified. Assumptions should not be made about their reasons for applying for the post as they may eliminate an otherwise exemplary candidate. The selection criteria must be used to structure the selection process.
	5. As part of our commitments under the Disability Confident scheme, Bournemouth University will interview all applicants who declare a disability as recognised within the definition of the disability under the Equality Act 2010 and whom meet the essential criteria for a job vacancy. If an applicant has declared a disability Human Resources will notify the Recruiting Manager via email once the advert has closed. As such, if the applicant meets the essential criteria they must be shortlisted for interview.
	6. It is important that the Faculty / Professional Service make sufficient notes to explain the criteria for determining the shortlist. In the event of a claim alleging unlawful discrimination in the selection process, the basis on which the shortlist was drawn up will have to be demonstrated. A [Shortlisting Summary Form](file:///I%3A/Personnel/Public/Recruitment/Shortlisting%20Summary%20Form.doc) has been designed for this purpose and should be completed by those involved in the shortlisting process. To ensure consistency and fairness shortlisting should normally be carried out by all members of the selection interview panel. Decisions should be based on the evidence provided by applicants and how this meets the agreed job description and person specification. A record can be made by: ticking where applicants meet the selection criteria, crossing where applicants do not meet the selection criteria and using a question mark where there is insufficient information to judge and where perhaps further exploration at interview stage is required. Once it has been completed, this should be returned to Human Resources for record purposes. These records could then be used as evidence in an employment tribunal in defence of an alleged unlawful discrimination claim. Nine months after the closing date, Human Resources will destroy all relevant paperwork in accordance with the Data Protection principles.

#  ACADEMIC SELECTION AND DOCTORATES

* 1. In order to realise BU2025 and a fusion of education, research and professional practice, we need to attract, retain and develop staff who may derive from a broad range of backgrounds, not necessarily from an academic route. The academic recruitment process therefore reflects this.
	2. All academic person specifications and academic adverts must include the following essential criteria:
* Expertise in subject area - normally a Doctorate in a relevant area but qualified at least at master’s or equivalent level with a commitment to obtaining a relevant Doctorate within an agreed timescale
	1. Where a Doctorate is absent, a commitment to completing a Doctorate within a specified time scale or a case for ‘equivalency’ can be made. A case for ‘equivalency’ is made where there is significant evidence of contribution to the development of professional practice at a senior level with the capability to convert this knowledge into a doctorate in a maximum of 5 years from the date of appointment. This will normally be through a Doctorate via publication of existing work.
	2. Appointments in both scenarios above should be made as an exception rather than the norm and the shortlist must be agreed via the Executive Dean (with the advice of the panel and the relevant Head of Department).
	3. The Executive Dean is responsible for establishing that the essential requirements for selection and appointment are met and Faculties are expected to monitor and manage academic appointments in line with relevant performance indicators. In the event of queries, Executive Deans can seek advice from the Deputy Vice-Chancellor and/or Human Resources in relation to academic appointments.
	4. As a Doctorate or equivalent is an essential requirement, for those individuals who do not possess a doctorate, their appointment will be conditional on obtaining a PhD. This includes registration (where they are not already studying) and demonstrable progress towards its successful completion, milestones and objectives for this period which will be set by the Faculty, together with reasonable timescales.
	5. If appointing a candidate without a Doctorate, the [Appointment Form](https://intranetsp.bournemouth.ac.uk/formsrep/Appointment-form.doc) should provide a brief rationale for the appointment, including how the appointment would impact upon the percentage of staff with doctorates and the expected date of completion, along with a note confirming the support to be put in place by the Faculty for the appointment.
	6. HR will provide the Deputy Vice-Chancellor with quarterly reports of all academic appointments.

# INVITES TO INTERVIEW FOR SHORTLISTED CANDIDATES

* 1. The [Selection Arrangements Form](file:///I%3A/Personnel/Public/Recruitment/Selection%20Arrangements%20Form.doc) should be completed and returned to Human Resources, along with the original application forms and completed shortlisting summary form(s), at least two weeks prior to the interview date. The reason for this is two fold: it allows Human Resources time to turn the interview letters around and provides the candidate with appropriate notice. Panel interviews are normally used to assess shortlisted candidates.
	2. Emails are sent to candidates inviting them to the interview process and should include:
* date, time and place of their interview
* instructions and maps on the location of their interview
* details of the selection process, including any tests or presentations
* an indication of approximately how long the selection process will take
* invitation to provide evidence of permission to work in the UK documents - see [List A and List B](http://intranetsp.bournemouth.ac.uk/policy/Immigration%20Regulations%20%28Guidance%29.pdf) documentation as defined by the Immigration, Asylum and Nationality Act
* an invitation to inform Human Resources if they require any adjustments to be made to enable them to participate in any part of the recruitment and selection process or if they would like to discuss any adjustments that may be required to enable them to carry out the role they are applying for.
	1. It is best practice to write to candidates who have not been shortlisted, however this is not always possible due to limited resources. Bournemouth University’s job webpages clarify that if applicants have not heard from the University within one month of the post closing, they should consider themselves not to have been shortlisted. Where candidates request feedback every effort should be made to ensure this is constructive. Feedback should always be given to unsuccessful internal candidates.
	2. [The Immigration, Asylum and Nationality Act 2006](http://www.legislation.gov.uk/ukpga/2006/13/contents), makes it an offence to employ anyone who does not have permission to be in, or work in, the UK. To avoid making assumptions about such permission, it is the Faculty or Professional Services responsibility to ask all appointees for the evidence of eligibility to work in the UK. It is unlawful racial discrimination to carry out checks only on potential employees who by their appearance or accent seem to be other than British. It is therefore a requirement to ask all candidates attending for interview to provide evidence of their right to work in the UK.

Faculties or Professional Services must take a copy of the original document, sign to confirm they have seen the original and send this to Human Resources or undertake an online right to work check in line with the immigration regulations for that particular check. Please refer to [An employer’s guide to acceptable right to work documents (May 2015)](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/441957/employers_guide_to_acceptable_right_to_work_documents_v5.pdf)and [Prevention of Illegal Working: Guidance on the Immigration, Asylum and Nationality Act 2006](http://intranetsp.bournemouth.ac.uk/policy/Immigration%20Regulations%20%28Guidance%29.docx) for further details on carrying out document checking and taking copies.

Candidates based overseas may be interviewed virtually if requested, with the exception of posts at grades 10 and above. In this instance List A or List B documentation must be scanned and emailed to the Chair of the panel ahead of the interview taking place or to undertake an online check as appropriate. If the candidate is appointed, their original documentation must be seen and verified or an online right to work check undertaken prior to commencing work at BU as appropriate.

Overseas candidates at grades 10 and above are required to attend the interview in person, unless there are exceptional circumstances e.g. in line with government guidance during the COVID 19 pandemic. The Faculty/Service will need to approve and cover the costs of flights.

* 1. Candidates are asked to declare any unspent criminal convictions. In most cases a spent criminal record need not be declared by applicants. However, if the post is exempt from the [Rehabilitation of Offenders Act 1974](http://www.legislation.gov.uk/ukpga/1974/53) then even a spent criminal record must be disclosed and this information will be stated in the job description.
	2. In all cases, declarations made by candidates must not form any part of the selection process and candidates must not be judged on this basis. If a candidate has declared any of the above then advice must be sought from Human Resources.
	3. Any member of staff involved in a selection process who has a personal or familiar relationship with an application must declare [Conflicts of Interest](http://intranetsp.bournemouth.ac.uk/policy/Conflicts_of_Interest_Policy_and_Procedures%20v4.doc).
	4. Interviews should be scheduled as soon as possible after the closing date.

# SELECTION PANELS

* 1. Selection panels must be constituted in accordance with the [Interview Panel Membership](http://intranetsp.bournemouth.ac.uk/policy/InterviewPanelMembership.docx) guidelines.

 Selection Panels should:

* have appropriate gender balance.
* consist of a Chair who has undertaken relevant recruitment and selection training and ideally at least one member who has received some form of disability awareness training.
* declare if they already know a candidate.
* be willing and able to attend all interviews for the duration of the recruitment process, to maintain consistency and to ensure fair treatment of all candidates.

In addition, for posts Grade 9 and above selection panels should:

* consist of a minimum of four people including the immediate line manager of the vacant post, someone who is familiar with the area of work and someone who is from outside the department to balance the panel's perspective.

If the role undertakes Regulated Activity, at least one panel members must have completed the Safer Recruitment training.

# SELECTION METHODS

* 1. The purpose of selection is to allow us to assess candidates in order to ensure that the best person is appointed to meet the requirements of the vacancy. To maximise the chance of making the right decision, it is best to use a variety of effective selection methods appropriate to the job, in order to assess the criteria defined in the person specification and to find out as much information as possible on the candidate’s match to these. All candidates, including those based overseas, should complete all the selection methods. The selection methods chosen should result from analysing the essential selection criteria in the person specification. Types of assessments can include:
* Interviews
* Presentations
* Tests e.g. excel, in-tray exercise
* Psychometric test
* Group discussions
	1. **Interviews**

 The panel should meet prior to the commencement of interviews to discuss relevant questions to be asked and/or areas to be explored by each panel member. Questions asked should normally only relate to areas detailed in the application, supporting documentation, person specification or job description. Interviewers must be mindful of the importance of consistent questioning on job related areas, avoiding asking questions based on stereotypes.

 The University uses Criteria-Based Behavioural Interviewing. The interview is based on the criteria identified in the person specification document and will be categorised as Essential or Desirable. It is important to clarify how each criteria will be assessed e.g. a qualification can be assessed by reference to the application form. During the interview “soft criteria” such as interpersonal skills will be assessed.

 It is important to ensure the interview has a structure and that all criteria are assessed. A typical Interview plan would follow the below format

* Introduction
* Broad open questions – To gain evidence of experience
* Criteria based questions based on person specification
* Follow up Questions – probing questions to gather more information
* Chair to “mop-up” if there are not enough probing questions
* Candidate invited to ask questions
* Panel to sell the jobs and University e.g. Culture, reward
* Close interview and thank candidate for participation

 Human Resources will email the interview panel prior to the interview to confirm copies of applications, the advertisement, job description, person specification and candidate evaluation form are available on the [Recruitment and Selection sharepoint site](https://livebournemouthac.sharepoint.com/sites/HR102?e=1%3Aa9b115ab275c469bb14f8bdc096c0f84). In addition, the Chair of the panel should have the [Appointment Form](http://intranetsp.bournemouth.ac.uk/formsrep/Appointment-form.doc) and [Salary scales](file:///I%3A/Personnel/Public/Staff%20Handbook/Salary%20Scales). A copy of the list of interviewees will be sent to the appropriate reception area stating where they should direct the candidates when they arrive.

 Assumptions should not be made regarding the expertise or abilities of candidates because of their employment history. Interview questions should be phrased so that they do not favour any one candidate or group of candidates. Supplementary questions should be used to probe for further information or clarification where answers are incomplete or ambiguous. Care must be taken to avoid questions that could be construed as discriminatory e.g. questions about personal circumstances that are unrelated to the job. It is the responsibility of the Chair of the panel to ensure that such questions are not asked.

 Staff conducting interviews must be aware that, although questions asked may not in themselves be discriminatory, the interpretation of answers by the panel could exhibit prejudice. For example, if indications of ambition were to be regarded as a worthy characteristic in applicants of one sex or ethnic group but not in another. Information regarding personal circumstances which are offered in an application or at interview must not be taken into consideration in reaching a selection decision.

 Interview notes **must** be taken and the [Candidate evaluation form](http://intranetsp.bournemouth.ac.uk/formsrep/candidate-evaluation-form.doc) completed by each panel member to help them to make an informed decision based on the content of the interviews. Such notes must relate to how candidates demonstrate their knowledge, skills, experience and abilities in relation to the person specification. The Data Protection Act allows applicants to request disclosure of such notes in the event of a complaint and an Employment Tribunal would expect Bournemouth University to have notes of every selection decision. The lack of such notes would seriously impede Bournemouth University's ability to contest such a complaint. Any inappropriate or personally derogatory comments contained within the notes could be considered discriminatory and are unacceptable.

* 1. **Presentations**

 It is mandatory that the selection process for all academic positions includes a presentation or mock lecture. Preparing and delivering a presentation can demonstrate not just presentation skills, but also thought processes, time management and possibly IT skills. It is essential that consideration be given to the criteria being assessed by observers. Criteria should be agreed prior to the interview and a [Presentation Evaluation Form](file:///I%3A/Personnel/Public/Recruitment/Presentation-evaluation-form.doc) produced. Where the candidate has been asked to make a presentation to another group of people as part of the selection process, the Presentation Evaluation Form should be completed and handed to the panel for their consideration.

 It is important to establish the criteria to be assessed at the presentation. Some of these criteria maybe the same as at interview stage but will be assessed in a different context. For example ‘Communication’ maybe assessed at interview in regards to the clear and concise communication with the panel but this will also be assessed at presentation in terms of how the candidates communicates to a large group.

 The interview panel may attend the presentations, if no one from the panel is available to attend than a nominated assessor should attend in their place. The presentation audience can be made up of both staff members and student representatives. If an audience member that is not part of the interview panel is invited to the presentation then they should be offered the opportunity to give feedback. The feedback does not have to be specific to all criteria and may follow guidelines such as tone, delivery and content.

* 1. **Technical Tests**

 Additional tests may be used to assist in shortlisting candidates if some criteria are difficult to assess from the CV, application form or Interview. Tests can be either provided by Human Resources or alternatively bought from testing suppliers. Commonly used tests are numerical reasoning, verbal reasoning and critical thinking.

* 1. **Psychometric Tests**

 Psychometric tests can be used as part of the assessment process and can contribute up to 10% of the final decision. They should be facilitated by a trained assessor and feedback should be given directly to the candidate. They are most commonly used in senior leadership positions to assess behavioural criteria such as relationship building

* 1. In all cases, care should be taken to ensure that all types of assessments are explained in writing for candidates, in plain language and that all candidates are subject to the same tests under exactly the same conditions, (excluding any allowances made as 'reasonable adjustments' to disabled candidates) and that presentation topics do not favour any one candidate. It is very important that selection tests are not unfairly discriminatory.
	2. It is important to remember selection is a two-way process in which candidates assess the role and the University so it is vital to convey a positive image and that the whole experience of the candidate is considered. It is useful to consider if refreshments are required, if the interview room is suitable and who else is needed to assist, for example to meet candidates or conduct tours.

# SELECTION DECISIONS

* 1. The decision of who to appoint can only be taken after all applicants have completed the selection process.  Each candidate must be assessed against the criteria on the person specification rather than against each other.  Assessment is based on a 1 to 5 scale as follows: 5 = significantly exceeds criteria, 4 = exceeds criteria, 3 = meets criteria, 2 = partly meets criteria, 1 = does not meet criteria. If candidates meet all the essential criteria and have been judged to be capable of performing the duties of the role at an acceptable level, then they will be deemed appointable by the panel.  If more than one candidate has been deemed appointable then the panel must identify a rank order of all appointable candidates acceptable to the panel as a whole.  In this instance weightings may be applied to the selection criteria based on importance and relevance (i.e. the percentage of the workload of the position that each selection criteria represents). In the event that the first choice does not accept, the next ranked candidate will be offered the post until all appointable candidates have been exhausted.  The panel should feel confident that their preferred candidate is the right person for the post.  If this is not the case, no appointment should be made. In the event of a split panel, the chair of the selection panel has final decision.
	2. The chair of the panel must ensure that a written note of the reasons why the successful candidate was selected and equally why the remaining candidates were unsuccessful must be placed in the recruitment file.

#  OFFERS OF EMPLOYMENT

* 1. The Chair of the interview panel is responsible for making the offer of employment. The successful candidate should be notified verbally of the offer of employment as soon as possible after the end of the selection process. It must be clear that any offer is subject to satisfactory references, medical clearance, verification of qualifications and date of birth and, if appropriate, Asylum and Immigration checks and Disclosure and Barring Service disclosure. If the preferred candidate requires permission to work in the UK, the Chair of the panel should seek advice from Human Resources before progressing.

* 1. The successful candidate will not be able to commence employment until pre-employment checks have been completed and documents returned to Human Resources. Start dates will be subject to right to work in the UK in accordance with the Immigration, Asylum and Nationality Act 2006, satisfactory references, and medical clearance. Once all documentation has been verified a mutually agreeable start date will be confirmed, if a date cannot be agreed within a reasonable period, the University reserves the right to withdraw this conditional offer of employment.
	2. If the post is subject to a Disclosure and Barring Service disclosure a start date may not be confirmed until the University has had sight of a satisfactory disclosure.
	3. If the Chair deems it appropriate to offer a salary which is above the lowest spine point for the Grade of the post, Human Resources must be contacted to agree the salary. In cases where this relates to senior appointments or where this is above the contribution point this should be via the Director of Human Resources Services. The salary assessment is based on the grade/range of the post and will take account of the candidate’s relevant experience, qualifications and those candidates appointed to similar positions throughout the University. All decisions made with regard to salary should be mindful of the legal requirements of the Equality Act 2010 and the need for equal pay for work of equal value.
	4. Relocation expenses can also be offered when making an offer if appropriate in line with the [Relocation Policy](http://intranetsp.bournemouth.ac.uk/policy/Relocation%20Policy.docx).
	5. An [appointment form](file:///I%3A/Personnel/Public/Recruitment/Appointment-form.doc) must be completed, along with candidate evaluation forms and interview notes and returned to Human Resources. Human Resources will then produce a written offer of employment. If other conditions are to be included, for example, completion of a qualification, the relevant section on the appointment form should be completed.
	6. If applications and C.Vs. have been printed these must be shredded. A copy of the successful candidate’s details may be kept by the Faculty /Professional Service to start their personal file if appropriate.
	7. Where the successful candidate is disabled, reasonable adjustments may need to be considered depending on their disability and in consultation with them. This should be done as soon as possible after appointment

# APPRENTICESHIPS - PRE-APPOINTMENT VETTING CHECKS AND RECORDING INFORMATION

22.1There are legal requirements in relation to pre-appointment checks that BU must comply with when appointing individuals to engage in =activity in relation to apprentices. These checks will help identify whether a person may be unsuitable to work with vulnerable groups (and in some cases is legally prohibited from working with children).

22.2 BU is required to maintain a single central record of staff members involved in the provision of education and or advice (including influencing decisions) to apprentices. All relevant offers of appointment are conditional until satisfactory completion of the mandatory pre-employment checks. The mandatory checks are:

• verify a candidate’s identity, it is important to be sure that the person is who they claim to be, this includes being aware of the potential for individuals changing their name. Further identification checking guidelines can be found on the [GOV.UK](https://www.gov.uk/government/publications/identity-proofing-and-verification-of-an-inhttps%3A/www.gov.uk/government/publications/identity-proofing-and-verification-of-an-individualdividual) website,

if the person has lived or worked outside the UK, BU will undertake any further checks considered appropriate, and

• verify professional qualifications, as appropriate.

22.3 In addition to section 27 (References below), the DfE sets out specific requirements in respect of employment history and references. The purpose of seeking references is to allow BU to obtain factual information to support appointment decisions. BU does not accept open references e.g. to whom it may concern and neither do we rely on applicants to obtain their reference. We ensure any references are from the candidate’s current employer and have been completed by a senior person with appropriate authority. BU obtains verification of the individual’s most recent relevant period of employment where the applicant is not currently employed. BU checks that electronic references originate from a legitimate source and contact referees to clarify content where information is vague or insufficient information is provided. As part of our reference checking, we compare the information on the application form with that in the reference and take up any discrepancies with the candidate. BU always establishes the reason for the candidate leaving their current or most recent post, and, ensures any concerns are resolved satisfactorily before appointment is confirmed.

22.4 When asked to provide references, BU ensures the information confirms whether we are satisfied with the applicant’s suitability to work with children and provide the facts (not opinions) of any substantiated safeguarding concerns/allegations that meet the harm threshold. They should not include information about concerns/allegations which are unsubstantiated, unfounded, false, or malicious. BU will follow the DfE guidance on references for staff that will engage in regulated activity.

# GIVING FEEDBACK

* 1. Unsuccessful external candidates should be notified as soon as possible by a member of the selection panel or by Human Resources. A standard letter is used by Human Resources. The Faculty / Professional Service and is expected to notify unsuccessful internal candidates. Unsuccessful candidates may contact the University to discuss the reasons for the decisions made; feedback should be available to all candidates on request and should relate to their performance in the selection process relative to the job description and person specification. Every effort should be made to ensure feedback is constructive; it is good practice to balance the candidate’s weaknesses with some positive points. The Chair of the interview panel is expected to provide this feedback.

# PERMISSION TO WORK IN THE UK

* 1. The rules and regulations relating to employment of overseas workers are complex and require careful consideration. The appointed candidate may not start work until verified [List A or List B documentation](https://intranetsp.bournemouth.ac.uk/policy/Immigration%20Regulations%20%28Guidance%29.docx) showing permission to work has been provided.
	2. The University is licensed to employ EEA and non-EEA nationals under the Skilled Worker route (previously Tier 2) of the [Points Based System](https://www.gov.uk/guidance/new-immigration-system-what-you-need-to-know). The appointment of any overseas worker requiring a Certificate of Sponsorship and visa under Skilled Worker route must have:
* A job offer from an approved sponsor (BU)
* A job at appropriate an Skill level (RQF level 3 or above)
* English language skills at level B1 (intermediate)
* A job offer to meet the salary threshold – this is higher of the general salary threshold or the ‘going rate’ for the occupation as outlined in [the Workers and Temporary Workers guidance for sponsors.](https://www.gov.uk/government/publications/sponsor-a-tier-2-or-5-worker-guidance-for-employers)

Upon receipt of the request to advertise Human Resources will contact you to confirm if the position you are advertising will/will not/may be sponsorable under the Skilled Worker Route depending upon the skill level and salary threshold for the position. In some cases, Human Resources will not be able to confirm if it is possible to sponsor an individual until an appointment is made and it is possible to assess if the individual will meet the criteria outlined above. This must not impact upon your decision on whether to shortlist or appoint an individual or not as this may potentially be discriminatory.

**23.3** If the candidate is eligible to be sponsored for a Skilled Worker route, Human Resources can issue a certificate of sponsorship (CoS). In addition to the CoS the individual must apply for entry clearance/ leave to remain through the UKVI and provide personal evidence of competence in English and on-going maintenance. This process can take between one and three months and staff cannot be employed until permission is given.

 Further information on the point based system can be found at: <https://www.gov.uk/government/organisations/uk-visas-and-immigration>

https://staffintranet.bournemouth.ac.uk/aboutbu/policiesprocedures/

 Further information for overseas applicants can be found at:

 <https://www1.bournemouth.ac.uk/about/jobs/how-apply/international-applicants>

 Contact Human Resources for further guidance by emailing: BUVI@bournemouth.ac.uk

**EMPLOYING STUDENT VISA HOLDERS**

**24.** Students with a Student visa may not fill a permanent vacancy. They may only be employed on a part time hourly paid basis or on a work placement as part of the course, providing the work placement does not amount to more than 50% of the course. See the University’s [Guidelines on Employing Tier 4/ Students Visa holders](http://intranetsp.bournemouth.ac.uk/policy/Guidelines%20on%20employing%20Tier%204%20Students.docx) ) for further information.

#  RESPONSIBILITIES IN THE RECRUITMENT PROCESS

 There are a number of key roles within the recruitment process each with individual roles and responsibilities.

**25.1 The Chair of the Interview/Assessment Panel**

 The chair with assistance from the Recruiting manager is responsible for selecting and preparing the Interview panel. They are responsible for ensuring that all assessors understand the criteria and have adequate training to fulfil the role. The chair will ensure that the panel have all required documentation and understand their role.

 The Chair will lead interviews and will take responsibility for the structure and flow of the interview. They should also ensure that all topics and criteria are covered to make a fair assessment of the candidate. They should ensure that the role is explained clearly including the department or Faculty structure

 The Chair will lead discussions with the panel to decide who to appoint. They need to ensure that all panel members contribute their opinions. All discussions should surround the key criteria and should be non-judgemental. The final decision should be the opinion of all or the majority of the panel.

* 1. **The Recruiting Manager**

 The recruitment manager is responsible for ensuring that all paperwork is submitted. This includes that the advert, person specification and job description are all completed correctly. The recruiting manager should ensure that all the panel members are involved with the shortlisting of candidates. They should work with the chair to select and train the panel and liaise with Human Resources for guidance.

* 1. **Interview Panel Members**

 Panel members must ensure they are prepared for the interviews and have reviewed all documents including CVs, application forms, job and person specification forms. Undertake any required training and support the process in being fair and unbiased. Panel members will respect each other’s opinions in the selection discussions.

* 1. **HR Services Team**

 Human Resources will take responsibility for any candidate enquiries and the preparation of the [Recruitment and Selection sharepoint site](https://livebournemouthac.sharepoint.com/sites/HR102?e=1%3Aa9b115ab275c469bb14f8bdc096c0f84) (see section 15). They will log applications, and file them appropriately on the sharepoint site to be reviewed by the Faculty/Service

 On receiving the shortlist from the Recruitment Manager Human Resources will also take responsibility for inviting candidates to the assessment, and ensuring the appropriate documentation for interview is available via the sharepoint site to all panel members. Human Resources will advise if any candidates require any reasonable adjustments and assist with making the necessary arrangements.

 Following selection decision Human Resources will complete any pre-employment checks required and where appropriate co-ordinate any paperwork associated with applications for permission to work in the UK and if appropriate send pre-employment medical questionnaires and follow up references.

 Human Resources will provide advice and guidance on the process from advertising to offers. They can also offer advice on the selection methods and techniques. They will be able to provide research on advertised positions and also provide reports and managerial information.

# DATA PROTECTION LEGISLATION

* 1. All sensitive information should be treated confidentially and meet the requirements of the Data Protection Legislation and The University’s Confidential Information and the [Data Protection policy.](http://intranetsp.bournemouth.ac.uk/policy/Data%20Protection%20Policy%20for%20Staff%20and%20BU%20Representatives.docx)

# REFERENCES

* 1. Human Resources will request references for successful candidates. If it is intended to take up references before a preferred candidate is selected it is not permissible under the Equality Act to enquire about the sickness absence record of the applicant. Where an applicant indicates that they do not wish their current employer to be contacted prior to a provisional offer being made, this should be respected. In most cases references will be requested after a preferred candidate it identified.
	2. For Professional Support roles, two work-related references will be required including current/most recent line manager. For grade 9+ roles, all references must be obtained prior to confirming a start date. For academic roles, three work-related references will be required, including current/most recent line manager. For Professorial applications at least one referee must be a Professor. All references should cover 2 years immediately preceding the successful candidates application.
	3. References should mainly be used to confirm factual information such as the applicant’s employment and/or academic history and experience and as an assessment of their suitability for the post in question.
	4. References are confidential and must be sought ‘in confidence’. References should only be used for the purpose for which they were intended and their confidentiality must be maintained.
	5. For relevant apprenticeship roles, please also refer to section 22 above.

# INDUCTION AND PROBATION

* 1. On their first day of employment, all new employees should be provided with the BU [induction checklist](https://intranetsp.bournemouth.ac.uk/documentsrep/Induction%20Checklist.docx) to complete within their first two weeks of employment. This includes health and safety procedures along with mandatory e-learning modules. Upon completion this should be signed and returned to Human Resources.
	2. All new employees should receive an induction and be invited to relevant workshop events. A list of these can be found on the Intranet and further information can be found in the line [Guide to Induction and Probation for Managers](http://intranetsp.bournemouth.ac.uk/documentsrep/Guide%20to%20Induction%20and%20Probation%20for%20Managers.docx). This also includes a checklist of actions that should be completed prior to the employee starting.

# MEASURING SUCCESS OF THE SELECTION PROCESS

* 1. Monitoring the level of success of the selection process is vital to ensure that the process is efficient and at high level. Success can be measured by:
* The number of suitably qualified applicants from adverts
* High standard of candidates at interviews (Application to Interview ratio)
* High Offer to Accept ratio
* Low ‘drop out’ level
* Duration between vacancy being created and filled
* A positive candidate experience
* High retention rate of employees

# BREACHES OF POLICY

* 1. It is important that all those involved in the selection process read and understand these guidelines. Any member of staff with concerns about the application of this policy should raise their concerns in writing with their Executive Dean, Director or Head of Department, or with the manager to whom they report, if the concern includes their actions. Applicants for employment concerned about the application of the policy should write to the Director of Human Resources Services. Recruitment and monitoring data is reported annually to the Human Resources Policy Committee and Committee for Equal Opportunities.

# RELATED POLICIES, DOCUMENTS AND GUIDANCE

* 1. [HR organisational structure and contacts](https://staffintranet.bournemouth.ac.uk/aboutbu/professionalservices/humanresources/hrcontacts/)
	2. Supporting guidance, templates and forms for managers at all stages of the recruitment process are available on the on the Intranet under [People Polices & Procedures](https://staffintranet.bournemouth.ac.uk/aboutbu/policiesprocedures/) and [Find a Form](https://staffintranet.bournemouth.ac.uk/workingatbu/findaform/).

 Related policies are available on the Staff Intranet at: <https://staffintranet.bournemouth.ac.uk/>