

Recruitment, Selection and Retention Policy

WHC reserves the right to amend this policy at its discretion. The most up-to-date version can be downloaded from our website.



University of the
Highlands and Islands
West Highland College

Oilthigh na Gàidhealtachd
agus nan Eilean
Colaiste na Gàidhealtachd an Iar

RECRUITMENT, SELECTION and RETENTION POLICY

ELT manager	Vice Principal Academic Affairs
Responsible officer	HR Manager
Date first approved by BoM	March 2011
First Review Date	March 2012
Date review approved by BoM	
Next review date	Under Review The Board agrees that this policy will come to the Board meeting in June 2018
Equality impact assessment	
Further information (where relevant)	

Reviewer	Date	Review Action/Impact	BoM
A Matheson	March 2012	Addition of Guaranteed Interview scheme, and Retention policy	

HUMAN RESOURCES POLICY AND PROCEDURES FRAMEWORK

Recruitment and Selection Policy

1 Purpose

This policy is devised to ensure that in the Recruitment and Selection of staff there is an ethos of equality and diversity for all.

2 Principles

West Highland College UHI has a recruitment and selection policy to ensure that the appointments made are the best for the organisation, open and transparent and provide equal opportunities to all

3 Scope

This policy should be read in conjunction with the College Equality and Diversity Policy and Procedures and its Disability, Race and Gender Equality Schemes.

4 Equality and Diversity

- 4.1 The College welcomes applications from all under-represented groups, including black and ethnic minorities and disabled people, in its quest that its staff profile reflects the wider community and is inclusive for all.
- 4.2 All recruitment documentation produced will be promote diversity, including race, gender and disability, and will also be non- discriminatory and free from stereotypical images.
- 4.3 The College will carry out statistical monitoring or the recruitment and selection exercise and amend the process if appropriate in an attempt ensure that the staff profile reflects the wider community and the College's aim of social inclusion.
- 4.4 The College wishes to promote Equality of Opportunity and, in particular, to introduce clear guidance about how applicants/candidates with disabilities must be treated in relation to reasonable adjustments, including the introduction of the Guaranteed Interview Scheme

5 Authorisation

- 5.1 Before the recruitment and selection process proceeds formal authorisation must be given by the Principal and Senior Management Team
- 5.2 Once the process has been authorised, the Human Resources team must be consulted regarding the timescale and method for advertising and the associated paperwork and arrangements.
- 5.3 For appointments to the post of Principal or Senior Management Team see Appendix 1

6 Advertising

- 6.1 All posts will be advertised internally. However, the decision as to whether internal advertising occurs shortly prior to or simultaneously with external advertising will be made individually for each vacancy and will be based upon management knowledge of current skills available within the College balanced against equality and diversity considerations.
- 6.2 Internal advertisement will fall into two classifications; ring fenced and internal. The Principal will determine which classification is appropriate.
- 6.2.1 Ring fenced advertisements will be open to those staff within a faculty/section or other group of appropriately qualified and experienced staff when a vacancy arises.
- 6.2.2 Internal advertisement will be for posts falling vacant and such posts will be available to any applicant.
- 6.3 Advertising externally will not be appropriate where doing so, might lead directly to an avoidable redundancy situation. For certain job markets it might also be appropriate and better value for money, to go directly to a specialist recruitment or headhunting agency – this will rarely be the case and the Principal's authority will be required, upon the advice of the Director of Human Resources
- 6.4 As far as is practicable the College will strive to make absent members of staff aware of employment and career opportunities within WHC i.e. staff absent due to ill health, secondment, parental/maternity leave, etc.
- 6.5 Where posts are advertised externally, the College will, through positive engagement, seek to promote these amongst community based organisations which seek to assist traditionally disadvantaged groups seeking employment i.e. disability groups, ethnic minority organisations, etc. The College also commits to maximising ICT based recruitment mediums.

7 Shortlisting

- 7.1 Applications will be treated confidentially and circulated only to those staff directly involved in the recruitment and selection process.
- 7.2 Shortlisting decisions will be based upon the person specification and objective job based criteria.
- 7.3 Normally the same panel will shortlist and interview candidates, but at least two people should be involved in both. Those shortlisting need not meet together but there should be some contact and/or discussion to ensure that there is consistency within the process.
- 7.4 Staff involved in the recruitment process must disclose to HR if they are related to a prospective candidate or are a personal friend. A decision will then be taken by Assistant Principal with responsibility for HR on if it is appropriate for the staff member to continue with their involvement and if necessary agree a replacement.

Human Resources Policy and Procedures Framework : Recruitment and Selection

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- 7.5 Documentary evidence of a fair process will be maintained should a candidate raise a case of unlawful discrimination against the College and to enable honest and accurate feedback to be provided to unsuccessful candidates if required.
- 7.6 Where an applicant identifies themselves as being disabled (under the terms of the Equality Act 2010) the HR Team will discuss whether any reasonable adjustments will be required if a candidate is selected for interview. The equality information will not be revealed to any selection panel for any other purpose than the provision of reasonable adjustments at interview or to enable the College to meet the requirements of our own Guaranteed Interview Scheme following shortlisting

8 Interviews

- 8.1 Interview panels will be composed of appropriately trained staff, and include a member of the HR team unless agreed by SMT and Principal that this is not necessary.
- 8.2 In the case of permanent teaching staff and management grade staff the appointing officer will be a member of the Senior Management Team.
- 8.3 All questions will be relevant, job related and within the scope of current legislation. All candidates will be asked the same questions and scored using an agreed assessment template.
- 8.5 Additional methods of selection may be useful in assessing a candidate's suitability for a post, ie typing tests, short written questions, scenario based written or verbal exercises, etc.

9 Offer of Employment

- 9.1 A recommendation for a permanent appointment must be presented to the Principal and agreed
- 9.2 All offers of employment will be subject to two satisfactory references, evidence of eligibility to work in the UK, and confirmation of educational qualifications.
- 9.3 All offers of employment will be subject to the successful completion of an enhanced criminal records disclosure from Disclosure Scotland.

10 Notification of Outcome

The College commits to informing all applicants regarding the outcome of their application within a reasonable timescale. The College will also provide honest and accurate feedback to applicants on request.

11 Induction

The College commits to providing relevant induction training to all staff and monitoring the effectiveness of this training.

12 Retention

It is inevitable that staff at all levels may wish to further careers out-with the College. However in an attempt to mitigate against this the following strategies can be adopted.

- The College's participation in benchmarking exercises can give an early warning of imbalances in the College's remuneration packages vis a vis the Sector and for Industry.
 - The SMT will be required to address, and if necessary advise the F&GP Committee of areas of imbalance.
 - The environment in which staff are expected to work will be of a high standard with state of the art ICT facilities provided.
 - The SMT should ensure all staff are valued and those staff showing potential for promotion are developed.
 - Line managers should facilitate discussion at all relevant opportunities with staff, including appraisals and reviews to reflect on issues, CPD and individuals development at Wet Highland College UHI.
 - The SMT must ensure that key staff are made aware that their endeavours on behalf of the College are appreciated and recognised. The Board of Governors has a role in respect of the SMT.
 - All permanent staff will be have a yearly in depth and honest appraisals.
 - As with all College posts, key staff will be supported in the balance between home and work commitments.

The HR team has a role in identifying potential difficulties and should report on absence staff turnover, exit interview comments, analysis of appraisals forms and staff surveys.

13 Evening/Temporary Appointments

- 13.1 Where business needs dictate the need to make temporary appointments ie for maternity cover, sick leave or short courses, the principles for the recruitment process are the same as above. The only difference will be that advertising vacancies may be replaced by reviewing speculative employment enquiries already received by the College.
- 13.2 Candidates should be interviewed and can be appointed by any person on the senior management team or person duly delegated, in writing, by the Principal.

14 Retention of Documentation (Data Protection Act 1998)

In line with legislative requirements, recruitment documentation will be held securely by the Human Resources department for six months, after which time it will be destroyed confidentially.

15 Review

This policy will be reviewed by March 2015 or when circumstances change any part of it.

Appendix 1 : Recruitment of Senior Management Staff or Principal

When a vacancy occurs at Senior Management level the Search and Nominations Committee of the board will consider and agree the job specification, remuneration package and the recruitment process that will apply.

The Assistant Principal with responsibility for Human Resources is responsible for providing information on the remuneration packages of senior staff, to enable these to be benchmarked internally (and against the sector) if appropriate.

The process will be managed by the Principal.

KEY POSTS are identified as

Assistant Principal – Curriculum
Assistant Principal – Organisational Development
Assistant Principal – Quality Learning and Teaching
Director of Finance and Corporate Services

Special arrangements will be put in place for the recruitment of a new Principal and these arrangements will be drawn up by the Search and Nominations Committee for approval by the Board. .

In this instance best practice calls for the inclusion of an independent view through the use of consultants or independent members of selection panels.