



Procedure 6.1 Recruitment and selection

1 Recruitment process

To meet the objective of recruiting the best person for the job, the methods and procedures used to attract and select candidates will be based on objective criteria and the Academy will aim to attract a diverse range of potential employees free from bias or prejudice.

The procedure will:

- be fair and consistent
- be non-discriminatory on the grounds of sex, race, age, religion or disability and as also specified in the *Equality Act 2010*
- conform to statutory regulations and agreed best practice

The Academy provides equal opportunities and is committed to the principle of equality regardless of race, colour, creed, religion or belief, ethnicity, age, nationality, sex, disability, marital or civil partner status, pregnancy or maternity, gender re-assignment or sexual orientation. We will apply employment policies which are fair, equitable and consistent with the skills and abilities of our employees and the needs of the business.

The Academy will ensure that all employees are accorded equal opportunity for recruitment, training and promotion and, in all jobs of like work, on equal terms and conditions of employment. We will not condone any discriminatory act or attitude in the conduct of our business with the public or our employees. Acts of harassment or discrimination are disciplinary offences.

The following procedure should be used when a post is to be filled. The appointing manager must:

- Define the job. Is it an existing post, is an exact replacement required or is this an opportunity to revise the requirements? If it is a newly established post, be clear on the exact requirements, draw up a job description
- Where appropriate, complete a job vacancy form which confirms details of the post and final approval from the CEO / Principal
- Ensure the job description and person specification are up-to-date
- Collate an information package appropriate for the post. This package should include job description and if appropriate, a person specification. information on the department and on the Academy and terms and conditions of employment
- Discuss with the CEO / Principal the most effective means of obtaining suitable candidates. The following options should be explored as appropriate to the nature



and scope of the role:

- internal advertisement within the Academy
- examination of previous applications, or those held on file
- external advertisement within the Job Centre
- external advertisement in the local press
- external advertisement in the national press
- external advertisement in the appropriate technical / professional journal
- for senior posts, the use of a recruitment agency

[The use of the term 'advertisement' implies the use of online methods where appropriate]

- Design the advertisement. All advertisements must contain as much information as possible to ensure the correct recruitment group is targeted and reduce unsuitable applications, while remaining as cost-effective as possible.

External advertisements must be submitted to the CEO / Principal for approval before being placed.

2 Selection process

Appropriate selection procedures must be used for each post. Procedures may vary; at its simplest this may involve a straightforward interview and skills testing. For more senior posts, psychometric testing, presentations to the interview panel on a chosen topic and/or a series of individual interviews on various topics may be included.

The appointing manager will approach relevant people to assist with shortlisting and interviewing. At least two people should be involved in shortlisting and sit on the interview panel.

The application forms received by the closing date will be forwarded to the appointing managers for shortlisting. Applicants **must** be chosen against the person specification. It is the responsibility of the appointing manager at this stage to record (in writing) the reasons why an applicant is not shortlisted. All papers must be returned to the human resources administrator, who will invite the candidates for interview, obtain references and make the necessary housekeeping arrangements for the interview. This will include timetabling the interviews. Candidates who have not been shortlisted will also be informed.

Prior to the interview, each member of the interview panel will receive an interview pack containing:

- copies of application forms / CVs
- blank interview report forms
- a copy of the job advertisement
- a copy of the job description
- a copy of the person specification



The appointing manager will:

- decide on the interview format and determine which areas to concentrate on with the questioning
- decide who will lead the interview panel
- receive the references for candidates from administration, and be responsible for ensuring the confidentiality of these and for their safe return to administration for destruction

At the interview, the appointing manager will ensure that the Interview Report Form is completed as fully as possible. When interviewing, they will ensure that Equal Opportunities legislation is strictly adhered to, with no discrimination shown on the grounds of race, colour, creed, religion or belief, ethnicity, age, nationality, sex, disability, marital or civil partner status, pregnancy or maternity, gender re-assignment or sexual orientation..

When all candidates have been interviewed, the panel will decide on the best person for the post. The appointing manager will arrange to inform the successful candidate as soon as possible, agreeing a commencement date and starting salary.

All interview packs should be returned marked 'private and confidential' to the Academy administration offices.

Upon return of the Interview Report Form, the Academy administration offices will:

- e-mail all unsuccessful candidates with outcome of interview within five working days
- write to the appointee, offering the post providing satisfactory references and health clearance
- initiate a personnel file and computer entry for the new member of staff
- notify the manager if the appointee refuses the offer, or if there are any other details to be cleared
- deal with any requirements for removal expenses or the finding of temporary accommodation for the appointee

3 Probationary period

The initial probationary period is three months. During this period an employee's work performance and general suitability will be assessed and, if it is satisfactory, their employment will continue. However, if work performance is not up to the required standard or the individual is considered to be generally unsuitable, the Academy may either take remedial action or terminate their employment without recourse to the disciplinary procedure.

At the end of the probationary period the employee will be assessed and, if satisfactory, will become a member of Academy regular staff. If they have not reached the required standard by the end of the sixth month, the Academy may either extend the probationary period in order that remedial action can be taken or terminate their employment without recourse to the disciplinary procedure. In the event of an employee failing to improve during the



extended probationary period, their employment will be terminated without recourse to the disciplinary procedure.

4 Rights of employees

The Academy is open to all who qualify under its recruiting standards, regardless of race, colour, creed, religion or belief, ethnicity, age, nationality, sex, disability, marital or civil partner status, pregnancy or maternity, gender re-assignment or sexual orientation. All employees have equal right of access to the facilities and services of the Academy in accordance with our policies. The Academy is insured by employee and public liability insurance.

Employees have the right to ask questions and express their opinions, as long as such do not interfere with the normal operations of the Academy or infringe on the rights of other employees.

Employees have the right to a hearing within the established procedures, in all matters that can result in the imposition of sanctions for misconduct. However, the Academy reserves the right to take actions to reasonably ensure safety and security, including removing and/or suspending a member of staff pending final determination of any action.

Employees have the right of reasonable access to administration and other staff during specified office hours. An employee is entitled to full freedom in research and in the publication of the results, subject to the adequate performance of [his/her] other academic duties

5 Expectations of employees

Expectations placed upon Academy employees are detailed in their contracts of employment and, more generally, in the Staff Code of Conduct (Procedure 6.13)

6 Job description

Each employee has been provided with a job description of the position to which they have been appointed but reviews and / or amendments may be made to each job description from time to time in relation to our changing needs and employee performance.

7 Employee training and induction

At the commencement of employment each employee will receive induction (and training if required) for their specific job, and, as their employment progresses, their skills may be extended to encompass new job activities within the Academy. (see Procedures 6.2 and 6.9-6.12)



8 Performance and review

Academy policy is to monitor employees` work performance on a continuous basis so that we can maximise strengths, and help individuals overcome any possible weaknesses. The performance review process is detailed in Procedure 6.4.

9 Job flexibility

It is an express condition of employment that employees should be prepared, whenever necessary, to transfer to alternative departments or duties within the Academy. During holiday periods, etc. it may be necessary to take over some duties normally performed by colleagues. This flexibility is essential as the type and volume of work is always subject to change and it allows the Academy to operate more efficiently and optimise maximum potential.

10 Hours of work

The business hours of the Academy are Monday to Sunday 08.30 to 17.30. Full-time employees work 40 hours per week, allotted in 8 hour increments generally between 08.30 and 17.30. This schedule may vary according to the nature of the functions to be performed. Employees are expected to report to work on time for any scheduled work period. The employee`s line manager must be informed prior to the beginning of the work period of any absence or variance from the established work schedule.