

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.



Recruitment, Selection and Retention Policy

ELT manager	Principal & Chief Executive
Responsible officer	Head of HR & Organisational Development
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Further information (where relevant)	

Reviewer	Date	Review Action/Impact	BoM
VF	May 2021	Change of role to Head of HR & Organisational Development	
VF	May 2021	Minor changes in sections, 1, 4, 5 & Review	

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Version 4 VF June 2021

1 Purpose

West Highland College UHI is committed to attracting and retaining staff of the highest calibre and a strategic professional approach to recruitment is essential to do this.

Our Vision

West Highland College UHI will be the education provider of choice, delivering leadership and excellence in learning, training and support for all. We are committed to providing a learning and working environment which advances equality, diversity and inclusion and where everyone is respected, valued and supported.

This ethos is supported by our values which apply to everyone who comes to the College to learn or work.

Our Values

Inclusive Respect individual values and proactively promote equality and diversity.

Individualised Recognise and take account of personal need, aspiration, skill and ability.

Innovative

Continually improve the way we design and deliver our programmes; develop best practice through creative approaches to learning and teaching and effective use of technology.

Intercultural

Embrace and celebrate diversity through integration and interaction. Recognise all forms of difference and actively engage and learn from each other.

It is becoming increasingly important, as the College evolves and changes, that new recruits demonstrate behaviours that fit with our values, show a willingness to learn, are adaptable and have the ability to work as part of a team. People are the College's most important resource, therefore it is vital that the recruitment and selection process, whilst being fair, efficient and cost effective, also ensures that the most suitable candidates are being employed in order to maintain a motivated workforce delivering high quality tertiary education.

2 Scope

This policy applies to all employees and job applicants and should be read in conjunction with the College Equality, Diversity & Inclusivity Policy and People Strategy. The policy and procedure covers all activities that form part of the recruitment, selection and retention process.

3 Policy

Equality of Opportunity in Employment

The College is committed to providing a learning and working environment which advances equality, diversity and inclusion, where everyone is respected valued and supported. To meet this commitment the College's Recruitment, Selection and Retention Policy and Procedure will:

- **Be fair and consistent;**
- **Be non-discriminatory;**
- **Conform to all statutory regulations and agreed best practice.**

To ensure that this is achieved, a process for recruitment and selection monitoring will be incorporated into the Recruitment, Selection and Retention Procedure. This will provide a positive framework within which applicants are given every opportunity to demonstrate their abilities regardless of any protected characteristics.

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.

The College will carry out statistical monitoring of 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.

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.

Authorisation

Before the recruitment and selection process proceeds formal authorisation must be given by a member of the Executive Leadership Team on completion of a recruitment request form.

Once the process has been authorised, the Human Resources (HR) team must be consulted regarding the timescale and method for advertising and the associated paperwork and arrangements.

For appointments at Senior Management level see Appendix 1

Advertising

Internally

All College vacancies will be advertised internally and an all staff email will be sent out from HR containing the details of each vacant position.

An internal advert inviting applications from existing employees benefits the College by:

- Developing the Team – Traditionally, employees have gained experience by moving upwards within the College. However, it is worth bearing in mind that lateral moves can also broaden experience and offer development opportunities.
- Succession Planning – Preparing employees through mentoring and training to develop through the business.

Externally

Advertising a job externally can attract a larger pool of applicants, thereby increasing the likelihood of finding the right person for the job. Where it is deemed appropriate by Executive Leadership Team vacancies will be advertised externally as well as internally to ensure a pool of applicants. All external posts will also be made available for internal applicants.

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 HR Manager.

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 media.

Equal Opportunities Monitoring

In line with best practice, the College's Application Form excludes reference to all protected characteristics. This information is requested separately, not released to the recruitment panel and is collected for equal opportunities monitoring purposes only.

Shortlisting

Applications will be treated confidentially and circulated only to those staff directly involved in the recruitment and selection process.

Shortlisting decisions will be based upon the person specification and objective job based criteria.

Staff involved in the recruitment process must disclose to HR if they are related to a prospective candidate or are a personal friend.

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.

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

Interviews

Interview panels will be composed of appropriately trained staff, and include a member of the HR team unless agreed by the Executive Leadership Team that this is not necessary.

In the case of permanent teaching staff and management grade staff the appointing officer will be a member of the College Management Group.

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.

Additional methods of selection may be useful in assessing a candidate's suitability for a post, i.e. typing tests, short written questions, scenario based written or verbal exercises, etc.

Offer of Employment

A recommendation for a permanent appointment must be presented to the Executive Leadership Team and agreed.

All offers of employment will be subject to two satisfactory references, evidence of eligibility to work in the UK, and confirmation of educational qualifications.

All offers of employment will be subject to the successful completion of an enhanced criminal records disclosure from Disclosure Scotland.

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.

Induction

The College commits to providing relevant induction training to all staff and monitoring the effectiveness of this training in line with the Staff Induction Procedure and Guidance.

Probationary Period

The College recognises that a supportive and developmental probation process is vital in providing support and training for new members of staff on commencement of employment. All new staff therefore have a Probation Period, or in respect of staff who have been transferred or promoted into different posts an Appointment Support Period in line with the Probation/Appointment Support Procedure and Process.

Retention

The College is committed to the retention of staff and reducing turnover and supports the following initiatives to achieve this end.

- Participation in benchmarking exercises to give early warning of imbalances in the College's remuneration packages vis a vis the Sector and for Industry.
- Ensure all staff are valued and those staff showing potential for promotion are developed.
- Provide adequate training and development to all staff to encourage retention.
- Conduct exit interviews for all leavers, including those who move posts within the College.
- Record, monitor and analyse exit interview data on a regular basis.
- Enforce yearly in depth and honest appraisals.
- Support staff in the balance between home and work commitments.

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.

4 Responsibilities

The Executive Leadership Team is responsible for ensuring that this policy is fully implemented throughout the College.

The College Management Group, all Managers and Team Leaders have a duty to ensure that the College's policies including this policy are implemented within their sphere of activities and responsibility.

The Head of HR & organisational Development is responsible for reviewing and updating this policy.

All Staff are responsible for adhering to this policy.

5 Legislative framework / related policies

[Equality Diversity & Inclusivity Policy](#)

[Staff Learning & Development Strategy and Policy](#)

[People Strategy](#)

Professional Review & Development Policy

[Dignity at Work Policy](#)

6 Review

This policy will be reviewed every 3 years 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 Principal, in liaison with 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

Director of Finance and Resources

Director of Academic Affairs

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.