



Recruitment Policy

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Passed at Trustee Board on
23/04/18

1. **Scope of this Policy**

- 1.1 It is the policy of Chester Students' Union (the Union) to recruit the best person for each vacancy on merit irrespective of age, disability, gender reassignment, marital or civil partner status, pregnancy or maternity, race, religion or belief, sex or sexual orientation in accordance with Equality Legislation.
- 1.2 All staff and officers of the Union must adhere to this policy in all recruitment exercises undertaken.
- 1.3 The principles and good practice outlined in this policy apply to recruitment at all grades including the recruitment of casual staff ('Student Staff')
- 1.4 The Board of Trustees has overall responsibility for the effective operation of this policy and for ensuring compliance with discrimination law. Day-to-day operational responsibility has been delegated to the Chief Executive.
- 1.5 All staff involved in recruitment exercises must comply with this policy and ensure that the recruitment of staff is within the law, fair and equal.
- 1.6 If you have any questions about the content or application of this policy, you should contact the Chief Executive to request training or further information.

2. **Key Concepts in Recruitment**

2.1 **Managing Conflicts of Interest**

From time to time members of recruitment panels will have a conflict of interest due to a relationship, friendship or prior knowledge of a candidate. On such occasions this must be declared to the CEO in order for the conflict to be managed appropriately.

2.2 **Conscious and Unconscious Bias**

No matter what our background or experience staff should always be aware of the potential for bias to enter into all stages of a recruitment process. As a means to counteract this it is important that all recruitment processes are planned and follow these procedures.

All shortlisting processes will be on the basis of anonymised application forms.

All shortlisting and interview processes will be on the basis of matrix scores.

All interview panels will consider the access needs of interviewees prior to the interview stage.

All staff taking part in recruitment exercises should undertake the following training prior to involvement <http://race.bitc.org.uk/all-resources/toolkits/five-5-points-progress-toolkit-know-yourself-unconscious-bias-tool>

2.3 Confidentiality and Reputation

All members of panels must maintain confidentiality throughout the process. All application forms, shortlisting materials, interview notes shall be returned to the Union Administrator at the end of the process for storage and destruction in line with legislation and Union policy.

No personal data shall be collected unless it is directly relevant to the role being recruited.

3. Job Description and Person Specification

3.1 Whenever a vacancy arises it is an opportunity to reflect on the relevance of the role and whether the Union could obtain similar or better outcomes through a different solution. This discussion will be conducted by the CEO and the immediate line manager of the role. All decisions to recruit, salary, job descriptions and person specifications must be agreed by trustees, by a sub-committee of trustees or by the Chair of Trustees by chair's action.

3.2 Job Description and Person Specification

The Job Description and Person Specification for each role must be a true reflection of the actual needs of that role and should not create artificial barriers to recruitment. For example a requirement to have 5 years' experience must be justifiable as this could discriminate on the basis of age.

A person specification describes the person who could fulfil the job and is a profile of the personal skills, knowledge and experience that you will look for in the recruitment and selection process and should never be a 'perfect' person to perform the role.

The person specification must avoid making anything essential unless this is an absolute requirement of the role. Highly desirable should be used where it is not essential.

Language should be clear, concise and easily understood by applicants. Statements should not imply judgements i.e. active, bright, young etc

3.3 Pay and Grading

Once a role has an established Job Description and Person Specification it will be considered as to where it sits on the Union's pay scale. All roles will be placed on the basis of the level of responsibility, experience needed and impact upon the charity.

4. Application Stage

4.1 Open Field

It is really important that the Union continues to attract new ideas and staff with current and relevant experience. Therefore, vacancies for existing or new posts will normally be subject to an open process advertised externally. Where the Union needs to redeploy existing staff members or address a short term need on a fixed term basis an internal process can take place but only with the consent of the CEO and Chair of Trustees.

Roles should normally be advertised for a month to allow for as wide a field of candidates as possible. Adverts should be worded to emphasise our commitment to Equality and Diversity, and should be written in plain English.

The role will be placed on relevant page of the Union website and will include the following: Work at Chester SU Recruitment Pack, the Job Description, the Person Specification, a link to our Equality and Diversity Policy, a link to the application form and a link to the diversity monitoring form. The page should also include one point of contact to discuss the role informally.

The application form shall advise applicants as to how their personal data will be used, stored and that all unsuccessful applications will be destroyed after a period of 12 months.

The CEO and any manager will consider how the role can be promoted to ensure as wide and diverse a field of candidates as possible.

4.2 Processing Applications Fairly

It is important that our recruitment processes are free of bias and confidential. All applications will be returned to the Union Administrator. In the event that the Union Administrator has a conflict of interest the CEO will designate another person to act on their behalf.

The Union Administrator will ensure that personal contact details are logged and stored separately to the application form. They will enter the diversity data anonymously, and immediately destroy the original form.

4.3 Makeup of Panels

The Union's commitment to Equal Opportunity should also be reflected in the makeup of the panel and the CEO will ensure that there is diversity on the panel.

We are a student led organisation therefore all recruitment exercises for 'core' members of staff must include at least one officer trustee. Roles SO6 and above must include more than one officer trustee. Roles that involve significant contact with students must include students in a presentation exercise or practical test of some description.

The immediate line manager of the role will be the panel chair.

4.4 Shortlisting Stage

Under no circumstances should the candidates personal details be known to the panel at the shortlisting stage. The Union Administrator shall provide panel members with numbered application forms.

All panel members shall mark candidates against each element of the person specification on the following scale:

0	Not Met
1	Some Evidence of being met
2	Good Evidence of being met
3	Expectation exceeded

Panel members need to be aware that the shortlisting process can be challenged at an Employment Tribunal and that there must be clear and fair justification for all decisions reached and this should be recorded on the shortlisting sheets.

Once the panel have arrived at a consensus of which applicants they wish to interview the Chair shall inform the Union Administrator as to the applicant numbers chosen. All paperwork relating to rejected applicants must be returned at this stage. The Union Administrator shall ensure that this paperwork is kept for 12 months before being destroyed.

4.5 Interview Stage

The interview stage should be conducted in a way that is accessible for all and brings people's strengths to the fore. For this reason, candidates should be made aware in advance of any presentations and tests that will be conducted and have the opportunity to ask for reasonable adjustments if they have a disability. Any tasks should be relevant to the role and appropriate to the level of role. For example do 'extreme to do list' tasks actually reflect a day working at the Union.

If the interview date was not advertised at the time of advert, then at least 10 days' notice will be given of the interview.

The Chair shall ensure that questions relate back to the person specification. Questions must never include reference to the candidates' domestic, family, marital or health status or reference to protected characteristics as defined by the Equality Act 2010.

All panel members must ensure that their selection decision is evidenced and justified as any decision can be questioned by an unsuccessful candidate informally or through a tribunal. The decision must be based on evidence gained through the application and interview process and not through other knowledge of the candidates.

At the end of the interview stage all paperwork must be returned to the Union Administrator who will ensure that it is securely stored for a period of at least 12 months before destruction.

The Chair of the Panel should advise candidates, normally as soon as possible by telephone, of the outcome of the interviews. It is advisable that the successful candidate is notified first. In the event that the first choice candidate does not take up the position, an offer can then be made to another appointable candidate

5. Post Recruitment

5.1 References

The taking up of references is an important stage in the selection process and all offers of employment must make clear that this is subject to receipt of satisfactory references.

5.2 **Medical Questionnaire**

It is important that decisions are made on an applicant's suitability and skills and that any questions relating to medical conditions are considered after an interview. The successful applicant shall be required to complete a medical questionnaire prior to starting their role but no earlier.

5.3 **Paperwork**

All paperwork will be approved by the CEO and shall normally be sent within 7 days of the interview.

6. **A Good Induction**

A successful induction is key to a new member of staff being able to fulfil their role quickly and efficiently. Prior to their arrival an induction programme should be prepared for any new member of staff. This will include meetings with all key stakeholders for their role as well as briefings from the CEO and their line manager as to Union policies and procedures.

7. **Monitoring Diversity**

The Union is committed to ensuring that we attract a diverse workforce. In order to monitor how effectively we do this all applicants must be asked to complete a Diversity Monitoring Form.

This data will be collected anonymously. It shall not form part of the recruitment process and will be stored separately, entered immediately and all originals destroyed. The data will be stored electronically, shall not identify individuals and shall only be used for analysis by the CEO and Trustees.