

**Owner:** Karen Parker, Director of Human Resources Services

**Version number:** 1

**Date of approval:** September 2014

**Approved by:** UET

**Effective date:** 1 September 2014

**Date of last review:**  January 2022

**Due for review:** August 2023

**Recruitment and Selection Strategy**

1. **SCOPE AND PURPOSE**
	1. This Strategy covers all stages of the recruitment and selection process and it is applicable to all core staff recruitment.
	2. Recruitment of hourly paid staff and other non-core staff should follow the principles within this document in accordance with separate [processes](https://staffintranet.bournemouth.ac.uk/aboutbu/policiesprocedures/).
	3. 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) and are also covered in this document.
	4. The purpose of this Strategy is to provide a procedural framework for recruitment and selection which:
* ensures that through consistent procedures and fair criteria, the best person is appointed to meet the requirements of every vacancy based on merit and that all staff recruitment supports BU2025;
* 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 dignity, 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 recruitment and selection of staff is conducted in a professional, timely and responsive manner and is fully compliant with relevant employment legislation.
1. **CORE PRINCIPLES AND TRAINING**
	1. In addition to the specific principles underpinning the Recruitment and Selection Strategy the University values diversity and is committed to ensuring that:
* we treat all individuals fairly and 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 University’s full [Equality & Diversity Policy](http://intranetsp.bournemouth.ac.uk/policy/dignity-diversity-and-equality-policy.doc) can be found on the Staff Intranet.
	2. 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.
	3. 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.
	4. Documentation relating to applicants will be treated with the utmost confidentiality and in accordance to the Data Protection legislation.

2.5 Supporting [procedures](https://staffintranet.bournemouth.ac.uk/aboutbu/policiesprocedures/), [forms](https://staffintranet.bournemouth.ac.uk/workingatbu/findaform/) and the [Recruitment and Selection sharepoint site](https://livebournemouthac.sharepoint.com/sites/HR102?e=1%3Aa9b115ab275c469bb14f8bdc096c0f84) form the basis for the implementation of this Strategy can be found on the Staff Intranet. The procedures cover all aspects of the recruitment and selection process and ensures adherence with best practice and legislative compliance.

1. **WORKFORCE PLANNING**

3.1 Workforce planning forms a critical part of the recruitment process and underpins the University’s ability to achieve its strategy. 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. Effective workforce planning will enable the University to achieve the best use of resources to deliver the strategic objectives.

3.2 Recruitment/resourcing decisions will be made in line with workforce plans and the establishment and inform future development programmes for staff. Recruitment should not commence until due consideration of the need for the role and it’s fit within the structure and future workforce composition of the Faculty or Professional Service has been undertaken. There must be alignment between people, financial, operational and strategic plans. Due consideration should be given to the local, regional, national and global market in determining the appropriate recruitment approach.

**4. RECRUITMENT AND SELECTION PROCESS**

**4.1** **Job Descriptions and Person Specifications**

* + 1. A job description and person specification must be produced or updated for all vacant posts that are to be advertised.
		2. The job description should accurately reflect all elements of the post and will detail the job purpose and main responsibilities of the role.
		3. 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. The person specification sets out the essential and desirable criteria in terms of knowledge, skills and attributes and will be used at the shortlisting and final selection stages. Criteria must be specific, justifiable in relation to the job needs and not unnecessarily restrictive.
		2. Where required further details can be included in a candidate brief, which provides more information about the University and the Faculty or Professional Service.

**4.2 Job Evaluation**

4.2.1 All new job descriptions and any that have had significant revisions made to them, before a vacancy can be advertised must be evaluated in accordance with the HAY process by Human Resources. This ensures fair and consistent treatment across all types of roles and to meet equal pay for work of equal value considerations. Bournemouth University’s [Single Pay Spine and grading structure](https://intranetsp.bournemouth.ac.uk/policy/NSS%20BU%20SPINE%202017-18%20PROFESSIONAL%20AND%20SUPPORT.xlsx) is available on the Staff Intranet.

* 1. **Criminal Record Declaration form**
		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)
		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.
		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).

**4.4 Disclosure and Barring Service (DBS) Checks**

4.4.1 [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>)

4.4.2 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.

4.4.3 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)

**4.5 Workforce Planning & Recruitment Controls / Authorisation to Recruit**

4.5.1 Formal authorisation to recruit to a post must be sought before commencing the recruitment process. All parts of the [Workforce Planning & Recruitment Controls Process](https://intranetsp.bournemouth.ac.uk/policy/Workforce%20Planning%20%20Recruitment%20Process.docx) need to be fully completed and authorised before any recruitment can commence.

4.5.2The [Online Establishment Control Form](https://forms.bournemouth.ac.uk/ecf) is available on the Staff Intranet.

**4.6 Redeployment**

4.6.1 Human Resources hold the redeployment register. Anyone on this register receives details of all vacancies at their current grade and one below.

4.6.2 Should an employee on the register be interested in a particular vacancy or it is deemed to be suitable alternative employment, Human Resources will liaise with them and the relevant manager for the post.

* + 1. The employee on the redeployment register completes an application form / CV and this is considered against the selection criteria. If they meet the majority of the essential criteria, a redeployment interview is held prior to other candidates being interviewed. Only if an appointment is not made, will the selection process progress for other candidates.
	1. **Attracting Candidates**

4.7.1 Where a vacancy cannot be filled via redeployment, the recruiting manager, with advice and guidance from Human Resources, should consider what the most effective method of reaching the relevant audience and attracting suitably qualified candidates from a global talent pool. Where vacancies are advertised these are posted on the University’s website and jobs.ac.uk in addition to any other chosen publication.

* + 1. Composite adverts should be used when advertising similar posts using the same medium. Human Resources will co-ordinate these adverts across the University.
		2. If the role included Regulated Activity, the advert will set out the safeguarding requirements.
		3. Where large numbers of applications are received for professional and support posts and more than one candidate is appointable, these candidates should be given the opportunity to be considered for other posts with similar requirements. Human Resources will keep a bank of these candidates to contact if appropriate. These candidates should only be considered after a post has been advertised internally and not filled.

4.7.4 In certain circumstances it may be more effective to use a recruitment or executive search agency than to advertise externally. Approval to do so should be sought from the Director of Human Resources Services. These posts must still be advertised internally. 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 within a global talent pool.

**4.8 Shortlisting**

4.8.1 To ensure consistency and fairness, shortlisting should normally be carried out by all members of the selection panel. Decisions should be based on the evidence provided by applicants and how this meets the agreed job description, in particular the essential criteria within the person specification.

4.8.2 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.

* + 1. Applications and a [shortlisting summary form](file://bournemouth.ac.uk/data/staff/IntraStore/Personnel/Public/Recruitment/Shortlisting%20Summary%20Form.doc) will be made available via the [Recruitment and Selection sharepoint site](https://livebournemouthac.sharepoint.com/sites/HR102?e=1%3Aa9b115ab275c469bb14f8bdc096c0f84) and must be completed and returned to Human Resources. All internal candidates not shortlisted should receive feedback from the chair of the panel.
		2. 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.
		3. Shortlisted candidates should be provided with details of the selection process including any tests, in writing, giving as much prior notice as possible.
		4. Any member of staff involved in a selection process who has a personal or familial relationship with an applicant must declare a conflict of interest.

4.8.7 Candidates invited to interview are required to provide [evidence of their right to work in the UK](file://bournemouth.ac.uk/data/staff/IntraStore/Personnel/Public/Recruitment/Immigration%20Regulations%20%28Guidance%29.pdf) as defined by the Immigration, Asylum and Nationality Act. Candidates based overseas may be interviewed virtually if requested, with the exception of posts at grades 10 and above. Overseas candidates at grades 10 and above are expected to attend the interview in person, unless there are exceptional circumstances e.g. in line with government guidance during the COVID 19 pandemic.

4.8.8 Candidates will be 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 then even a spent criminal record must be disclosed and this information will be stated in the further particulars. Declarations made by candidates will not normally form any part of the selection process. Having a criminal record does not necessarily prevent a person being employed at Bournemouth University; this will depend upon the nature of the post and the circumstances and background to the individual’s offences.

4.8.9 Candidates are also invited 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.

**4.9 Selection**

4.9.1 The purpose of selection is to allow us to assess the candidates in order to ensure that the best person is appointed to meet the requirements of the vacancy.

4.9.2 To ensure that the best candidate is appointed, it is best practice to use a variety of effective selection methods appropriate to the job. This enables an effective assessment of the candidates against the criteria defined in the person specification. All candidates applying for roles which incorporate an element of lecturing, are required to deliver a presentation as part of the selection process to enable assessment of communication skills and subject knowledge. All candidates, including those based overseas, should complete all the selection methods, unless adjustments are required as outlined under point 4.8.8. It may also be appropriate for the presentation audience to include students and members of the Student’s Union in addition to interview panel members. Selection is a two-way process in which candidates assess both the role and the University so it is vital to convey a positive image. Once the preferred candidate has been selected the [Selection Arrangements Form](file:///I%3A/Personnel/Public/Recruitment/Selection%20Arrangements%20Form.doc) must be complete and returned to Human Resources.

4.9.3 Selection panels should normally be constituted in accordance with the Selection [Panel Membership](http://intranetsp.bournemouth.ac.uk/policy/InterviewPanelMembership.docx) Guidelines. Both the selection panel and the selection process may contain student representatives.

4.9.4. The decision 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. 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 the event that the first choice does not accept, the next ranked appointable candidate will be offered the post until all appointable candidates have been exhausted. In the event of a split panel, the chair of the selection panel has final decision.

4.9.5 A [candidate evaluation form](file:///I%3A/Personnel/Public/Recruitment/Candidate%20Evaluation%20Form.doc) available via [the Recruitment and Selection sharepoint site](https://livebournemouthac.sharepoint.com/sites/HR102?e=1%3Aa9b115ab275c469bb14f8bdc096c0f84) must be completed for each candidate and returned to Human Resources.

**4.10 Apprenticeships Activity - Pre-Appointment Vetting Checks and Recording Information**

4.10.1There 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).

4.10.2BU 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.

4.10.3 In addition to section 4.11 (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.

4.10.4 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.

**4.11 References**

4.11.1 Human Resources will request references for the successful candidate. 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.

4.11.2 Referees should not be contacted without the candidate’s consent and the information provided should be treated as confidential by the panel members.

**4.12 Giving Feedback**

4.12.1 Feedback should be available to all interview candidates on request and should relate to their performance in the selection process relative to the job description and person specification only. The chair of the selection panel will normally provide feedback.

**4.13 Offers of Employment**

4.13.1 The chair of the selection 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.

4.13.2 If the chair deems it appropriate to offer a salary which is above the lowest spine point for the grade of the post or above the contribution point, Human Resources must be contacted to agree the salary.

4.13.3 If the preferred candidate requires permission to work in the UK, the Chair of the panel should seek advice from Human Resources before progressing.

4.13.4 Relocation expenses, if appropriate, can also be offered when making an offer in line with [the University Policy](https://intranetsp.bournemouth.ac.uk/policy/Relocation%20Policy.docx).

4.13.5 An [appointment form](file:///I%3A/Personnel/Public/Recruitment/Appointment-form.doc) must be completed and returned to Human Resources. Human Resources will then produce a written offer of employment. Offers of employment are normally subject to satisfactory references and medical clearance and other checks as appropriate, such as qualifications, Asylum and Immigration checks and Disclosure and Barring Service disclosure.

**4.14 Permission to Work in the UK**

4.14.1 The rules and regulations relating to employment of overseas workers are complex and require careful consideration. 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 an appropriate 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)

4.14.2 If the candidate is eligible to be sponsored under the 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 advised of a start date and/or be employed until permission is given.

**4.15 Data Protection Legislation**

4.15.1 All sensitive information should be treated confidentially and meet the requirements of 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)

**5. RELATED POLICIES, DOCUMENTS AND GUIDANCE**

5.1 The [HR organisational structure](https://staffintranet.bournemouth.ac.uk/workingatbu/contactstaff/organisationstructures/), including details of Faculty and Professional Service Human Resources Teams.

5.2 Supporting guidance, templates and forms for managers at all stages of the recruitment process are available 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/).

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

5.4 This strategy has been subject to an [equality assessment](file:///G%3A/WINWORD/REC%26SEL/Recruitment%20Strategy%20Documents%2028-3-14/R%26S%20Strategy.docx).

5.5 Further guidance can be located on [Determining Employment Status](https://intranetsp.bournemouth.ac.uk/policy/Guidance%20B%20-%20Determining%20Employment%20status%20-%202017.docx) and [Guidance on Appointment of Part Time Hourly Paid Academic Staff](https://intranetsp.bournemouth.ac.uk/policy/Guidance%20G%20-%20Hourly%20Paid%20Lecturer%20-%202017.docx) and [Guidance on Appointment of Hourly Paid Professional and Support Staff](https://intranetsp.bournemouth.ac.uk/policy/Guidance%20G%20-%20Hourly%20Paid%20Professional%20Support%20roles%20-%202017.docx)