

# WYCLIFFE HALL

- OXFORD -



## Recruitment Policy

### Planning Process

The following is essential background for all recruitment exercises and new appointments:

- Any procedures for authorising recruitment should be followed;
- The appropriate employment status and the correct contract type for the post should be established;
- Before considering a formal recruitment exercise (internal or external), the College should consider whether a vacancy may represent a redeployment opportunity for an existing member of departmental staff whose post may be at risk of redundancy, in which case it may be appropriate to appoint without advertising;
- Those involved in the recruitment exercise must follow the code of practice on staff recruitment and selection and be mindful of the equality considerations, including Wycliffe Hall's Equality Policy;
- Care must be taken regarding employment of children and young persons, employment of relatives, or those who - if appointed - would hold more than one contract of employment.

### Recruitment Process

#### Making a Business Case

A key part of the recruitment planning process is to consider the requirement for the post and, once recruitment is to be considered, to make a business case for this (formally or informally). This applies equally whether Wycliffe Hall is considering filling a vacant post, or recruiting to a new post. It is essential that funding is unconditionally available to support the post.

In putting together a business case the following should be considered:

- What is the main purpose of this post?
- What is the operational and financial case for recruiting to/refilling this post?
- Could the functions of this role be absorbed within the existing staff complement across the department?

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- Consideration should be given to the following questions and at least one of these conditions should be met:
  - Is the post fully externally funded?
  - Are there overwhelming academic or operational imperatives to fill the post, and if so, what are these?
  - Are there safety or reputational risks to the College if the post is not filled, and if so, what are these?
  - Are there legal requirements to fill this post and if so, what are these?
  - Would demonstrable financial loss to the College result if the post were not filled and if so, can details be provided?
  - Does the post form part of a restructuring proposal which has demonstrated that its filling is necessary to produce overall savings or to increase income significantly and if so, can details be provided?
  - Is filling the post highly desirable for other reasons and if so what are the reasons?
- Careful consideration should also be given to whether the post is most appropriately advertised internally only, or whether an external advertisement is justified;
- The Equality Act must be considered when drafting the criteria, which should not be discriminatory or unnecessarily restrictive. Include alternative ways of meeting a criterion so as to be more inclusive. Therefore this Recruitment policy should also be read in conjunction with the Hall's Equality Policy;
- The appropriate level for a post must be determined before the post is advertised.

### **Consider the Contract Type**

The nature of the work, funding, and future requirements should be assessed in order to determine the appropriate contract type (i.e. casual, permanent, open-ended externally-funded, self-financing, or fixed-term).

### **Employees**

An employee is an individual who has a contract of service with the employer.

The contract is usually explicit and written, but may be implied.

Employees are protected by a full range of employment rights, access to some of which is subject to a qualifying period of continuous service. These are given in the summary table of employment rights (shown at Appendix 1).

Employees also have access to the full range of benefits offered by the College.

### **Employment Status**

It is essential to be clear about the precise employment status of individuals. This has a significant bearing on employment rights and on matters such as pension, national insurance and taxation. Employment legislation and case law continue to develop in this area so it is important to take account of the latest regulations and rulings, especially where departments and institutions look at flexible, non-standard ways of meeting their research, teaching and support service requirements. Mistakes may lead to expensive and difficult cases before the Employment Tribunal.

There is no simple checklist that allows employment status to be ascertained in a straightforward way. A number of factors will be considered and a balanced view taken as to which category is the best fit.

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The main categories of employment status are:

- Employee;
- Casual Worker;
- Casual teaching;
- Non-employee, including:
  - Agency Worker
  - Self-employed Contractor or Consultant.

### **Employment of Children and Young Persons**

A wide range of statutes impose strict limits on the employment of children under 16 years old. Where a young person is employed, for example as a casual worker during school holidays, the provisions of the Working Time Directive require that young people under the age of 18 have a break from work every four and a half hours (6 hours for adults).

### **Employment of Relatives**

Appropriate measures should be introduced when it is known that a relative of an existing member of staff is an applicant for employment. In these circumstances the shortlisting and interviewing of candidates should be carried out by a panel which does not include the existing related member of staff. Employment of children of staff may take place, for example as casual workers during school holidays.

### **Redeployment**

Before considering a formal recruitment exercise (internal or external), Wycliffe Hall will consider whether a vacancy may represent a redeployment opportunity for an existing member of staff whose post may be at risk of redundancy, in which case it may be appropriate to appoint without advertising.

If the vacancy does progress to a recruitment exercise departments should ensure that they are familiar with the agreed procedures for considering priority candidates in order that existing members of university staff who are at risk of redundancy, or who needs redeployment for other reasons, are given priority access to potential redeployment opportunities.

### **Recruitment Without Advertising ('Direct Appointments')**

Wycliffe Hall may wish to meet operational needs through internal reorganisation. This may involve reassessing the optimum structure of the posts in a particular area, and/or relate to the desirability of developing, rewarding, and retaining valuable and talented staff. Where there has been an internal reorganisation of duties and responsibilities, and an existing member of staff is clearly the most appropriate person to undertake a redefined set of duties (having the necessary skills, experience and personal qualities to undertake fully all requirements of the role), there is no requirement to advertise the new role - indeed it would not make sense to do so since the appointment of an external candidate would make the existing member of staff redundant. There is also no requirement to advertise a role if there is a recognised career development path within Wycliffe Hall and the Hall wishes to assign that role to an existing member of staff who has developed over recent times, has the appropriate experience, and is the best internal person to fulfil the specific requirements of the role.

### **Academic-Related Externally Funded, Named Posts**

Where a post is set up as a result of an application for an outside grant to support a named individual, it will not be necessary to advertise the post. However, all the standard approval processes will still apply.

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### **Right to work Checks**

Under the 2006 Nationality and Asylum Act Wycliffe Hall has a duty to prevent illegal working by carrying out document checks to confirm if a person has the right to work in the UK. All staff must have their right to work checked before they start work at Wycliffe. In addition, those with limited Right to Work in the UK must have a repeat check before their visa is due to expire. More detail is included in Appendix 2.

### **Write the Job Description**

A job description provides the Hall, potential applicants and the eventual postholder with a clear outline of what is required in the job; it may be required in the context of an application for outside funding; and it may be incorporated into the contract of employment.

In the first instance job descriptions capture why a post is required and where it fits into the organisational structure, including the duties that differentiate it from existing posts in the immediate team.

In setting out the main tasks involved in a role, the job description clearly indicates the level of complexity and responsibility.

Well written job descriptions assist in attracting the right candidate for the job as they clearly set out the main accountabilities and enable potential applicants to match their skills and experience to those listed in the selection criteria.

Job descriptions and particularly the selection criteria enable recruitment panels to evaluate and select candidates objectively, consistently, and transparently to reduce the possibility of unfair discrimination. More detail on good practice is included in Appendix 3.

### **Equality and Diversity**

The Equality Act 2010 prohibits discrimination against those with the following protected characteristics: age; disability; gender reassignment; marriage and civil partnership; pregnancy and maternity; race; religion and belief; sex; and sexual orientation. Take care in drafting job descriptions to avoid perceptions of inadvertent discrimination.

### **Genuine Occupational Requirement (GOR)**

Where appropriate, the Principal may determine that there is a Genuine Occupational Requirement for particular roles that the postholder is a Christian man or woman, being in full sympathy with the ethos and aims of Wycliffe Hall as set out in its Articles of Association. Regulation 7(2)a of the Employment Equality (Religion or Belief) Regulations 2003 applies.

### **Work Permits**

If it is likely that a successful candidate will need to apply for a Tier 2 sponsored work permit, then Wycliffe Hall will ensure that it meets the advertising requirements stipulated by the UK Border Agency. This applies to all academic appointments.

### **Standard Compulsory Checks**

Appointments to all posts will be subject to the following checks:

- proof of right to work in the UK. It is a criminal offence to employ someone who does not have the right to work in the UK and it is a legal requirement to check that all successful candidates and workers are eligible to work in the UK.
- proof of address, in the form of a recent utility bill or bank statement (in cases of a recent move, a tenancy agreement, or an equivalent document should be presented. In exceptional cases, where permanent accommodation has not yet been established, a note on a headed business letter from a hotel or equivalent should be provided);
- employment history and references (including checks for live disciplinary proceedings and eligibility to return to University employment);
- where applicable, the appropriate professional qualifications/memberships;
- Any documents provided must be original. Photocopies should be taken for the prospective employee's personnel file. Specific rules apply to the photocopying of passports that must be followed in all cases.

### **Consider Whether Any Duties Require Additional Pre-Employment Screening**

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Review whether any job duties will involve specific hazards or are safety critical and therefore the successful candidate will be required to have additional pre-employment health screening. Ensure that any such duties are clearly stated on the job description.

Consider whether any duties of the post will require for the successful candidate to undergo any pre-employment security checks, including criminal record disclosures.

Ensure that any such duties are stated in the job description, and highlight that the appointment of the successful candidate will also be subject to satisfactory security checks, such as a DBS disclosure.

### **DBS (Disclosure and Barring Service)**

A criminal records check, processed through the Disclosure and Barring Service (DBS), is required as part of the recruitment process for most roles.

The enhanced check is available for specific duties, positions and licences included in both the Rehabilitation of Offenders Act 1974 (Exceptions Order 1975) and the Police Act 1997 (Criminal Records) regulations, for example, regularly caring for, training, supervising or being solely in charge of children, specified activities with adults in receipt of health care or social care services.

## **The Selection Panel**

In accordance with the PPH Regulations, the Chair of the Faculty of Theology and Religion will be invited to nominate a representative of the Faculty to participate in the selection panel and subsequent interviewing process. The opportunity will also be given to Durham University to nominate someone to participate in the process, in line with the Common Awards Validation Contract. In accordance with the University's Code of Practice on Staff Recruitment and Selection, wherever possible there will be a member of each sex involved in the decision to make an appointment.

The involvement of more than one person with every stage of the recruitment process should avoid decisions being made on the basis of stereotyped assumptions or prejudices on the part of one interviewer and will make any claim of discrimination in the interview more difficult to sustain.

Wherever possible, the same panel should be involved in the entire selection process. However, where a new member joins those involved at the earlier stages it is important before the interviews to clarify the role that person will play, and to ensure that he or she understands the selection criteria and has been fully briefed on decisions already made.

### **Conflicts of Interest**

Where possible, staff should avoid involvement in selection panels if one or more of the candidates is likely to be someone with whom they already have a close relationship through work or personal involvement. If this cannot be avoided, the potential for conflict of interest should be acknowledged at the outset by the selection panel, which should discuss how it can best be dealt with, and keep a record of what is agreed.

### **Panel Briefing**

It is the responsibility of the chair of the selection panel to ensure that all members of the panel are familiar with the University's Code of Practice on Staff Recruitment and Selection.

The role of the panel is to:

- agree the selection criteria for the post;
- shortlist applicants for interview;
- decide on the interview format (questions, tests, etc);
- carry out the interviews;
- reach an agreed selection decision;
- nominate a member of the panel to give feedback to candidates.

Particular attention will be given to those criteria which can only be assessed through interview, for example personal qualities or skills such as perceptiveness and oral communication.

## **Interviews**

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The interview is a centrally important part of the recruitment process. It serves a dual purpose - to give a prospective employer the opportunity to find out about and select between candidates; and to give candidates the opportunity to find out more about the employer and the post on offer.

### **Interviewing Disabled Applicants**

The interview causes some form of stress for most interviewees, but added anxieties may be present for those with disabilities. It is therefore essential that those responsible for carrying out the interview are aware that at times it may be necessary to give additional forethought to the practical arrangements for interview, to ensure all candidates receive fair treatment. These general guidelines should be considered in this context.

When interviewing any candidate, disabled or non-disabled, the job description and selection criteria should be uppermost in the minds of the interviewers. They should aim to see beyond the disability and look at the ability of the applicant. Interviews should specifically examine the skills, training, experience and ability of the interviewees and questions should not focus on the personal details of the applicant's disability.

Arrangements for any special equipment which may be required, or for any organisational implications of the candidate's disability, should be dealt with separately; it should be clear to the candidate that selection decisions are being made primarily on the basis of his or her skills and abilities.

### **Appointment Decisions and Offers**

After the interviews and any selection tests are complete, the panel should identify a preferred candidate against the selection criteria for the post. Where there are priority candidates amongst those interviewed, it is important the University's procedure concerning consideration of priority candidates is followed.

Before progressing to making an offer the following should be considered:

- The appointment decision should be agreed by someone who has been authorised to offer employment (usually the Principal and/or Bursar);
- Any necessary pre-employment checks will be commenced, and must be completed before a new employee commences work;
- Satisfactory references should have been received, where required;
- An initial job offer may be made verbally, in order to agree salary and start date, but should state clearly any conditions that must be fulfilled;
- Such a verbal offer should be followed up by a formal offer letter which includes the Statement of Main Terms of employment.

### **New Starter Arrangements**

On a new starter's first day in any post there are a number of things that must be checked, information to be provided to the individual and information that must be collated to ensure that everything is in order with the appointment.

- Ensure the new starter has been told where, when and who to report to on first day;
- Ensure that right to work documentation has been seen and copied (see Appendix 2);
- Ensure that DBS check is current (where necessary);
- Complete payroll notifications;
- Record current address and contact details;
- Record next of kin details;
- Collect P45 from new starter, or ask them to complete P46;
- Issue University card and any other access cards/keys;

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- Issue induction programme;
- Organise tour of the Hall;
- Provide essential health and safety induction.

### **Induction**

It is key that new members of staff are given an appropriate induction, which enables them to successfully settle into their new role. Inductions should be organised in a timely and effective manner to ensure the most successful start of an employee's career with the University. An effective induction can:

- shape the new employee's ability to perform well in their job and increase job satisfaction;
- provide clarity on performance expectations;
- help retain good staff;
- lead into an effective probation process.

Wycliffe Hall is required by law to provide instruction and training to safeguard health and safety at work and it is good practice to induct new staff members more generally into other university practices and procedures.

The other crucial aspect of induction is to ensure that the newly appointed employee clearly understands the requirements of the post, and the training and support that may be available to enable him or her to reach a good standard of performance as early as possible. Therefore, the principles of the probation procedures should be introduced during the induction stage.

Taking care in planning an appropriate induction programme for a new employee also ensures that the process of team building commences, that the policies and procedures of Wycliffe Hall are understood, and that the information that the employee will require to successfully carry out the job is provided.

### **Probation**

The purpose of a probationary period is to ensure that a new employee is able to gain a full understanding of the requirements of the post and to achieve a satisfactory level of performance, within a reasonable period of time, in the early part of their career at Wycliffe. It is also intended to help identify any training and support that is needed for the employee. Probationary periods may be specified in contracts when an employee joins Wycliffe Hall, in which case this should be incorporated into the overall ongoing personal development review process.

## Appendix 1: Summary Table of Employment Rights

	Qualifying period of continuous service
Unfair dismissal rights	2 years if employed on or after 6 April 2012
Written reasons for dismissal	1 year if employed before 6 April 2012
Statutory redundancy payments	2 years
Statement of employment terms	1 month
Statutory maternity leave	immediate
Statutory maternity pay	26 weeks at 15th week before expected week of childbirth
Statutory paternity leave and pay	
For contractual maternity/paternity schemes	see Staff Handbook
Right to request flexible working	6 months
Time off for family emergencies (unpaid)	immediate
Health and safety provisions	immediate
Not to be discriminated against due to a <b>protected characteristic</b>	immediate and pre-employment
Not to be discriminated against due to part-time or fixed-term contractual status	immediate
Equal pay	immediate
Trade union membership rights	immediate
Itemised pay statements	immediate
Unlawful deductions from wages	immediate
National minimum wage	immediate
Statutory sick pay (SSP)	immediate, subject to meeting eligibility criteria
Working time regulations, including agreed paid	see Staff Handbook

	Qualifying period of continuous service
annual leave	

## Appendix 2: Right to Work

Under the 2006 Nationality and Asylum Act the College has a duty to prevent illegal working by carrying out document checks to confirm if a person has the right to work in the UK. All staff must have their right to work checked **before they start work at the University**. In addition, those with limited Right to Work in the UK must have a repeat check before their visa is due to expire.

Right to Work checks, strictly in accordance with the Home Office guidance, must be made for:

- **All employees and workers** who are paid through the payroll, including casual staff.
- **Tier 5 sponsored migrants.**
- Employed **Tier 4 student visa holders**. Most student visa holders have restrictions on the hours they can work. A record of term and vacation dates must be kept.
- In addition to staff, the College should check and record the visa status of:
- **Academic visitors, Business Visitors** and individuals with **Permitted Paid Engagements** who have been invited to Oxford from outside the UK/EEA. Copies of the passport and visa should be copied and retained for the length of the visit.
- People doing **work experience**. There are some restrictions in relation to work experience for students with Tier 4 visas and overseas visitors.

**There is no requirement to carry out a right to work check for the following:**

- People providing a service for which they invoice the College under a contract for services and for which they are self-employed according to HMRC rules
- Academic and other visitors who are citizens of the UK/EEA
- Individuals invited to Oxford to carry out occasional tasks for which they are unpaid but for which expenses may be reimbursed e.g. external electoral board members or committee members
- Individuals visiting University collections unless as an Academic Visitor (see above)
- Agency workers (Right to Work checks are carried out by the agency)

Right to work checks must be carried out for **all** prospective employees, regardless of nationality.

In cases where an employee has limited permission to work in the UK (e.g. where they hold a Certificate of Sponsorship with an expiry date), repeat checks must be made when their visa is due to expire.

In cases where an employee has limited permission to work in the UK (confirmed by a Positive Verification Notice from the Home Office) based on a Certificate of Application, Application Registration Card, or outstanding application or appeal, repeat checks must be made after 6 months.

**From 16 May 2014**, when carrying out a right to work check, if an individual presents documents indicating that they are a student with a limited right to work in the UK during term time evidence of their academic term and vacation dates **must** be obtained and retained. The Home Office considers acceptable evidence to be one of the following:

- A printout from the student's education institution's website or other material published by the institution setting out its timetable for the student's course of study, (you should check the website to confirm the link is genuine); or

- A copy of a letter or email addressed to the student from their education institution confirming term time dates for the student's course; or
- A letter addressed to you as the employer from the education institution confirming term time dates for the student's course.

**In addition to proving their right to work before starting employment, nationals from certain countries are also subject to additional requirements.**

The document (Working in the UK: requirements according to nationality) summarises the requirements for work visas, and the need for Worker Authorisation Registration Certificates and Police Registration Certificates for nationals of most countries

However, note that there may be occasions where certain individuals could be exempt from these requirements. Note that the term 'work visa' is used broadly to denote a stamp or vignette in the individual's passport (for example, this could be under Tiers 1, 2 or 5 of the points-based system, or an indefinite leave to remain or dependant visa), or an Identity Card for Foreign Nationals or Biometric Residence Permit, indicating permission to work in the UK.

The Home Office has produced a comprehensive guidance document on how to carry out right to work checks. In particular, this document gives detailed illustrations of the documents that prove a person's right to work in the UK, illustrations of documents or stamps that prohibit a person from working in the UK, detailed information on employing EEA nationals, and a comprehensive question and answer section.

Note that different requirements for right to work checks apply to **refugees and asylum seekers**. Specific guidance on carrying out right to work checks for refugees and asylum seekers is also included in the comprehensive guidance document by the Home Office.

## **Appendix 3: Writing a Job Description**

A job description sets out the overall objectives of a role, the main tasks to be carried out, and the skills and experience required in order to perform the job effectively.

### **Consider the Purpose and Audiences**

A job description provides the employer, potential applicants and the eventual postholder with a clear outline of what is required in the job; it is also used in the grading of the post; it may be required in the context of an application for outside funding; and it may be incorporated into the contract of employment.

In the first instance job descriptions capture why a post is required and where it fits into the organisational structure, including the duties that differentiate it from existing posts.

In setting out the main tasks involved in a role, the job description clearly indicates the level of complexity and responsibility of the role.

Well written job descriptions assist in attracting the right candidate for the job as they clearly set out the main accountabilities and enable potential applicants to match their skills and experience to those listed in the selection criteria.

Job descriptions and particularly the selection criteria enable recruitment panels to evaluate and select candidates objectively, consistently, and transparently to reduce the possibility of unfair discrimination.

Once the successful candidate has been appointed the job description should be used to manage the induction and on-going performance of the post holder.

### **Layout**

The job description template should contain contextual information on the College and any necessary further information on the immediate team should be included in the job description.

An overview of the role should be included which provides a short statement of why the job exists. Consider why the need for the job has arisen, and the unique contribution that distinguishes this job from other jobs.

### **Duties**

This is a list of the main responsibilities with an emphasis on contribution and outcomes, and should be listed in order of importance. Set out the typical duties and selection criteria for frequently occurring jobs. It is not a detailed task list i.e. how the job is done.

Avoid ambiguity and be clear about the post holder's principal accountabilities. For most jobs up to approximately 10 statements are sufficient to cover the main responsibilities, depending on the complexity of the role.

Ensure that any physical demands or work with specific hazards/safety-critical duties are also specified

Remember your audience and avoid jargon, unexplained acronyms, and abbreviations.

## **Selection Criteria**

The selection criteria detail the skills, experience, abilities, and expertise required to carry out the job effectively.

The criteria should flow directly from the duties, be specific to the role, and be measurable so as to judge and select candidates objectively, and manage future performance. Criteria which are subjective and for which little evidence is likely to be obtained through the selection process must be avoided.

The Equality Act must be considered when drafting the criteria, which should not be discriminatory or unnecessarily restrictive. Include alternative ways of meeting a criterion so as to be more inclusive.

The type of experience applicants are required to have should be specified, however stipulating length of experience required should not be used.

The criteria should be realistic: don't set higher standards than are necessary for the job.

Avoid listing criteria that can be interpreted in many ways e.g. excellent communication skills, or good educational background, and be more specific about what is required.

Differentiate between essential and desirable criteria. Essential criteria are those that are required to perform the job effectively. Desirable criteria are those that may enable better or more immediate performance in a job.

## **Job Description Checklist**

Having read the guidelines above the following can be used as a checklist when writing or reviewing a job description.

### Layout

- The template has been followed
- Contextual information is provided
- The overview of the role provides a succinct statement as to why the job exists

### Duties

- Includes approximately 10 responsibilities
- The responsibilities listed are unambiguous
- The information provided is succinct
- Does not include any jargon, acronyms, or abbreviations

### Selection Criteria

- Flow directly from the list of duties
- The criteria are:
  - Specific
  - Measurable
  - Realistic
  - Non-discriminatory
  - Unambiguous
- Accurately differentiate between essential and desirable criteria

VERSION CONTROL					
Version Number	Policy Gatekeeper	Date of Approval	Committee	Date to Take Effect	Date of Next Review
V.2	AJB	24.11.14	Governance & Nominations	24.11.14	Hilary 2017

It is the responsibility of the Gatekeeper of each policy to check annually whether there have been any legislative and/or University policy changes that are relevant to Wycliffe Hall.