



Teaching Staff Recruitment & Selection Policy

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1. Introduction and Purpose of Policy 3

2. Policy Scope..... 3

3. Policy Principles 3

4. Roles and Process 4

5. Internal/External Applicants..... 5

6. Interview Process..... 6

7. References..... 6

8. Making offers 7

9. Appointments..... 7

10. Confidentiality and Compliance 8

11. Disclosure and Barring Service checks 8

1. Introduction and Purpose of Policy

- 1.1. We recognise that we rely on the skills, competencies and contribution of all our staff to deliver high quality teaching, scholarship and support services. An effective recruitment and selection process is fundamental in underpinning our strategic ambition to appoint the highest calibre of staff at all levels and to enable us to deliver our strategic objectives of being a world-class institution of vocational, industry-focussed skills.
- 1.2. We are committed to ensuring that our recruitment and selection processes are fair, consistent, and in accordance with legislative obligations and recognised best practice guidelines.
- 1.3. This Policy provides an overview of the School's approach to the recruitment and selection of Teaching Staff. It should be read in conjunction with the School's new starter checklist, the Equality and Diversity Policy and the Professional Services Staff Recruitment and Selection Policy.

2. Policy Scope

- 2.1. This policy applies to the recruitment and selection of all Teaching Staff and sets out the broad principles that govern recruitment practice at the School.
- 2.2. The School's full Equality and Diversity Statement is as follows: Point Blank Music School recognises that providing equality of opportunity, valuing diversity and promoting a culture of inclusion are vital to the success of our School. We want our staff and students to reflect the diversity of the communities that we serve, and we are committed to providing an inclusive and supportive environment for all. By creating a working, learning and social environment in which individuals can utilise their skills and talents to the full without fear of prejudice or harassment, we aim to create a culture where everyone can reach their fullest potential. We will ensure that equality is embedded in all our activities, policies and decisions and will work with our partners to share good practice.
- 2.3. It is essential that recruiting managers involved in the recruitment and selection of teaching staff make themselves aware of this policy and any supporting guidance.
- 2.4. Equally, it is essential that recruiting managers ensure that any recruitment agencies or external experts involved in supporting the recruitment and selection of staff are also made aware of both this policy and any supporting guidance.

3. Policy Principles

- 3.1. Recruitment at Point Blank will be fair, transparent and subject to open competition whether internal or external, with the consistent aim of identifying and appointing the best candidate for a role on the grounds of merit.
- 3.2. The School is committed to delivering the recruitment and selection of teaching staff in a professional, timely and responsive manner.

- 3.3. Selection decisions should be explicitly based upon evidence, though the evidence required may differ according to the type of role. CVs, covering letters, interviews, occupational tests and references are routine. From time to time, other methods may be used as appropriate.
- 3.4. All School recruitment should satisfy strong principles of equality and diversity in accordance with the Equality Act 2010. In particular, individual recruiting managers should be vigilant in monitoring their own recruitment campaigns for unconscious bias and discriminatory practices. The Head of Quality will ensure that policies and practices are monitored and updated as required to promote equality, diversity and inclusion within the workplace.
- 3.5. Where applicants with disabilities require adjustments to the recruitment and selection process, the School will endeavour to pro-actively remove any barriers that it reasonably can in order to enable full participation in the process. Where appropriate, relevant safeguarding procedures will be followed, including appropriate Disclosure and Barring Service checks.
- 3.6. The Head of Music School and Facilities will ensure all recruitment practices support the selected individual having the right to work in the UK, in accordance with the prevailing statutory immigration requirements.
- 3.7. If a member of staff involved in the recruitment process has a close personal or familial relationship with an applicant, they must declare this as soon as they are aware of the individual's application and avoid any involvement in the recruitment and selection decision making process.
- 3.8. All documentation relating to applicants will be treated confidentially in accordance with the Data Protection Act; applicants will also have the right to access any documentation held about them in accordance with the Act. This will comply with the School's HR Records Management and Retention Policy.

4. Roles and Process

- 4.1. The recruiting manager is responsible for recruiting to vacant teaching roles. This will usually be the Head of Music School and Facilities.
- 4.2. Once resource for a post has been approved by the Board of Directors (to include confirmation of the salary), the recruiting manager will draft a job description and person specification for approval by the General Manager. The recruiting manager should indicate an initial recruitment schedule (including the opening and closing dates for advertisement, the date by which shortlisting will be completed and the interview/presentation/test dates).
- 4.3. The recruiting manager will advertise the role on relevant external recruitment and industry sites. It should be noted that if the successful candidate is likely to require a Tier 2 Certificate of Sponsorship (CoS) in order to apply for a work visa in the UK, the post must be

advertised for a minimum of 28 calendar days and meet the minimum salary. In addition, the CoS must be applied for within 6 months of the date the post was first advertised.

- 4.4. Candidates will first be shortlisted by the recruiting manager, evaluating candidates against the job description and person specification and checking evidence of industry experience as required. All applicants who do not meet all of the essential criteria should be rejected, with records being kept of all decisions. Shortlisted candidates will be invited to interview and an interview schedule will be finalised.
- 4.5. The recruiting manager should aim to secure interview panel members prior to the post being advertised. All recruitment panels should have a mixed gender profile where possible. The Chair carries the responsibility for the proper conduct of the interview including due and full consideration for equality and diversity considerations. The recruiting manager will draft interview questions for each stage, for consideration the by the panel.
- 4.6. A first stage interview will take place, usually face to face where possible (a Skype interview can be offered where the candidate is unable to attend in person). Candidates will be asked more in depth questions relating to their teaching and/or industry experience as relevant to the post.
- 4.7. Following a successful first stage interview, candidates will be asked to give an indication of the modules which they may feel confident to teach. These will be matched against the modules that the recruiting manager considers to be appropriate to the candidate's skills and experience. Candidates will then be invited to take part in a second stage of the selection process, whereby they will be required to observe at least two teaching sessions. Candidates without previous classroom teaching experience will be required to observe at least three teaching sessions. A debriefing session will take place with the candidates after each observation to discuss their overall experience. Debrief sessions will also take place with the lecturers whose classes were observed, to gain their feedback and observations in relation to the candidate.
- 4.8. Following a successful final stage, the recruiting manager will inform all candidates of the outcome of the selection process.
- 4.9. Advice and support in all matters of the recruitment and selection process of teaching staff can be obtained from the Head of Music School and Facilities.

5. Internal/External Applicants

- 5.1. In preparing for each selection process all candidates, internal and external should be treated on equal terms.
- 5.2. Clearly, the organisation may have additional information on internal candidates which would influence the timing of the exercise for all staff, e.g. an internal candidate on maternity leave, should be treated the same as any other internal applicant, and indeed all applicants.

- 5.3. Internal candidates should be given face to face feedback by the Head of Music School and Facilities, to support the ongoing development of the employee.

6. Interview Process

- 6.1. Interview questions and structure of the interview should be consistently applied to all candidates and should be based on the person specification for the role. Before interviews begin, the recruiting manager should develop questions linked to the person specification and agree these with the interview panel. In addition, questions should also be framed around the relevant behaviours required for the role as outlined in the School's Behaviours Framework.
- 6.2. During the interview, notes should be taken on the candidates by each panel member so that they can be referred back to when assessing candidates against the person specification and deciding who to appoint. Under the Data Protection Act, notes of the interview should be kept locally by the recruiting manager for a minimum of 12 months following the selection process, after which they can be destroyed confidentially.
- 6.3. Panel members should discuss each candidate at the end of the interviews, as panel members will be in a better position to compare each candidate. In particular, if all candidates are interviewed on the same day or within a short period of time, it is recommended that discussion of the candidates should take place only when they all have been interviewed.
- 6.4. In the exceptional situation of a post being open to candidates outside of the EU, and the successful candidate requiring a CoS, the notes of the shortlisting and interview decisions should be sent through to the General Manager.

7. References

- 7.1. The further particulars for a post should make clear to candidates the number and status of referees required and whether the panel intends to seek references before interview. References from relatives or friends should not be accepted. Appropriate referees are those who have direct experience of a candidate's work, education or training: preferably in a supervisory capacity and a reference must be obtained from the current or most recent employer.
- 7.2. In most cases references should usually be taken up by the recruiting manager once a preferred candidate is selected (and only after the offer is accepted, before approaching the current employer). It is not permissible under the Equality Act to enquire about the sickness absence record of an applicant prior to an offer of employment being made to them. When requesting references, it is helpful to seek precise information and confirm facts, such as length of employment, relationship of the applicant to the referee, job title, brief details of responsibilities, reasons for leaving, unauthorised absence, attendance, including sickness absence, performance, and any other relevant information. It is helpful to

the referee to include a copy of the job description and person specification of the post to which you are recruiting.

- 7.3. References are confidential and must be sought 'in confidence'. References should only be used for the purpose for which they were intended and their confidentiality must be maintained. References must only be kept on the recruitment file and the personal file held by the General Manager.
- 7.4. Panel members must return all copies of any recruitment material including references, application forms/CVs and their interview notes to the Chair on completion of the recruitment exercise.
- 7.5. If an offer is made subject to satisfactory references, these must have been received before the individual starts employment. If a reference is considered unsatisfactory, recruiting managers should contact the General Manager for advice.

8. Making offers

- 8.1. The recruiting manager should seek a unanimous decision of the Panel regarding a successful candidate. This should then be confirmed with the General Manager. The recruiting manager should then make a verbal offer to the successful candidate/s, subject to references, if applicable. Once the candidate confirms that they accept the offer, the recruiting manager should obtain the required documentation (including the starter checklist and a copy of the candidate's passport) and present this to the General Manager.
- 8.2. The General Manager will prepare the offer of employment and the contract.
- 8.3. The recruiting manager should send regret notifications to unsuccessful applicants and candidates.

9. Appointments

- 9.1. Successful candidates should only start in post once the required class observations have been completed and satisfactory references have been received, if applicable. In cases where they have not been received prior to the candidates start date, the recruiting manager should contact the General Manager as it may be necessary to delay the individuals start date. The General Manager will chase any outstanding references to ensure that they are received prior to the start date wherever possible.
- 9.2. New starters are required on their first day of employment to bring their signed contract, their P45 and proof of eligibility to work in the UK. Employees who do not produce evidence of their entitlement to work in the UK on or before their first day of employment cannot commence employment and will not receive their salary payments.
- 9.3. Once the successful candidate has accepted the offer of employment and a start date has been agreed it is the responsibility of the line manager to ensure that a comprehensive

induction programme is put in place. The Head of Music School and Facilities should also ensure that the new starter checklist is completed.

10. Confidentiality and Compliance

10.1. All staff involved in a Selection Committee should ensure that confidentiality is paramount. All documentation is treated in accordance to the Data Protection Act.

10.2. All staff involved in the recruitment and selection of staff should declare any conflicts of interests or personal interests to any applicants to the Chair of the panel at the beginning of the recruitment process. Examples of conflict of interests could be where a panel member is involved in the shortlisting and/or interviewing of a candidate who is a spouse, partner, close friend of other family member.

10.3. All recruitment and selection should be conducted in compliance to current employment legislation.

11. Disclosure and Barring Service checks

11.1. It is School policy to require applicants to disclose any convictions, cautions, reprimands or final warnings that are not 'protected' as defined by the Rehabilitation of Offenders Act 1974 (Exceptions) Order 1975 (as amended in 2013) as part of their application. The amendments to the Exceptions Order 1975 (2013) provide that certain spent convictions and cautions are 'protected' and are not subject to disclosure to employers, and cannot be taken into account.

11.2. Once a successful applicant has indicated their acceptance of a post the recruiting manager should contact the Finance Officer so that they can commence the DBS process for the candidate. Until a satisfactory clearance is received by the School, the employees' work will be supervised by their line manager. Any information revealed in a Disclosure that is relevant to the nature of the role, and is likely to lead to the withdrawal or amendment of a job offer, should be discussed with the applicant by the counter signatory before the offer is withdrawn or amended.

11.3. For guidance and further support, please contact the Head of Music School and Facilities.