



Recruitment & Selection Policy & Procedure

Approved by	Staff Governance Committee		
Date approved	May 2019	Status	Approved
Policy owner	Head of Human Resources	Impact assessed	April 2015
Version	8	Date of next review	May 2024

Recruitment Policy

1 Policy statement

The Robert Gordon University is committed to attracting and retaining high performing staff who can make a valuable contribution to its ongoing success as a leading university. Effective recruitment is essential to the delivery of the University's strategy and as such we adopt recruitment practices and processes which ensure that the best candidate is appointed. The University is also committed to ensuring equality of access and opportunity in these practices and processes for all applicants.

2 Objectives

The objectives of the Recruitment Policy are:

- To ensure the recruitment and selection process meets the University's operational and strategic requirements
- To ensure appointments are made on the basis of the candidate's suitability for the position based on the role specific selection criteria
- To ensure a fair and consistent approach is taken throughout the recruitment process
- To ensure compliance with the University's Equity and Diversity Policy and employment legislation by promoting equal opportunities in the recruitment process

3 Principles

The policy applies to all applicants and prospective employees engaged in the University's permanent recruitment process. All applicants, internal and external are subject to the same recruitment and selection process. Alternative procedures will apply for fixed term and temporary recruitment.

Recruitment of staff to Senior Manager grades, including the Principal and members of Executive, will follow the same processes and principles as outlined in this document, but will also take into consideration best practice, as well as statutory and sector guidance. In the case of senior management roles an Executive/Search agency may also be involved in and/or responsible for some steps in the recruitment and selection process.

The University is committed to promoting equal opportunities for all and does not discriminate against any applicant at any stage of the recruitment process. In some situations, if a particular group is under-represented in that area of our workforce, we may actively target specific groups during the advertisement process. Managers involved in the recruitment process should refer to the recruitment guidance notes for further guidance on promoting equal opportunities.

Selection criteria will be derived from the person specification and used to match an applicant's qualifications, knowledge, experience and behaviours to the requirements of the advertised role. A fair and consistent approach will be taken to select the best candidate for the role using objective criteria. Interview feedback will be made available to applicants if requested within 3 months of the interview.

All applications will be treated confidentially. In accordance with the Data Protection Act 2018 and the General Data Protection Regulations (GDPR), applicants have the right to request any documents relating to their application. However the University would not allow the applicant to view references that are given in confidence without the applicant receiving the referee's permission first.

Interview decisions will be recorded on the University's Recruitment System, Talent Link.

4 Overview of the recruitment and selection process

The recruitment process can be broken down into the following stages:

- Pre-vacancy tasks
- Short-listing
- Interview Preparation
- Interview
- Selection Process
- Offer Process
- Induction Process

Managers should refer to the recruitment guidance notes (see section 10) or contact the HR department for full details of the recruitment process.

5 Pre-vacancy tasks

5.1 Job descriptions and person specifications

Each vacancy will have a job description and person specification. The aim of the job description is to describe the main purpose and responsibilities of the job and the tasks to be performed.

A job description and person specification is available to prospective applicants for each University vacancy. This provides essential information for applicants as well as a basis for selection criteria.

The hiring manager is responsible for ensuring that the job description is up to date. The HR department will then grade the role in accordance with the approved job evaluation scheme for the role. Managers should refer to the Job Evaluation Guidance Note for further information on job evaluation and grading.

5.2 Resourcing approval

Under normal circumstances, vacancies will be approved by the Primary Budget Holder, HR/Resourcing and the relevant member of the Executive. Further information is set out in the Vacancy Preparation Guide for Managers.

5.3 Advertisements

The University uses a variety of methods to advertise vacancies, depending on the nature and grade of the role. These include: myjobscotland.gov.uk, Social Media, local press and Job Centre Plus. The most appropriate method of advertising for a role will be agreed between HR and the recruiting manager. Managers can refer to the Recruitment Advertisement Guidance Note for details on advertisement options and costs.

The duration of the vacancy advert will vary as it is dependent on the availability of candidates and current market conditions. Where it is likely that we will need to extend our search internationally and/or the successful candidate may require sponsorship, vacancies will be advertised for a minimum of 30 days to ensure we comply with UKVI legislation and the requirement to demonstrate the Resident Labour Market Test has been carried out.

To ensure we provide appropriate opportunities for internal career progression, some vacancies may be advertised internally only. Resourcing will advise where this is appropriate. Internal only vacancies can be found on the HR Intranet at: <https://you.rgu.ac.uk/org/hr/SitePages/Jobs.aspx>

5.4 Application process

Applicants can find University vacancies at www.myjobscotland.gov.uk/education/rgu/jobs Applicants would normally apply for vacancies through the myjobscotland site. Applications are then fed through to the University's Recruitment System, Talentlink and reviewed in the short-listing process.

6 Short-listing

6.1 Short-listing process

A short-listing panel will assess applications received for the role against the essential and desirable criteria listed in the person specification. Applicants will be informed whether or not their application will be pursued normally within 5 working days of the closing date.

Applicants who have provided the strongest evidence against the required criteria for the role will then be invited to the next stage of the process, although there are some variations to this.

- Disabled applicants – As the University is committed to the 'Disability Confident Scheme' any candidate who identified themselves as disabled in their application will be guaranteed an initial interview if they meet the

essential requirements detailed in the person specification (i.e. Qualifications/Professional Memberships, Knowledge and Experience and Behaviours).

- Internal applicants at risk of redundancy - In accordance with the University's Redundancy Policy, internal applicants in a redundancy situation will receive a preferential interview for a role they have expressed interest in, provided there is a reasonable match between the skills of the employee and the role requirements, and the role is the same or 2 grades below their existing grade. The internal applicant will be interviewed prior to other applicants

The first stage of the process will often be a face to face interview, but can vary according to the requirements of the role and/or the volume of applications received.

Where dates have not been advertised for the next stage of the selection process, applicants will normally receive 5 working days' notice.

6.2 Interview panels

The interview panel for Senior Managers will include the relevant Executive member, the line manager and a senior member of the HR team. An external discipline expert may also be added to the panel where required. Where the appointment is at Executive level a lay member of the Board of Governors will also be included in the interview panel.

The composition of the interview panel for the Principal will be agreed by the Board and in line with relevant statutory guidance and best practice.

The interview panel for academic staff will normally include the Head of School, Line Manager or Senior Academic Staff and a member of the HR team.

The interviewing panel for professional and support staff at Grade 7 or above is made up of the Head of School/Department, the Line Manager and a member of the HR team.

For positions of Grade 6 or below the interview panel would include the relevant Head of Department and the Line Manager.

With due consideration to the requirements above, the short-list and interview panels will be as diverse as possible.

If a candidate is related to, or has a close personal relationship with, a member of staff involved in the recruitment and selection process for the role, the staff member should inform the HR Department. To prevent bias, appropriate arrangements will be made so the employee is not involved in the process going forward.

7 Selection process

The selection process and the number of stages involved may vary according to the requirements of the role and/or the volume of applications received. Selection methods could include any combination of the following: telephone interview, face to face interview, presentations, role plays, in-tray exercises and psychometric testing. Candidates will be advised of the intended selection methods in advance.

To ensure fairness the same panel and format will be used for each applicant.

Any selection methods used will be based on the criteria outlined in the job description and person specification.

To ensure we operate fairly and consistently, we prefer to conduct final interviews face to face. However, in exceptional circumstances a remote interview may be considered for non-management roles only (e.g. Skype, Telephone or Video Conference). If we agree to a remote interview *and the candidate involved becomes the preferred option*, a final face to face meeting will take place before an offer of employment is made.

The panel will meet after the selection process is complete to review all selection methods used and assess candidates for best fit against the requirements of the post. The Chair of the Panel will make the final appointment decision.

The university is committed to addressing issues of occupational segregation and therefore may in certain circumstances appoint a candidate from an under-represented group if we are faced with a situation where two candidates have an equal score at the end of the selection process. This is legitimately permitted under the terms of the Equality Act 2010.

8 Offer process

Appointment decisions will be based on the best match of knowledge, experience and behaviours to the role requirements. Notification of the outcome will be provided to candidates as soon as possible, normally within 5 working days of the interview.

The Chair of the interview panel will make a verbal offer to the successful candidate which will be followed up by a written offer from the HR department (by email where possible). The candidate must return a signed copy of the offer to the HR department within 5 working days of the date of the letter or prior to commencing employment, whichever is earlier.

8.1 Salary on first appointment

An employee on their first appointment to a post will be placed at the lowest salary point on the relevant grade/band. In some circumstances appointment above the lowest salary point may be made, but only where there is evidence that the individual has the skills or experience to achieve full competence in the role more quickly. Only in exceptional circumstance will a new employee be

appointed at a salary higher than the mid-point.

8.2 Conditions of offer

All offers of employment are conditional on receipt of:

- Satisfactory references
- Disclosure Scotland/PVG checks (if applicable)
- Qualifications for verification
- Proof of eligibility to work in the UK
- A satisfactory pre-employment medical assessment (if applicable)

8.3 References

Referee details are required as part of the application process but references will only be requested for the successful applicant and only when the applicant has given their permission to do so.

8.4 Ex-offenders

The University is registered as a corporate body with Disclosure Scotland which means that it can access criminal conviction certificates, criminal record certificates and enhanced criminal records certificates. The University complies fully with the Code of Practice, issued by Scottish Ministers, in connection with the use of information provided to registered persons and other recipients of information by Disclosure Scotland under [Part V of the Police Act 1997](#) and the [Protection of Vulnerable Groups \(Scotland\) Act 2007](#), for the purposes of assessing applicants' suitability for positions of trust. The University undertakes to treat all applicants for positions fairly and not to discriminate unfairly against the subject of a Disclosure on the basis of conviction or other information received.

This policy is made available to all Disclosure applicants early in the recruitment process. The University will request a PVG, Standard or Enhanced Disclosure only where this is considered proportionate and relevant to the particular position. This will be based on a thorough risk assessment of that position. Where any of these checks are deemed necessary for a post or position, all job adverts, careers literature, website, and any other appropriate literature will contain a statement that a PVG/Disclosure check will be requested in the event of the individual being offered the position.

For certain positions, the University is permitted to ask questions about an individual's entire criminal record (ie - spent and unspent convictions) and applicants are obliged to provide the information requested. This is in line with the Rehabilitation of Offenders Act (Exclusions and Exceptions)(Scotland) Order 2003. Examples of such positions might be an Accountant, Solicitor, Nurse or Social Worker.

For some posts in the School of Nursing & Midwifery, staff will be requesting admission to a profession that is governed by a Code of Conduct. Therefore all applicants in such cases must be in a position to fulfil all sections of the Code of Conduct on completion of their course of professional education.

Failure to reveal information that is directly relevant to the position sought could lead to withdrawal of an offer of employment. The University undertakes to discuss any matter revealed in a PVG/Disclosure with the subject of that PVG/Disclosure before withdrawing a conditional offer of employment or a place on a course.

8.5 Pre-employment medical examinations

Appointments to the Senior Management Group may be subject to a satisfactory pre-employment medical examination.

If a role involves night work the preferred candidate will be required to complete a health screening questionnaire.

Additionally there are some specific roles in the University where employment is conditional on candidates passing a pre-employment medical, and if necessary, undertaking ongoing health surveillance throughout the course of their employment. This is required in order to support our health and safety arrangements and to ensure the candidates are able to carry out the functions required by the role. Where this is the case, it will be stated in the recruitment advert.

8.6 Asylum & Immigration Act 1996

In accordance with the Asylum and Immigration Act 1996, prospective employees must provide their passport or suitable alternative documentation to show they are able to remain in the UK and take up paid employment.

9 Induction process

The final stage of recruitment is to ensure the new start embarks on a thorough induction to the University and their role. Line Managers have responsibility for ensuring the effective induction of all new appointees. Details of the University's induction programme can be found at [Induction pages](#)

10 Managers Guidance Notes and Recruitment Forms

Managers' guidance notes and recruitment forms (intranet access only) can be found by clicking on the appropriate links below:

[Permanent Recruitment](#)

[Temporary and Fixed Term Recruitment](#)

[Senior Manager Recruitment](#)