



# Recruitment and Selection Policy and Procedure

## September 2024

**Author:**  
**Date:**

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**September 2024**

**Agreed:**

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## History of Changes

<b>Version</b>	<b>Description of Change</b>	<b>Authorised by</b>	<b>Date</b>
1.0	New policy created.	HR Team	August 2018
2.0	Changes to composition of Interview Panels.	HR Team	April 2019
3.0	Change to HR job title, written statement of particulars sent before start date (legislative change), removal of reference to Decision to appoint form.	HR Team	July 2020
4.0	Reference to People Strategy added, removal of reference to Principal approval for requisition form.	HR and People Development Team	September 2020
5.0	Review of Recruitment Policy including Scottish Government Race Equality Toolkit and equality and diversity best practice for other protected characteristics.	HR and People Development Team	June 2022
6.0	Removal of pre-employment occupational health screening requirement.	HR and People Development Team	April 2023
7.0	Update to composition of interview selection panels.	HR and People Development Team	July 2023

8.0	Addition of overseas police check required for overseas candidates	HR and People Development Team	September 2023
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West Lothian College is an inclusive organisation and all policies, procedures, strategies, plans, provisions, criteria, functions, practices and activities, including decisions and the delivery of services are assessed to consider the impact on staff and students covered by the Equalities Act 2010 by the completion of an Equalities Impact Assessment (EIA). Protected characteristics are defined as age, disability, gender reassignment, marriage or civil partnership (in employment only), pregnancy and maternity, race, religion or belief, sex, sexual orientation. All college policies and procedures can be provided in an accessible format.

## **Policy Statement**

### **Aims**

West Lothian College is committed to creating an environment in which all are given equal opportunity.

The college aims to achieve a corporate and consistent approach in the critical area of recruitment and selection, to secure appropriately qualified and experienced staff to carry out the job functions required. In achieving this aim the procedure must take account of employment legislation, particularly governing equality of opportunity and good practice.

The college has a People Strategy with the workforce aim of: *attracting and retaining our people with the required skills for a workforce of the right size, shape, cost, and agility*. The Recruitment and Selection Policy & Procedure is a key tool to achieve college objectives and ensure staff appointed reflect and strengthen the values of the college.

West Lothian College embraces the positive correlations between workforce ethnic diversity and productivity. Some of the benefits to the workplace include improved resourcing by accessing the best talent by recruiting from a broader talent pool, enhanced corporate image or reputation and improved organisational performance.

All public sector organisations are required to meet public sector equalities legislation. Taking a proactive approach to understanding and removing the barriers causing low attraction or low success rates amongst applicants from diverse backgrounds can help improve recruiting a more diverse workforce and in turn help to meet this duty.

### **Scope**

This policy applies to all staff posts of the college.

### **Policy**

Human Resources and People Development is responsible for monitoring the operation of the Policy, recommending any improvements and identifying appropriate staff development for those involved in recruitment and selection.

All those involved in the interview process will receive appropriate training in staff recruitment and selection, including interviewing skills.

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## **1 Job Vacancy**

### **1.1 Approval to fill vacancy**

An Employee Requisition Form should be completed by the appropriate manager for all vacancies. Where the vacancy occurs in an established position, the manager should not assume automatic replacement but should review the post with HR to see if it is still required in its existing format, or alternatively, whether restructuring of the post or department is required. No action should be taken to recruit for a vacancy or new post until it is established that there is a need for the work to be done and that it could not be undertaken by existing staff.

**1.2** When the Employee Requisition Form has been completed, the form will be reviewed by the relevant Vice Principal for authorisation and the HR Business Partner will be notified. Once signed off the vacancy will be processed by the HR and People Development team who will enter the job advert into the My Job Scotland (MJS) portal.

## **2 Planning**

### **2.1 Job Description**

A job description will be produced (or updated if it already exists) in all cases by the manager in conjunction with HR. Any updates should be undertaken in consultation with HR. The job description will be produced in a consistent manner and format.

This will contain information on the post:

- remit and objectives;
- duties and responsibilities;
- position within the organisation; and
- skill, knowledge and experience requirements.

### **2.2 Person Specification**

It is essential to prepare a person specification for each post to be filled. The aim of a person specification is to define more specifically the knowledge, skills and experience required to carry out the tasks summarised in the job description. The person specification will be produced in a consistent manner and format. This will contain:

- educational attainments using the relevant Scottish Credit Qualification Framework (SCQF) framework
- work experience
- general abilities
- specific aptitudes
- motivational & personal traits
- circumstances

Person specification and job description content should be carefully worded to ensure it is as inclusive as possible – in terms of language used and the essential criteria which is set.

### **2.3 Job Advert**

The advert gives a clear idea of the main duties of the job and the work environment, and indicates the essential requirements for the job drawn from the person specification. An advert is prepared by HR in conjunction with the appropriate Manager.

West Lothian College's job advert wording includes the organisation's commitment to increase diversity of its workforce with inclusion in the job advert of wording to highlight that applicants from a diverse background are encouraged.

## **3 Advertising**

### **3.1 Internal/External Advertising**

All vacancies will normally be advertised internally and externally in the first instance and all existing staff will be eligible to apply.

All jobs will be advertised on the My Job Scotland portal. Other advertising media will be considered as follows:

- Job Centre website
- Social Media
- Universities/Colleges links
- Word of mouth/existing employees
- Advertising media which may attract applicants from diverse ethnic backgrounds

All candidates will be directed to apply via the My Job Scotland portal.

## **4 Handling Applications**

### **4.1 Application Pack**

The application pack will contain:

- Application form, including equal opportunities monitoring form
- Job description and person specification
- Job advert

### **4.2 Application Form**

Application forms will be completed for each post. All applications will be

made on the My Job Scotland portal.

### **4.3 Equal Opportunities Monitoring Form**

Applicants' equal opportunities information is not visible to the shortlisting manager nor the interview panel. HR is responsible for the safekeeping and confidentiality of the equal opportunities monitoring information. The information contained in these forms is used for statistical purposes, primarily the monitoring of job applicants and the composition of the workforce.

### **4.4 Training for Managers**

Leadership development for those involved in staff recruitment and selection is important as there needs to be awareness, buy in and ownership, including commitment by senior management.

Line managers should undertake recruitment and selection training which includes equality and diversity matters.

As part of the organisation's mandatory training all managers should also undertake training on equality and diversity.

## **5 Shortlisting**

### **5.1 Criteria**

Via My Job Scotland, the appointing Manager will shortlist on the following criteria:

- Educational attainments
- Work experience
- General abilities/Special aptitudes

The scoring falls into the bands of 'exceeds/meets/falls below'. Shortlisting for interview should be limited to a maximum of four candidates. Re-advertisement may be considered where insufficient candidates are available.

The appointing manager when undertaking application shortlisting and interviewing must try to ensure that the interview panel members are from diverse backgrounds (including in terms of ethnicity).

Where qualifications are necessary but might not be recognised, HR and the appointing manager should refer to UK ENIC ([www.enic.org.uk](http://www.enic.org.uk)) which supports employers and individuals for qualifications' comparability.

Criteria for shortlisting and interview should be established in advance as this can help avoid bias within the recruitment process, ensuring applicants are assessed against objective criteria.



## **6 Interview Arrangements**

The date for interview should be agreed in advance and included within the job advert for applicants' awareness. The interview invite will state the date, time and place of interview. Candidates will also be asked if they require any reasonable adjustments for the interview. If it is intended to test the candidates at interview - for example presenting to the panel - the topic will be given in advance in the interview invite. Candidates are asked to select a suitable time for their interview, confirming their attendance at interview.

When assessment activities are required, consideration will be given to the accessibility of the assessment methods used. They must be easily understood and should not favour people from certain backgrounds (e.g. with certain experience or certain education).

With any assessment, whether in-house or sourced externally, it should be checked that the method has been tested with people with different protected characteristics to ensure it does not unfairly discriminate.

## **7 Conducting the Interview**

### **7.1 Panel Members and their Roles**

The role of the interview panel is to identify the candidate who is most suitable for the post. All members of the interview panel should be familiar with the contents of the person specification.

The Panel will consist of the following:

- For managerial roles: member of Executive Leadership Team, Line Manager.
- For other roles: Line Manager, other appropriate management representative(s) (if required).

### **7.2 Panel composition**

Where possible, diverse interview panels will be encouraged. Consideration will be given to training minority ethnic staff to participate as recruitment panel members. This could be offered as a development opportunity and, where there are small numbers of minority ethnic staff, care would be taken not to rely too heavily on the same staff.

Consideration will be given to partnering with another organisation to pool staff for sitting on recruitment panels as this could assist the college to have a larger pool of people to draw on and helps to avoid continuously relying on the same group of staff.

The college will ensure that all panel members, including minority ethnic staff members, are trained in race equality. It is important not to assume that just because someone is of a minority ethnic background that they have expertise on race equality

### **7.3 Questions**

For each interview there will be a bank of questions with scoring indicators. Scored questions will be focussed on college values and competencies of the role. Furthermore, some subject specific/technical questions may be asked.

In addition, after reading thoroughly through the candidate's application form the interview panel are able to select particular points for clarification or expansion.

### **7.4 Structure**

The structure of the interview is pre-arranged with questions as outlined above and there will also be the opportunity for probing specific areas. This assists in fair, consistent interview and selection. The roles of the panel members during the interview process are as follows:

- The appointed chairperson will coordinate the interview.
- The panel members will question the candidate to assess their professional and technical suitability for the post.
- It may be due to the technical nature of the role that an additional panel member from the department is required to join the interview panel.

The interview must be conducted fairly, with regard to legislative requirements and to college policy. Prior to interview the HR representative will ensure that all panel members have copies of the interviewees' application forms.

The chairperson informs panel members how the interview will be conducted, and introduces candidates to the panel. At the end of the interview they should ensure that candidates have had an opportunity to have any reasonable question answered. At the conclusion of the interview scoring is completed.

A preferred candidate/s should be identified and a reserve candidate should also be identified, where possible.

After the interviews a post-interviews debrief meeting is held with an HR representative to confirm the preferred candidate and confirm employment offer details.

## **7.5 Conclusion**

The aim, at the conclusion of the interview, is for the panel members to reach a consensus in the overall candidate assessment and selection of the successful candidate.

## **7.6 Notes**

Notes recorded during the interview will assist in assessing each candidate's suitability for the position. Notes are taken by the HR representative and kept on file for six months.

## **7.7 Bribery**

The college has a strict anti-bribery and corruption policy in line with the Bribery Act 2010. Accepting or allowing another person to accept a bribe to obtain advantage in the recruitment process will be considered gross misconduct which will be subject to formal investigation under the college's disciplinary procedures.

# **8 Selection and Appointment**

## **8.1 All Staff**

The appointment process will be administered by the HR representative. A verbal offer will be made, followed by an offer letter. All offers will be subject to right to work in the UK, two suitable references (with one from current or most recent employer) and Disclosure Scotland checks.

## **8.2 Protection of Vulnerable Groups (PVG) Scheme**

It is part of the college process to request a PVG Check prior to employment due to the fact that contact may be had with children as part of the candidate's role at the college. A PVG risk assessment must be undertaken by the line manager in the event that the candidate commences employment before the check has been completed.

Disclosure Scotland checks do not include any overseas residence information. There may be a requirement therefore to undertake an overseas police check for overseas candidates.

Those falling into this category include United Kingdom residents, whether British Nationals or otherwise, with periods of overseas residence and those with little or no previous United Kingdom residence information.

West Lothian College will, as part of the pre-employment process, request a PVG check for overseas candidates, allowing the candidate to become registered with Disclosure Scotland and to obtain a PVG Scheme membership.

However an additional overseas police check is required from the following

prospective employees:

- those who have spent 3 months or more (in a single period) in a non-UK country in the last 10 years;
- those who were born and have lived overseas until adulthood

The process for obtaining a police check varies from country to country. The UK Government's Disclosure and Barring Service provides [a list of countries from A to Z](#), detailing how to obtain a criminal record check from each one.

Generally a police check statement can be obtained from:

- police or judicial authorities
- government departments
- the Home Embassy/consulate of the country

The outcome of the police check should be provided to the HR and People Development team.

Having a criminal record will not necessarily prevent employment with the college. This will depend upon the nature of the position, together with the circumstances and background of the offences.

### **8.3 References**

References are normally taken up at the time a selection decision has been reached following interview. A provisional offer of appointment will be made subject to satisfactory references. It is normal practice to obtain two references, in writing, and these should be provided by employers or other relevant sources. References from family members or personal friends will not be accepted. One of the references is normally from a current employer if in employment, or the most recent employer if not currently in employment. Receipt of at least one satisfactory reference is essential prior to the candidate commencing employment.

### **8.4 Feedback after Interview**

Feedback will be provided to all interview candidates by the HR representative on the panel.

Application and interview feedback is another important process to improve diversity. Providing feedback to candidates from diverse backgrounds may help applicants to learn from the experience and may improve their chances next time.

### **8.5 Terms and Conditions**

Following verbal acceptance from the preferred candidate, an offer of employment letter will be sent to them together with a Written Statement of Employment Particulars, in line with legislation.

## 8.6 Induction

It is the responsibility of the HR representative and the appropriate manager to ensure that arrangements are made for the induction of the new employee.

## 9 Complaints

Complaints should be submitted in writing to the Head of HR and People Development.

## 10 Organisations that can help with engaging with local minority ethnic communities and supporting West Lothian College in their recruitment processes:

**Council of Ethnic Minority Voluntary Organisations (CEMVO)**, Services offered: guidance, support and training on how to work strategically to improve organisational approaches to Ethnic Minority workforce development Contact: [enquiries@cemvoscotland.org.uk](mailto:enquiries@cemvoscotland.org.uk)

**National Radiant and Brighter**, Services offered: Culture and Diversity training Contact: [info@radiantandbrighter.com](mailto:info@radiantandbrighter.com)

**National Reach Community Health Project**, Services offered: community engagement and reaching out through local community networks Contact: [admin@reachhealth.org.uk](mailto:admin@reachhealth.org.uk)

**Sikh Sanjog**, Services offered: Cultural Awareness Training to Employers and staff in the public sector, including HR staff. Promote vacancies to service users. Circulate employment opportunities to help reach minority ethnic groups. Contact: [info@sikhsanjog.com](mailto:info@sikhsanjog.com)

## 11 Analysis of Data

Analysing data for each part of the recruitment process will enable the college to look at the diversity of applicants, candidates and preferred candidates at each stage. For example, if there is high representation of applicants from diverse ethnic groups at application stage, this would suggest that the college marketing/recruitment campaign is effective. However, if the level of minority ethnic candidates is reducing at interview or offer stage, then this may indicate the need for further review of the college's process or practices which may be disadvantaging minority ethnic people.

This data can help the college identify trends, inform how it markets and jobs to increase diversity of applicants, and highlights the need to address any barriers to this.

## **Appendix 1: Recruiting Young People into the workforce**

### **Key points to attracting and recruiting a young person**

- Develop a business environment and roles suitable for young people.
- Offer work focussed experience.
- Recognise and offer vocational training.
- Create a youth friendly culture.
- Involve young people in ideas and decisions.
- Involve young people in business initiatives.
- Provide training and development opportunities.

### **Routes for young people to join the College**

The College has several routes for young people to join the College:

#### **Modern Apprentices (MAs)**

The Workforce Development Faculty run this programme. Such opportunities are advertised on relevant networks to target younger people (18-24). This Faculty also offers Modern Apprenticeship training to existing staff who are eligible.

To assist MAs with interviews, the HR and People Development team can arrange a mock recruitment process and take the trainees through a structured interview.

The college is a Living Wage employer and as such MAs are in receipt of fair pay through this guarantee. The college is also a Disability Confident employer, guaranteeing a job interview to applicants declaring a disability and meeting the person specification of the vacancy.

#### **Project Search**

Project Search is a supported route to employment for young people in West Lothian aged 16 to 29 who have a learning disability and/or autism, and who are leaving school or are looking for work. The course is run jointly with West Lothian Council and NHS Lothian. Other host employers may also engage with the programme. The college commits to hosting participants via this programme and to strive for high employability outcomes having been awarded and recognised as a high employment outcome provider.

#### **Career Ready**

The Career Ready programme is targeted at young people close to the end of their secondary education. They are provided with a mentor and a 4 week paid internship to ensure that they have the additional support and knowledge to make informed decisions about their future and transition from education to rewarding employment. Career Ready placements are hosted by various departments within the college. The Career Ready programme engages with schools to encourage pupils to participate. College staff are active members on the Career Ready Operational group. Career Ready leads and the West Lothian "Working Together" group meet regularly to share good practice and agree a respectful engagement plan with all current and new employers.

### **Young Person's Guarantee**

West Lothian College designed the National Skills Boost programme as part of the 'no one left behind' Young Person's Guarantee. This innovative employability programme is designed to develop the digital, industry, employability and meta-skills for all participants. Young people are supported through SFC Funding. The 'Skills Boost Programmes' aim to meet the economic demand in the local authority and are flexible to meet the needs of key employers on board.

### **Bridge to Business Programme**

Students on our college business courses are developing their entrepreneurship through our "Bridge to Business" programme. The college also provides meaningful work placements to Foundation and Pathway Apprenticeships. The college also has representation on Developing the Young Workforce (DYW) and West Lothian chamber of Commerce boards, demonstrating the college's commitment to introducing young people to local business.

### **Student Association and Who Cares Scotland Champions**

There is an active Student Association with a Student Presidents and student ambassadors representing the students and young people accessing college services. The student voice is enabled with membership at operational committees and at Board level. Their insight and views enable the college to fully recognise barriers young people face when accessing employment. The 'Who Cares Scotland' Champions Board are based in the college and input from our young people supports the planning and direction of college decisions impacting on this group of learners.

### **Young people who may be facing custodial sentences**

As a trauma informed college, systems are in place or are being developed to ensure there is a smooth process for those with barriers to learning to engage in education. Partnership working with the Criminal Justice Team, Youth Justice Team and SMILE Counselling is in place to engage with those at risk of criminal activity and those already in the criminal justice system. This work will give an individualised offer to those who agree they are ready to engage in education and will give an alternative to custodial sentencing for young people in our community. College staff are active members of both the strategic and operational corporate parenting groups and have a working relationship with West Lothian Council to take forward The Promise in West Lothian.

### **New Graduates**

All vacancies are advertised on My Job Scotland and new graduates can apply via that route. Careers Fairs are also arranged by the Employer Engagement team and this can be a way to attract new Graduates also.

## Equality Impact Assessment

<b>Policy/Practice (name or brief description):</b>	Recruitment and Selection Policy
<b>Strategy/Policy includes Equalities Statement of Inclusiveness? Yes</b>	<p><b>Text to be included in strategy/policy:</b></p> <p><b>Statement of Inclusiveness</b></p> <p>West Lothian College is an inclusive organisation and all policies, procedures, strategies, plans, provisions, criteria, functions, practices and activities, including decisions and the delivery of services are assessed to consider the impact on staff and students covered by the Equalities Act 2010 by the completion of an Equalities Impact Assessment (EIA). Protected characteristics are defined as age, disability, gender reassignment, marriage or civil partnership (in employment only), pregnancy and maternity, race, religion or belief, sex, sexual orientation.</p> <p>Please see end of this document for EIA.</p>
<b>Reason for Equality Impact Assessment (choose from the following options):</b>	
<ul style="list-style-type: none"> <li>• Proposed new policy/practice</li> <li>• Proposed change to an existing policy/practice</li> <li>• Undertaking a review of an existing policy/practice</li> <li>• Other (please give detail):</li> </ul>	Undertaking a review of an existing policy
<b>Person responsible for the policy area or practice:</b>	



Name:	Derek O'Sullivan
Job title:	Head of HR and People Development
<p><b>An Equality Impact Assessment must be carried out if the policy/practice:</b></p> <ul style="list-style-type: none"> <li>• affects <b>operational</b> or <b>strategic functions</b> of the College</li> <li>• is relevant to the promotion of equality (in terms of the Public Sector Equality Duty 'needs' as set out in the Policy and Guidance)</li> </ul>	
Why the EIA is being carried out	Affects operational functions of the College and is relevant to the promotion of equality
<p><b>Equality Groups</b></p> <p>Relevant to the Policy/Practice, identify which of the undernoted equality groups are impacted upon:</p>	
<ul style="list-style-type: none"> <li>• Age</li> <li>• Disability</li> <li>• race (including ethnicity and nationality)</li> <li>• religion or belief</li> <li>• sex</li> <li>• sexual orientation</li> <li>• gender reassignment</li> <li>• pregnancy and maternity</li> <li>• marriage or civil partnership</li> </ul>	The Policy applies across all staff, prospective staff and job applicants.

**Record your assessment against the following statements:**

Statement	Equality assessment
Detail the evidence of the needs of the identified equality groups and any gaps in information	The purpose of the Policy is to provide a clear approach to how the College manages Recruitment and Selection of staff.
Will application of this policy/practice lead to discrimination (direct or indirect), harassment, victimisation, less favourable treatment for particular equality groups?	No – the Policy applies across all staff, prospective staff and job applicants and no impact on any equality group with protected characteristics has been identified.
If yes, how will the policy/practice be changed to contribute to advancing equality of opportunity	N/A
State how this policy/practice will foster good relations:	The Policy will ensure that the College recruits and selects staff in a clear, consistent and equitable way.
Will the policy/practice create any barriers for any other groups?	No
If yes, how will the policy/practice be changed to contribute to advancing equality of opportunity	N/A
Which equality groups or communities have been consulted in the development and review of this policy/practice?	The Executive Leadership Team and Trade Unions were consulted during the creation of this Policy.

<b>Equality Impact Assessment Outcome</b>	
Select one of the four options below to indicate how the development/review of the policy/practice will be progressed and state the rationale for the decision. (Delete the options that do not apply):	
<b>Option 1:</b> No change required – the assessment is that the policy/practice is/will be robust.	Option 1

<p><b>Option 2:</b> Adjust the policy or practice – this involves taking steps to remove any barriers, to better advance equality and/or to foster good relations.</p> <p><b>Option 3:</b> Continue the policy or practice despite the potential for adverse impact, and which can be mitigated</p> <p><b>Option 4:</b> Stop the policy or practice as there are adverse effects cannot be prevented/mitigated against.</p>	
<b>Monitoring</b>	
When will the policy/practice next be reviewed?	The Policy is reviewed every three years.
<b>Publication of EIA</b>	
<p>Can this EIA be published in full, now? Please state Yes or No</p> <p>If No – please specify when it may be published or indicate restrictions that apply:</p>	Yes
<b>Sign-off</b>	
<p>EIA undertaken by</p> <p>Name: Date:</p> <p>Accepted by person responsible for the policy/practice named above:</p> <p>Name: Date:</p> <p>Approved by Equalities Committee</p>	<p><b>Derek O’Sullivan</b> <b>24 June 2022</b></p> <p><b>Derek O’Sullivan</b> <b>24 June 2022</b></p> <p><b>N/A</b></p>

Date:	
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