

Recruitment and Selection

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Introduction

"Recruitment refers to the overall process of attracting, shortlisting, selecting and appointing suitable candidates for jobs within an organization" (employeeonboardingprocess.wordpress.com, 2017).

In this essay I shall be explaining how a job is analysed to come up with a job description and personal specification, how candidates are shortlisted and how interviews are conducted fairly. I shall also develop some interview questions for a specific job and have a look at some of the laws and regulations governing recruitment and selection.

1.1) Legislation

Some of the Key Legislation regarding Recruitment and Selection are:

The Equality Act 2010

The Equality Act 2010 brought together all the equality legislation. Its aim is to stop discrimination due to the following protected characteristics: Age, disability, gender reassignment, race, religion or belief, sex, sexual orientation, marriage and civil partnership, pregnancy and maternity.

Discrimination can be categorised into direct and indirect discrimination. Direct discrimination is when an individual is treated unfairly due to a protected characteristic they have or because they are related or associate with someone with a protected characteristic.

Indirect discrimination is when an organisation puts in place policies, rules and conditions that put people with protected characteristics at a disadvantage. (www.legislation.gov.uk, 2010)

Employment of Ex-Offenders

The Rehabilitation of Offenders Act 1974 (www.legislation.gov.uk, 1974) protects ex-offenders from being discriminated against for spent convictions. Under this act employers are not allowed to ask candidates if they have spent convictions. However professions that involve working with vulnerable adults, children and all professions in the health sector are an exception under the Safeguarding Vulnerable Groups Act 2006.

Eligibility to Work in the UK

The Immigration, Asylum and Nationality Act 2006 aims to prevent illegal migrants working in the UK. Any organisations that do not comply with this act could be liable to pay a fine, for each illegal worker under their employment.

General Data Protection Regulation (GDPR)

As of the 25th of May 2018 all organisation that handle data of residents residing in the European Union have to abide by the General Data Protection Regulation (GDPR) (www.eugdpr.org, 2018).

Some of the GDPR requirements are that organisations obtain consent to gather, share and store data from the data subjects. The GDPR also states that data subjects have the right to request that their data be removed, they have the right to access their data and to be informed if their data has been breached.

(www.sheffield.ac.uk, 2018)

1.2) Recruitment and selection activities and practices that are permitted by current legislation and those that contravene current legislation.

Employers are not permitted to refuse to employ ex-offenders with spent convictions according to the Rehabilitation of Offenders Act 1974 (www.legislation.gov.uk, 1974). However if the job involves working with children and vulnerable adults, an employer is permitted to request a CRB check and refuse to employ ex-offenders.

It is not permitted by law to discriminate under the grounds of the aforementioned protected characteristics, by requesting specific people in a job advertisement. However if a job entails specific duties that are preferably or cannot be carried out by certain people (Genuine Occupational Reasons GOR's), an employer is permitted to mention this in the advertisement. For example, if the job is for a customer assistant in a female lingerie store or a nurse for an antenatal and female health clinic, an employer may state that female applicants are desirable for the comfort of the customers.

In the same light, an employer would be permitted to refuse to employ individuals who are not physically capable to do a job that requires heavy lifting, standing for long hours and hard manual labour e.g.: scaffolding, airport baggage handling etc.

Employers are permitted to employ people from foreign nations but they are not allowed to employ people who do not have the appropriate immigration documents.

Employers are also permitted to collect and store their candidate's personal information but under the General Data Protection Regulation (GDPR), they are not permitted to share this information without consent.

2.1) Job Analysis

A Job analysis is an evaluation of a job role to figure out the jobs objectives and required responsibilities. This is important as it helps to determine what personal skill set, training and equipment is essential or desirable. It also helps to come up with a job description and personal specification for the job role, which enables a business to hire the right people for the job.

A job analysis can be carried out through observation of the job as it is carried out in other businesses or has been by previous employees. One could also conduct interviews and surveys of current employees

and people with similar job roles. Exit surveys would also help assess a job.

As an example, if we were looking for customer service staff for a retail shop, we would have to come up with a job description, person specification and determine what equipment and training is needed, for staff to be able to do their job.

A job description is an Outline of an employee's duties and responsibilities. The job description for retail staff would be to serve customers, operate tills, and be responsible for stock.

A person specification is a description of the required qualifications, experience and personal attributes that a potential employee must have to be able to carry out a job. Some essential skills that would be on the person specification are, proficiency in the spoken language good customer service skills and an average math ability. Some desirable skills would be previous experience in the job.

In order for staff to carry out the job, they would need tills, equipment to move stock around the shop and stands or ladders to reach top shelves in the store. This job would also require some health and safety training and till training.

2.2) Essential and desirable criteria for a job role

Essential criteria are the mandatory personal specifications a candidate must meet to be considered for a job.

In the Centre Administrator/Secretary, job description (see appendix A), there are numerous essential skills some of which include:

- Relevant Level 3 qualification (e.g. NVQ
- Level 2 Business Admin)
- OCR/RSA Stage II Typing/Text Processing/Word Processing (or equivalent)
- Previous experience of working within Administrative/ Support role (e.g. PA/Secretary to Senior Manager)
- Ability to minute meetings effectively

The college has however allowed more flexibility for their applicants by adding that, a willingness to obtain the essential qualifications and skills within a specified time frame, would be enough.

Desirable criteria Are personal specifications that are advantageous to have but not mandatory to be considered for a job. Some desirable Criteria in the Centre Administrator/Secretary, job description are:

- Shorthand at 60 wpm.
- Previous experience of working as a PA/Secretary within a college or school environment.

2.3) Shortlisting Grid

A shortlisting grid is a tool used to compare job applicants to determine which of them best meet the criteria, and who should be moved on to the next stage of the application process.

The shortlisting grid in appendix B illustrates how candidates could be shortlisted for the position of Centre Administrator/Secretary. The grid lists all the criteria in numbers, and candidates are scored against it, considering the essential skills first, and then any additional information they provide during the application process. Candidates that meet the most criteria shall be moved on to the next stage. A comments section can also be included to provide more information on decisions made.

3.1)

The shortlisting grid in appendix C assesses four candidates' applications for the position of Centre Administrator/Secretary. Applications and CV's are assessed based on these criteria and the candidates shall receive a tick if they have met the requirements and an x if they do not. However, this application has allowed for a bit more flexibility regarding the essential skills, as the college will consider applicants that show a willingness to obtain qualifications within a specified time (refer to Job description in appendix A). Therefore, candidates 2 and 3 are still invited to the interview despite not meeting some of the essential criteria in qualifications and skills. Candidate 1 has not been invited to an interview because he has no experience and this essential criterion has no flexible terms.

3.2) Principals involved in conducting interviews impartially.

Employers have to ensure that interviews are conducted impartially and in accordance with current employment law. This is done by ensuring that the questions asked at an interview are non-discriminatory and that all candidates are asked the same questions. Employers also have to make provisions for disable people so as not to put them at a disadvantage during the interview process.

In order to prevent nepotism and favouritism interviews should be conducted by two or more people and a shortlisting grid or similar tool should be used to compare the candidates.

To promote impartiality an organisation can have a trial day to judge how an individual works and interacts with the team, like they do in McDonalds. Alternatively, they could conduct blind interviews where the interviewers do not see the interviewees until after the interview. This system is adopted in orchestral interviews, which allows the interviewers to make judgement based entirely on the music.

3.3) Interview questions

Interview questions help employers gauge candidate's critical thinking skills and determine if they are suitable for the job.

It is important that questions be phrased in a way that is non-discriminatory, relevant to the application and encourage elaboration.

These are some examples of questions that Centre Administrator/Secretary candidates could be asked.

- Open questions are questions designed to encourage elaboration. They would usually begin with, "what", "when", "how" e.g.
What attracted you to apply for this job?
What are your professional aspirations for the future?
Tell me about a time when you worked under pressure?
- Closed questions are direct questions that usually require a yes or no answer. They are designed to control the flow of information.
Have you ever worked with children, young people or vulnerable adults?
Are you able to work flexibly?
Would you be willing to obtain further qualifications?

4.1) Record Keeping and documentation

It is important to store accurate records of the recruitment process for the following reasons:

- To Adhere to the Immigration, Asylum and Nationality Act 2006. All organisations need to ensure that they hold current and valid information about the status of their employees' rights to work in the country.
- To refer to in the occasion that a discrimination claim is made against the company.
- For future vacancies. The recruitment process is money and time consuming, for this reason an organisation may choose to store the information of previous shortlisted candidates who they can contact when other positions within the organisation become available. Eliminating the need to go through the recruitment and selection process.

As of May 2018, all data collected during the recruitment and selection process has to be processed in accordance with the General Data Protection Regulation (GDPR).

Conclusion

It is important that employers do not discriminate against potential employees during the recruitment and selection process. In order to do this, employers should use a shortlisting grid based on the job description

and personal specification that they have developed from a job analysis. Employers also have to be aware of and abide by the laws governing recruitment and employment.

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Appendices

Appendix A, Centre Administrator job description.



Job Description

Post:	Centre Administrator/Secretary
Salary Grade:	Band 8, points 19 – 23 of the SFC Support Staff Pay Scale
Responsible to:	Executive Assistant

Key Purpose:

1	To provide efficient and confidential secretarial/administrative support to the Centre Principal(s)/Head of Centre(s) ("Senior Manager"), demonstrating a high level of professionalism and confidentiality at all times.
2	To act as 'first point of contact' for all administrative related matters, for the Centre(s) or SMT(s).
3	To assist in supporting other Tier 3s and CMT members (where required) with administrative tasks.

Responsibilities:

1	To participate in key College processes as required.
2	To act at all times in accordance with the College policies – eg Health and Safety, Equality and Diversity, Inclusion, Quality Assurance and the Charter.
3	To work flexibly in the interests of the organisation as required.
4	To participate in appraisal and undertake staff development activities as appropriate.
5	To be responsible for promoting and safeguarding the welfare of children, young people and vulnerable adults you are responsible for, or come into contact with.

Primary Duties & Responsibilities:

A	To act as the confidential secretary/administrator to the Centre Principal(s)/ Senior Manager(s) and assist with administrative support to other CMT members (when required).
B	To have responsibility for the Senior Manager's diary.
C	To produce/prepare documentation on a variety of formats, including Word, Excel and PowerPoint.
D	To act as 'front of house' on behalf of the Senior Manager, including filtering of telephone calls, receipt of documents, correspondence, and messages ensuring information is passed to the Senior Manager or forwarded to the appropriate department in a timely manner.
E	To have access to the Senior Manager's emails, and manage their inbox as required and highlight to the SMT any urgent emails or urgent actions arising from them.

F	To maintain an accurate and efficient filing system.
G	To have responsibility for ensuring that agendas and prepared for meetings as required. To minute meetings accurately and disseminate information either in advance or after the meeting.
H	To arrange and co-ordinate events and other meetings as required.
I	To ensure that the appearance of the office is tidy and well organised.
J	To ensure procedures are adhered to and that procedure manuals are updated as required.
K	To provide any other reasonable administrative duties as required.
L	To adhere to the standards, values and other policies relevant to the aspirations of the College, including working flexibly.
M	To attend relevant Administrative support meetings (with other Admin staff) and participate in relevant training sessions and input on behalf of their Centre/Director where required.
N	To act as Brand/PR Champion for the job holder's Centre or Directorate – working with the Executive Assistant and Marketing Department.
O	To support with confidential HR administration – e.g. printing of interview packs, assisting with arranging schedules of interview dates etc.
P	To prepare agendas, meeting packs and co-ordinate dissemination of meeting materials, including following up actions, for local SMTs, Briefings and other Centre-activities.
Q	To work within the Executive Support Team, and assist the other Executive Assistants and Administrators as required by working flexibility and across Centres where necessary.

Variations to the job description may be required from time to time and when this arises there will be a discussion with the post holder.

All post holders are expected to comply with the College's policies and codes of practice in relation to Equal Opportunity, Inclusive Learning, Health & Safety and Quality Assurance.

Post holder to sign and date the job description:

Name of the post holder:

Line manager to sign and date the job description:

Name of the line manager:

Person Specification – Centre Administrator/Secretary

	<u>Essential</u>	<u>Evidence</u>	<u>Desirable</u>	<u>Evidence</u>
Qualification	<ol style="list-style-type: none"> 1. Relevant Level 3 qualification (e.g. NVQ Level 2 Business Admin) 2. OCR/RSA Stage II Typing/Text Processing/Word Processing (or equivalent) 3. Level 2 Numeracy, Literacy and IT 4. Competence with MS Office, including Word, Excel and PowerPoint <p><i>Or a willingness to obtain qualifications above within a specified time</i></p>	Application	<ol style="list-style-type: none"> 1. Shorthand at 60 wpm 2. Level 3 Numeracy, Literacy and IT. 	Application Form/ Certificates
Professional Development	Evidence of ongoing professional development.	Application		
Experience	<ol style="list-style-type: none"> 1. Previous experience of working within Administrative/ Support role (e.g. PA/Secretary to Senior Manager) 	Application/ Interview	<ol style="list-style-type: none"> 1. Previous experience of working as a PA/Secretary within a college or school environment 	Application Form/ Interview
Skills / Qualities	<ol style="list-style-type: none"> 1. Ability to minute meetings effectively 2. Strong communication skills, both verbal and written 3. Excellent telephone manner 4. Excellent 'front of house' skills – when receiving visitors 5. Ability to work flexibly 6. Strong awareness of 'the customer' – eg students, other staff and the general public 7. Awareness of the College's vision and values and how the job holder will be representing their CMT member and the College as a whole 8. Ability to use Word, Outlook, PowerPoint and Excel at intermediate level 	Application/ Interview	<ol style="list-style-type: none"> 1. Ability to use Word, Outlook, PowerPoint and Excel at an advanced level 2. 'Master user' in at least two MS Packages 	Application Form/ Interview

	<u>Essential</u>	<u>Evidence</u>	<u>Desirable</u>	<u>Evidence</u>
	9. Ability to work in a confidential manner. 10. Ability to remain calm and professional under pressure. 11. Ability to work on own initiative (with minimal supervision) 12. 'Master user' in at least one MS Package (eg Word) or a willingness to work towards this qualification in a set time period			
Other	Commitment to College policies – ie Health and Safety, Equal Opportunities, Inclusion, Quality Assurance and the College Charter. CRB Check acceptance to College will be undertaken for successful applicant.	Application / Interview Appointment		

Appendix B, Shortlisting Grid

	Qualifications						Prof dev	Experience		Skills / Qualities														Other	Invite to interview
	E				D		E	E	D	E												D			
	1	2	3	4	1	2	1	1	1	1	2	3	4	5	6	7	8	9	10	11	12	1	2	1	
Candidate 1																									
Candidate 2																									
Candidate 3																									
Candidate 4																									

Appendix C, Completed shortlisting grid for the post of Centre Administrator/Secretary

	Qualifications						Prof dev	Experience			Skills / Qualities														Other	Invite to interview
	E				D		E	E	D	E												D				
	1	2	3	4	1	2	1	1	1	1	2	3	4	5	6	7	8	9	10	11	12	1	2	1		
Candidate 1	√	√	x	√	x	x	√	x	x	√	√	√	√	√	√	x	√	√	√	√	x	x	x	√	No	
Candidate 2	√	√	√	√	x	√	√	√	x	√	√	√	x	√	√	x	√	√	√	√	√	√	√	√	Yes	
Candidate 3	√	√	√	√	√	√	√	√	x	√	√	√	√	√	√	x	√	√	√	√	x	√	x	√	Yes	
Candidate 4	√	√	√	√	x	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	Yes	