



## **Recruitment and Selection Policy and Procedure**

<b>AREA:</b>	<b>Human Resources</b>
<b>Policy prepared by: Director of HR</b>	<b>Approved by: SMT</b> <b>Date: August 2016</b>
<b>Date: August 2016</b>	<b>Review Date: August 2017</b>

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# **RECRUITMENT AND SELECTION POLICY**

## **PURPOSE**

Bolton College recognises the fact that their staffs are its greatest asset, and the right recruitment and induction processes are vital in ensuring that new employees become effective in the shortest possible time. The success of the College depends on having the right number of staff, effectively utilised and with the right skills and abilities. The College has encompassed the content of the national guidance on recruitment and selection within this policy and procedure so that it can promote good practice at a local level. For Senior Post holder positions, the College will refer to the Instruments and Articles of Government.

The College is committed to achieving equality of opportunity for all people who work and study at the College and recognises the requirements under:

- the Sex Discrimination Act 1975 (as amended),
- the Race Relations Act 1976 (as amended),
- the Equal Pay Act 1970 (as amended) and
- the Disability Discrimination Act 1995, together with associated codes of practice.
- the Employment Equality (Age) Regulations 2006
- Safeguarding Children & Safer Recruitment in Education

## **SCOPE**

This policy is applicable to all staff recruitment irrespective of staff group or the nature of employment. In order for the policy and procedure to be effective it is essential that any employee who is involved in any aspect of the recruitment and or selection of staff is aware of this document and adheres to it. Ultimately it is the responsibility of senior management in the College in conjunction with Human Resources to ensure this is the case.

## **CORE PRINCIPLES**

The College will seek to attract the best candidate for the job based on merit and ensure the selection of the person best suited for the job and the institution.

The College will ensure that the recruitment and selection of staff is conducted in a professional, timely and responsive manner and in compliance with current employment legislation and best practice. The College will provide appropriate training, development and support to those involved in Recruitment and Selection activities in order to meet this core principle.

Recruitment and selection is also a key public relations exercise and should enhance the reputation of the College. The College will treat all candidates fairly, equitably and efficiently, with respect and courtesy, aiming to ensure that the candidate experience is

positive, irrespective of the outcome. A comprehensive monitoring and analysis process has been established in support of this principle.

The College will promote best practice in recruitment and selection. It will continuously develop its recruitment and selection practices to allow new ideas and approaches to be incorporated.

The College will ensure that its recruitment and selection processes are cost effective.

## **RECRUITMENT PROCEDURE**

### **WHEN A VACANCY OCCURS**

When a vacancy first arises, whether this is due to the current post holder moving internally or externally, or whether it is a new role, it is important to evaluate carefully the need for the role and consider this in the context of the College Development Plan and departmental business plans. Consideration should be given to the purpose and content of the role as well as where it fits into the structure of the College. Management of the College will consider:

- Whether it is necessary to fill the vacancy and in what way.
- Whether there should be any change of duty/responsibilities.
- Whether changing work patterns, organisation or technology has produced a different job, or the work can be distributed in a different way.
- The nature of the replacement (*e.g. full-time, fractional, permanent, temporary, agency, etc*)
- Whether the post could be considered for job share, part-time working, etc.

### **EQUAL OPPORTUNITIES**

Our vision is to create a learning society that is free from discrimination and prejudice, and which encourages and helps all who learn and work at Bolton College to reach their full potential.

Bolton College is committed to ensuring equal opportunity and treatment to everyone across all its diverse activities regardless of age, gender, gender identity, marital or parental status, race, culture, ethnicity, religion, colour, language, disability, health or sexual orientation.

The College will ensure that the college's equal opportunities policy is adhered to.

All candidates will be asked to complete an Equal Opportunities Monitoring form which will be returned in a sealed envelope direct to the Human Resources Department. This information will not be divulged to the selection panel and will be used for monitoring purposes only.

In line with the recommendations from the Commission for Racial Equality, the Equality and Human Rights Commission and the Disability Rights Commission, the College will undertake an analysis of the composition of the workforce on an annual basis. The results of the analysis will be reported on and used to develop appropriate positive action programmes.

## FILLING THE VACANCY

A job description and person specification will be produced by the manager in conjunction with Human Resources for every post. The applicants will receive a copy of the Job Description and Person Specification, summary of terms and conditions of employment, information about the College, the equal opportunities policy and other relevant documents. All documentation will be checked for equal opportunities implications by Human Resources. Human Resources will ensure that all vacancies are advertised in an appropriate media whilst maintaining commitment to ensuring a cost effective use of College resources.

## POSITIVE ACTION

The term 'Positive Action' refers to a variety of measures designed to counteract the effects of past unfair discrimination and to help eliminate stereotyping and discrimination. Positive Action is not about giving some people more favourable treatment. Positive Action initiatives are designed to enable employers to encourage people from certain groups who are under-represented in the workplace to apply for jobs or promotion. Some people may perceive that they might not 'fit in' to some organisations because of their lifestyle or background; their past experiences of some organisations may have led them to think that they would not be welcome as an employee.

Positive Action aims to dispel such myths and show potential employees how organisations have changed; also to emphasise that applications are particularly welcome from people from under-represented groups. Whilst information and sometimes additional training can be given to under-represented applicants, final selection must always be on merit.

Certain 'Positive Action' initiatives are permitted by law

- + (specifically) sections 47 & 48 of the Sex Discrimination Act 1975
- + sections 37 & 38 of the Race Relations Act 1976
- + Employment Equality Regulations for Religion and Belief and Sexual Orientation).
- + The Disability Discrimination Act allows for 'Positive Action' and the Government's (Two Ticks) scheme was introduced to support the employment of people with disabilities in a similar way.

Positive action is allowed by law where particular groups of people have been underrepresented in a particular area of work in the previous 12 months. In such circumstances an employer can introduce specific initiatives with a view to enabling people from those groups to acquire, develop or consolidate relevant skills (e.g. training courses specifically for the people who are under-represented) to allow them to compete for those jobs.

Positive Action is only permissible up to the point of selection. Actual selection must be on merit, e.g. if the Asian community were underrepresented in a trade or area of work, it would not be lawful to appoint a person to that role simply because they were from an Asian background– the appointee would have to be the best candidate. Positive Action initiatives such as training or familiarisation events can help people to compete.

Targeting advertising (specifically but not exclusively) to under-represented groups or providing awareness days can encourage suitably skilled individuals to apply for jobs or

roles where they are under-represented. For example, women may believe they would not be able to become electricians since this has traditionally been perceived to be a male career. In this respect, an advert would be placed to reassure candidates that selection processes would be based solely on merit and their applications would be welcomed and treated equally.

Positive Action is also about employers identifying and removing barriers to employment, retention and progression for people from under-represented groups

## **SHORT LISTING AND SELECTION**

Candidates should be asked if they have any special interview requirements. All interview materials should be available in an appropriate accessible format on request. Short listing will be based on the requirements of the job description and person specification and will be carried out by a panel of at least 2 managers. It is essential that all members of the short listing panel should be trained in recruitment and selection and equal opportunities. A member of Human Resources may form part of the Selection Panel.

## **INTERVIEW**

The interview will be conducted by a panel with the Chair being identified and agreed in advance. All questions will be related to job requirements/performance. The same questions will be asked of each candidate, with the Chair ensuring that any supplementary questions relate to the position being interviewed for. The candidate should be told at the end of the interview when they may expect to be informed of the outcome. The panel should ensure that the candidate is familiar with the full terms and conditions of the post when an offer of employment is made.

## **PRE-EMPLOYMENT CHECKS**

Ideally, confirmation of appointment should not be made until the receipt of 2 satisfactory references, Qualification checks, a positive 'satisfactory' medical, DBS Enhanced Clearance and list 99 checks have been received. All posts within the College will be subject to DBS enhanced clearance. The recruitment literature should state clearly how references will be used, when they will be taken up and what references will be required. A statement of particulars will be issued within eight weeks of employment commencing. All original certificates of Qualifications of the successful candidate must be checked thoroughly by the Human Resources Department and recorded appropriately. There may be occasions when a DBS disclosure has not been received, the decision to allow the individual to commence whilst the DBS is being sought rests with the Director of Human Resources with reference to safe guarding regulations. The Human Resources Team will also be responsible for checking documents to ensure full compliance with 'right to work in UK' legislation and requirements.

*NB :- The pre-employment checking and validation processes will be amended to ensure the College is fully compliant with the requirements of the Independent Safeguarding Authority (ISA).*

## **SALARY**

The College has pre-determined scales and grades for all posts and any salary to be offered to a successful candidate whether they are from inside or outside of the organisation will be within the advertised grade/scale.

The salary offered should have regard to the applicant's experience or expertise and will normally be at or above the incremental point equivalent to the applicant's present salary.

## **MARKET FORCES**

On occasion there may be a requirement to advertise a post or make a salary offer above the normal pre-agreed grade. These will be rare circumstances, however where a manager is able to identify that the “market place” attracts higher salary expectations for particular “hard to fill” vacancies then, with Executive approval, a higher salary maybe offered. This would normally be the first point on the next grade/scale range. No annual increments would be applicable; however any cost of living rises would be attributable.

## **RESERVE LIST**

There may be times when, after completing the recruitment process there are candidates who were deemed appointable on the day of the interview but due to the higher score of another candidate they were not in a position to be offered a position with the College at that time.

The College utilises a reserve list for such instances whereby if the same position becomes available during the preceding six months, the “reserve” candidate can be approached to see if they still wish to be considered for the position. If they do, an offer of employment can be made (subject to satisfactory clearances) without the need for the recruitment process to be followed again.

Once the six month period has expired and the post is still vacant or becomes so, then the post will be re-advertised and the candidate must apply again for the position as detailed within this document.

## **FEEDBACK**

The College will provide post interview feedback to all candidates who make such a request. The feedback should be provided by the chair of the panel wherever possible (or HR Advisor), giving a balanced description to the individual on their performance giving areas of strength and identifying areas for possible improvement.

The College will assist unsuccessful internal candidates through the constructive feedback and then, where appropriate through the provision of training, development and or coaching.

Any complaints should be dealt with promptly. In the first instance all complaints connected to the recruitment and selection processes will be addressed to and investigated by the Director of Human Resources or Human Resources Manager.

## **DOCUMENTATION**

At all parts of the recruitment and selection process, all employees engaged in the recruitment process will make notes on each applicant/candidate. All relevant documentation will be collated on every applicant at the end of the process, and retained by the Human Resources Department for a minimum of 6 months after which all documents will be destroyed confidentially.

## **JOB SHARE**

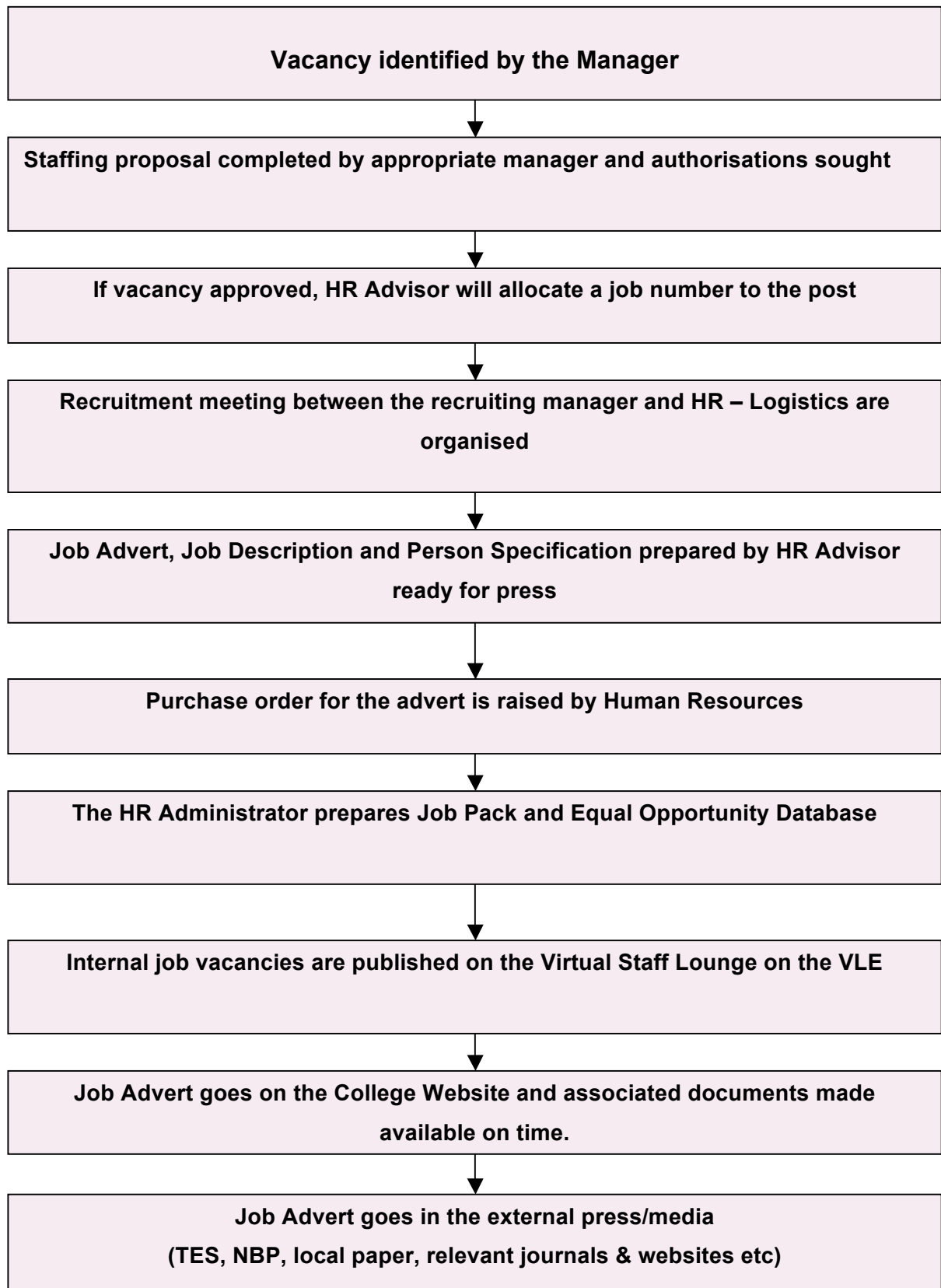
All posts will be considered suitable for job share unless such a restriction can be objectively justified for operational reasons. Full details can be found in the College's Job Sharing Policy which is a separate document.

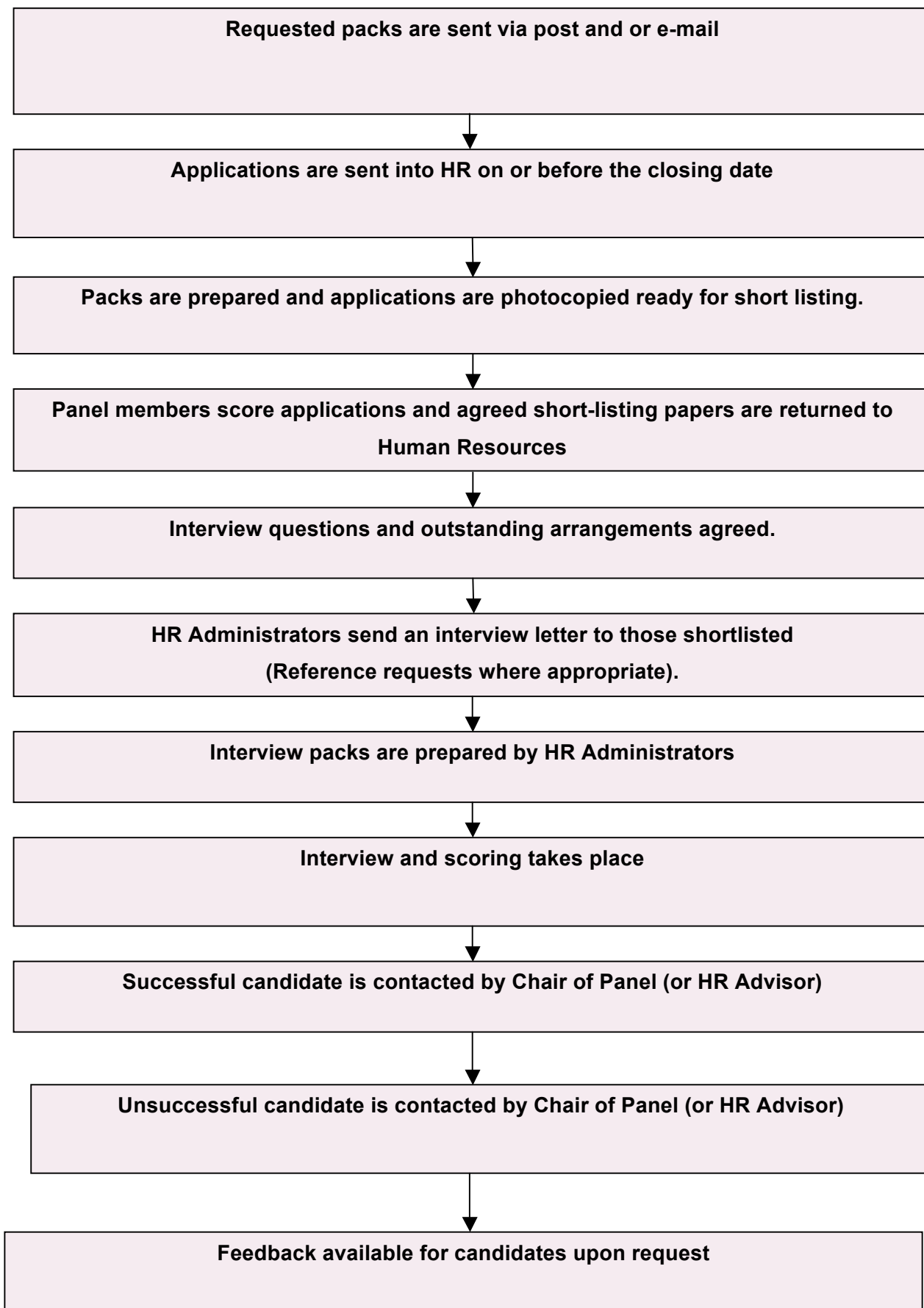
## **INDUCTION**

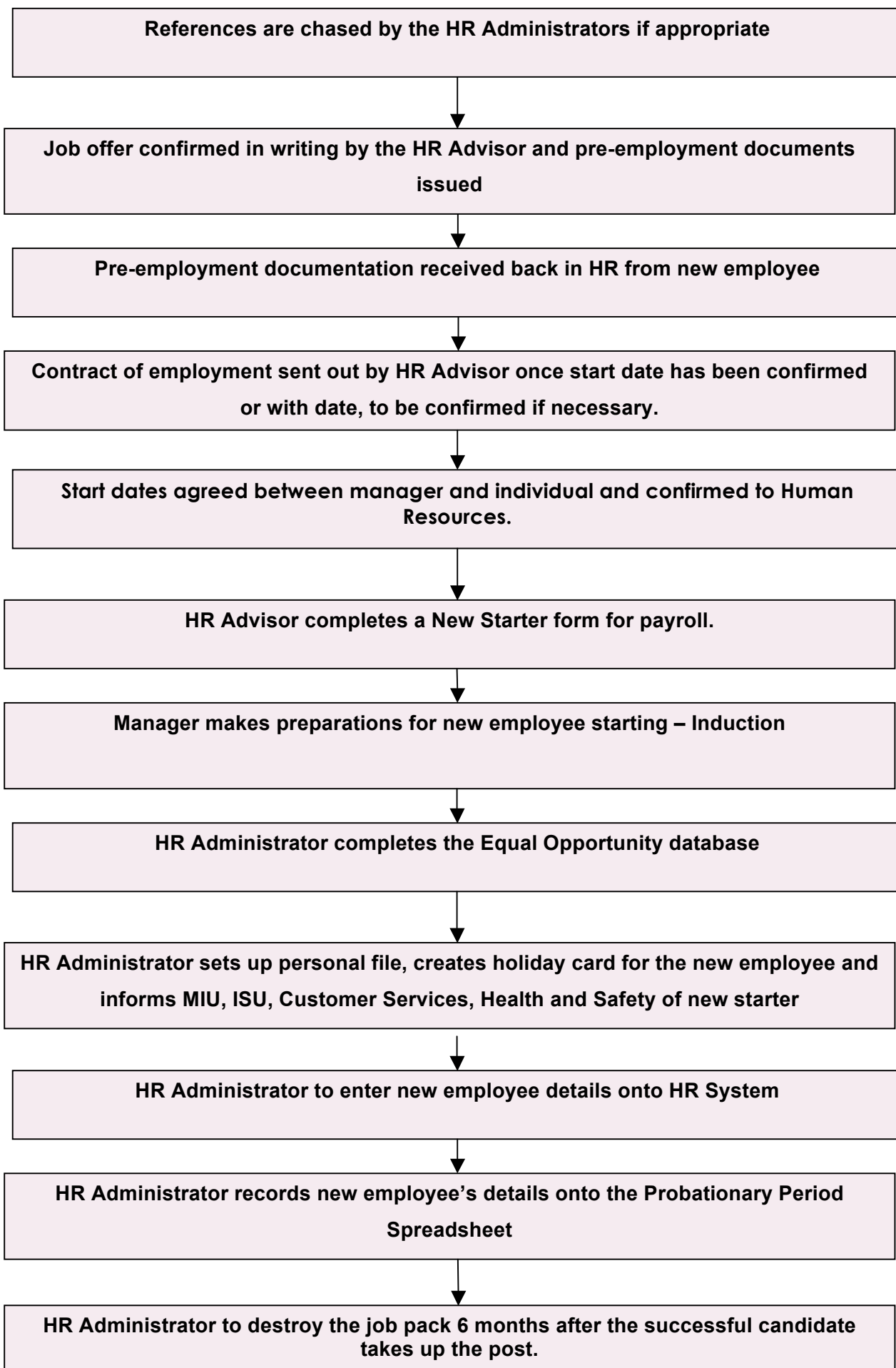
Information gained from the selection process is likely to form the basis for a development plan for the individual's first year. Early induction should be drawn up for all new appointments, including introductions, tours and administrative details. Any adaptation/equipment required for a disabled employee should be available from the commencement of duties. A more extended induction programme should include an assessment of developmental needs, supportive supervision, mentoring and regular reviews of progress. The induction process should be supported by the completion of the induction handbook. Please refer to full handbook for further details.



## Recruitment & Selection Procedure- Admin Process Flow Chart -







*The flowchart will be amended to ensure the College is fully compliant with the requirements of the Independent Safeguarding Authority (ISA).*

## **RECRUITMENT INFORMATION GUIDANCE NOTES**

Using the flowchart 1, the following section looks at each stage in detail remembering that:-

- a) All recruitment practice must operate within College policies on Equal Opportunities.
- b) Incomplete information on requisite forms will delay recruitment.

### **Timescales**

Given that information is clear at the outset, approximate timescales for recruitment are as follows:

Placing of advert ~ Closing Date	21 working days
Closing Date ~ Shortlist	5 working days (approx)
Shortlist ~ Interview	5-10 working days (approx)
Receipt of Interview Summary Report in HR Dept ~ Offer letters sent	2 working days

The proposed start date is subject to agreement between interview panel and candidate.

### **Circulation - Permanent / Temporary Posts**

The approved stages for the circulation of adverts for permanent appointments is that all posts will normally be advertised externally enabling all levels of staff to compete immediately with the external market. There may be occasions where permanent posts are advertised internally. Each case will be assessed on its merits, based on circumstances at the time of recruitment.

In the case of a temporary position, all posts of this nature will be advertised internally, depending on the nature of the role and duration of contract the post may be advertised externally.

### **JOB DESCRIPTION**

The job description is a key element in the recruitment and selection procedure, and its preparation forms the basis of the whole appointment process. Its purpose is to clarify for the applicant and for the College, the requirements of the post and key responsibilities/tasks.

It must define the purpose, the main duties/tasks, and the key responsibilities of the job. It must indicate the reporting relationships with the immediate line manager and any subordinates of the post holder.

### **DEPARTMENTAL ACTION**

Before a post can be advertised, an up-to-date job description must be prepared. The appointing manager is responsible for ensuring this happens in conjunction with the HR Department. If there is an existing job description, this must be reviewed to ensure that it is up to date. The post may have changed since it was last advertised, and the revised version must reflect accurately the duties at the time of advertising.

Job descriptions must be written in straightforward clear language, avoiding jargon. It is essential to avoid language or requirements which may be discriminatory, and the inclusion of factors which may have a discriminatory effect must be avoided.

Hours/patterns of work, whether they are standard for the staff category or whether they include any proposed special conditions, e.g., some evening or weekend working must be included.

Guidelines for the preparation of job descriptions are provided in Appendix 1.

## **HUMAN RESOURCES ACTION**

The Human Resources Department will assist the line manager in drawing up/revising the job description. If it is a new post or if the revisions may lead to a change of grade, he/she will ensure that this is determined.

The job description forms part of the contract as well as influencing the rest of the recruitment process, so it is essential to spend sufficient time at this stage and ensure it accurately reflects the position that is being recruited for.

Key Points to Remember:

- ◆ Review the job description each time vacancy arises
- ◆ Define the purpose of the job and reporting structure/s
- ◆ Define key areas of duties/tasks and responsibilities
- ◆ Ensure that the job description is clear and objective
- ◆ Ensure that the language is non-discriminatory

## **PERSON SPECIFICATION**

This effectively is a pen portrait of the person sought to fill the post.

The purpose of the person specification is to define the skills, qualifications, knowledge, experience and personal attributes which are required to perform the duties of the post effectively. It is used in drafting the advertisement, in short listing and interviewing and ultimately in selecting the successful applicant.

The line manager is responsible for ensuring that a person specification is drawn up for the post.

The line manager will normally draft the person specification in conjunction with Human Resources in order to check for consistency and to obtain any professional advice. Detailed guidance on the process and what must be included are shown below.

It is essential to ensure that criteria set are objective, justifiable, credible and job-related. For example, it is important not to assume that, say, five 'O' levels or GCSEs are required, merely because that has been a traditional requirement. By using the job description, to identify the key objectives of the post, the necessary criteria to be effective in those areas can be determined and included on the Person Specification.

Some guidance on essential and desirable criteria is given below, but these are not prescriptive.

## **Human Resources Action**

HR staff will assist line managers to draw up the person specification. It is important to ensure that all criteria are job-related and non-discriminatory; that they are relevant to the post and are justifiable and as far as possible, that criteria are expressed in measurable terms.

Key Points to Remember:

- ◆ Relate person specification to success criteria for the post
- ◆ Set objective and measurable criteria against which applicants can be assessed
- ◆ Do not base the specification on the person who did the job previously
- ◆ Ensure that all criteria are objective, job-related, justifiable, relevant and do not discriminate directly or indirectly.

Guidelines for Preparation:

- Ensure you understand fully the duties of the post; and that they accurately reflect what the person should be doing, not just what the last person did.
- Examine the purpose of the job and divide this into key areas.
- Identify the success criteria which will demonstrate ability to perform the key areas effectively.
- On the basis of the success criteria, draw up a person specification.

## **Essential Criteria**

This is where the College defines the minimum qualifications, skills, job-related achievements and previous experience the applicant must have to be able to do the job at a satisfactory level or be trained to do the job successfully within a reasonably short time-frame.

For many posts the key success criteria are better measured in successful work experience. For example, five GCSE/O levels do not necessarily predict a good secretary. It is more important to focus on skills required to be successful in the key tasks listed in the job description, e.g., word processing, manipulation of databases, mail merge, shorthand and typing speeds etc. Academic qualifications such as GCSE and 'O' levels in English and Mathematics may be required if they are clearly needed for specific activities in the job. Broad brush statements such as five GCSEs or 'O' levels or a degree in any subject become difficult to validate against the demands of many posts. However, it is important to note that some posts do require specific qualifications i.e. teaching and/or professional qualifications.

To aid short listing the content of the person specification may contain job-related achievements (other than academic) which are assessed as being a good predictor of future success in the job.

Examination of the operating environment of the job can identify the types of problems to be solved and decisions to be made and how candidates should be able to demonstrate success from previous employment situations, e.g., proven success in the project management of the development and implementation of a new personnel system for a large scale employer.

## **Desirable Criteria**

Desirable criteria can assist in refining further the short listing process, particularly where there are a large number of candidates who meet the essential criteria. The desirable criteria must relate to the duties of the job and can be used to identify more highly qualified and/or experienced candidate/s that may be more likely to exceed the basic demands of the job.

If, say, a recognised qualification in Typewriting is seen as an essential criterion, a more highly graded qualification (or equivalent) may be seen as desirable.

## **ADVERTISEMENT / ATTRACTING APPLICANTS**

The advertisement is the “shop window” of the College and it is on the basis of its content that candidates make formal applications. Therefore it is important not to glamorise the position on offer or mislead the applicant into thinking the position has, for example, more responsibility than it actually has.

Advertisements should be based on the person specification and identify a number of essential criteria in order to maximise the number of suitably qualified applicants. In normal circumstances posts should be advertised both internally and externally thus allowing career development opportunities for existing staff whilst fulfilling equal opportunities requirements and potentially enhancing the diversity of the workforce.

Adverts will be produced using the standard College template and will be the responsibility of the Human Resources Department.

There may be occasions where it is appropriate to make exceptions to this rule and only an internal advert will be circulated, in such an event approval should be sought from the Human Resources Manager. In such cases there will still however be a requirement for the applicants to go through a selection process to ensure that they meet all the essential criteria for the position.

All external job advertisements will be published as a minimum on the College website/VLE.

## **SHORT LISTING**

The job description and person specification must be used as the basis for short listing. Short listing must be carried out in a systematic and objective way, to ascertain which applicants appear to meet the requirements outlined in both documents. It is important not to make assumptions but to test on facts.

The criteria which can be assessed at short listing (e.g., qualifications, extent of experience etc, as opposed to inter-personal skills, which can only be assessed at interview) will be entered on to the form “Short listing Sheet”. Both essential and desirable criteria will be entered if used. The criteria which can only be assessed at interview should not be transferred to the short listing sheet.

The short listing panel will assess each applicant against these criteria and complete the form accordingly. If an applicant does not meet any one of the essential short listing criteria he/she will not be shortlisted. However, all candidates must be assessed against each of the criteria.

If the evidence provided is vague the panel may place a “?” in the criteria field and ask a supplementary question at interview or if possible contact the applicant prior to clarify the point in question. This action should only be taken if the applicant meets all other criteria within their application form, and it should be noted that the supplementary question if asked at interview is not scored other than acknowledging that the individual does or does not meet the required criteria.

The desirable criteria should be prioritised, and entered on the form in order with the most important first.

Only applicants who meet all the essential criteria may be shortlisted. If a large number meet all the essential, the desirable criteria should be considered. Depending on numbers, the shortlist may include those who also meet all the desirable, or certain specific desirable criteria which have priority. The important thing is consistency. Any criteria used must be in the original person specification and be job related.

It is very important that such decisions are noted on the form. If subsequently, an applicant lodges a complaint, it must be clear from the form, exactly what criteria was used, and why some applicants were shortlisted and others not.

Under the commitment to the disability initiative any disabled applicant who meets the essential criteria on the person specification will be guaranteed an interview, therefore desirable criteria must not be used for this group of applicants.

Once the short listing exercise has been completed it must be endorsed and signed by all the parties involved and forwarded to HR Dept.

Key Points to Remember:

- ◆ Use the job description and person specification to shortlist
- ◆ Shortlist in an objective and consistent way
- ◆ Record all decisions on the short listing form.

## INTERVIEW SCORING

The College has adapted a standard scoring key of:

Score	Description
0	No Evidence found to support that the candidate meets the required criteria
1	Well below criteria standard required
2	Below standard criteria required
3	Meets the standard of the criteria required and examples given in support
4	Above the standard of the criteria required and good example given in support
5	Exceptional evidence provided which is well above the standard criteria, answer is well supported by relevant and clear examples

Notes must be taken how the applicant responds to all criteria or to the presentation topic. (Each of the criteria should be scored that are assessed by interview and presentation).

Each question can be scored if there is only one question for each of the criteria. Try to avoid asking one question that spans several criteria of a selection process. If more than one question is asked in assessing one criteria, avoid scoring each question unless the panel explicitly wished to weight that criterion.



In rank ordering candidates it is reasonable to count up the total scores for each applicant provided that the applicant meets all the essential criteria and that the desirable criteria are of the same priority or weight. It is not appropriate to score certain criteria at above standard and where the person simply requires to have or not to have a particular qualification (e.g., car driver 2, not qualified 3).

It is helpful that panel members benchmark their scoring after the first interview for consistency but the Chairperson must review any inconsistency of scoring of questions/criteria and examine their evidence and seek to resolve significant anomalies in building consensus decision. Where scores are changed a note should be made as to why. All documentation must be signed and returned to Human Resources.

## **REFERENCES**

The main purpose of a reference is to confirm details of a candidate's application, including their relevant experience and suitability. References may support the appointment decision – they are not solely to be used to make an appointment decision. Whilst references are obtained in confidence they may be required to be produced in case of a complaint concerning the appointment.

Information sought from referees should be structured around the requirements of the job and the job description should be provided. It should be noted that many organisations have a policy of not providing personal references and therefore references provided may only confirm details of current appointment.

New entrants into Bolton College will be required to provide the details of 2 referees. For existing staff of Bolton College it will be normal practice for the reference to be sought from the individual's line manager in the first instance.

## **HUMAN RESOURCES ACTION**

HR staff will contact referees to request references.

Candidates are required to provide work-based references. If a candidate indicates that he/she does not wish their current employer to be contacted prior to short listing their permission will be sought at interview. All offers of employment will be subject to references which are satisfactory to the College.

The request sent to a referee will include the person specification and job description, and will ask the referee to direct his/her comments specifically to these. In the case of an applicant applying for a first job, or someone returning to work after a career break, referees will be asked to comment on, say, the candidate's organisational abilities and interpersonal skills etc, if they cannot comment on previous work experience.

The Human Resources Team will ensure that references are shared with the interview panel/chairperson to seek they are satisfactory.

## **INTERVIEW PROTOCOLS**

The selection interview provides the opportunity for a formal discussion with the applicant regarding job-related areas of his/her background. By its nature it should be a two-way process, and therefore the applicant can ask from the College any job-related questions which may not have been covered in preceding documentation and dialogue. The vital element of the interview however is its structure. Because it is a formal discussion for the

purpose of assessing a job applicant's suitability for the post, the discussion should be organised to run a consistent course covering all the required topics, and allowing salary and conditions of employment to be discussed.

## **THE ROLE OF THE PANEL MEMBER**

The Human Resources Team will train interview panel members on the College's Recruitment and Selection policy, recruitment and selection techniques and relevant aspects of equal opportunities. The key to a successful outcome of the interview process is in the questions/exercises which are asked by the interview panel.

### **Good questions:**

- ◆ Are often open, so that the applicant can give a full reply rather than a "yes" or "no" response
- ◆ Establish evidence specifically linked to successful performance
- ◆ Seek evidence of previous success rather than views and opinions of future success
- ◆ Can be measured by the panel in an agreed and objective way, i.e., the panel are clear on what constitutes an effective answer and what goes beyond.
- ◆ Cover all critical areas of the job which can not be assessed by other means
- ◆ Are asked in a logical sequence (bundled around core skills/behaviours)
- ◆ Include a question on managing equality of opportunity (for all posts).
- ◆ Include a question to identify the applicant's commitment to safeguarding, children and vulnerable adults (for all posts).

Overall, the questions asked must be linked to the job description and person specification. The more specific the job description and person specification, the better the questions can be constructed.

Each question should have a summary of the evidence needed (or a list of positive or negative criteria by which to judge the responses).

### **Poor Questions:**

- ◆ Focus on a narrow area of the role
- ◆ Seek to cover areas which can only be covered by other means
- ◆ Seek only opinions or views
- ◆ Are not asked in particular sequence
- ◆ Reflect personal "hobby horses"
- ◆ Ask for a response which is not capable of measurement.
- ◆ Are directly or indirectly discriminatory

Interviewers must avoid leading, multiple or hypothetical questions and those which enquire about an applicant's marital status, children or other personal circumstances irrelevant to the person's ability to do the job. A question regarding a person's availability to work may be asked so long as it is asked of all candidates.

## **THE ROLE OF THE CHAIRPERSON**

The interview is co-ordinated by the Chairperson. He/she has the responsibility to ensure that the interview is conducted in a structured manner, to manage the timing of the interview, to gain consensus from the panel members and finally, to complete the report of the panel.

Prior to the interview, the panel members must meet and discuss the questions so that they are clear as to their role in the process and in particular the model answers which will be expected from the candidates. The Chairperson will allocate questions to each member of the panel. Although there is a list of set questions this does not stop the panel putting different follow-up questions to different candidates. However these must relate back to the original questions.

Any new questions or changes to questions must be noted.

The Chairperson will greet the candidate, introduce the panel members, explain the interview procedure (including notes that will be taken by the panel members), inform the applicant as to what will happen at the end of the interview and tell him/her when the outcome can be reasonably expected. He/she should also draw the interview to a close, including asking the candidates if they have any questions. At the end of the interviews, the Chairperson will ask each panel member in turn for his/her comments on each candidate. It is considered good practice to allow the rest of the panel to comment before doing so him/herself. Finally he/she should draw together the comments of each panel member on the summary sheet to indicate the consensus agreement reached along with recommended starting date and salary of the selected applicant, and of any reserve candidate. The Chairperson, or nominated panel member to contact each interviewee to inform outcome and give any feedback required.

The Chairperson must complete and sign an Authorisation to Appoint Form in respect of the successful candidate(s), together with any documentation, including notes; these should be collated for inclusion in the interview file, and forwarded to Human Resources to be retained for 6 months.

Finally the Chairperson must forward the medical questionnaire for all applicants to the HR Department who will forward onto the Occupational Health Unit for assessment. The medical questionnaire will have been sent to all short listed candidates, asking them to complete the form in advance of the interview and return it to the Chairperson. The forms will be returned in a pre-provided College envelope. The envelope will be marked with the individuals name and marked private and confidential. **The interview panel are not allowed to open the envelope under any circumstances.** It will be the responsibility of HR to forward the form of the successful candidate, under confidential cover, to the College's Occupational Health Team. The remaining forms will be shredded by the HR team.

#### **THE JOINT RESPONSIBILITIES OF EACH PANEL MEMBER**

Each panel member will take part in the selection process and ask the questions which have already been agreed with the Chairperson. At the end of each applicant's interview, each panel member will complete an interview assessment sheet. When all the applicants have been interviewed, the panel members will discuss their scoring for each applicant. (It is also good practice to bench mark on scores after the first applicant). This enables the panel to discuss and share the evidence they have gained and where panel members wishes to change their score they may do so but must make a note as to the reasons why.

Key Points to Remember:

- ◆ The interview must be structured
- ◆ Questions must reflect the criteria in the person specification
- ◆ Each interviewer must assess each applicant after the interview

- ◆ All documentation must be returned to the Human Resources Department where it will be retained for 6 months
- ◆ Wherever possible, the interview panel should seek to be representative in relation to its gender and ethnicity profile.

## **MEDICALS**

The purpose of a pre-employment medical is to ensure that the successful applicant is medically able to carry out the duties of the post.

All shortlisted candidates are issued with a medical questionnaire to be completed and handed in at interview to the Chair of the Panel in a sealed envelope marked private and confidential. The HR Team will forward under confidential cover the medical form for the successful applicant, the remaining forms will be shredded by Human Resources. If they indicate any health problems the Occupational Health Nurse will discuss this with the individual. Following such an appointment/discussion he/she will indicate whether the candidate is fit or not, and Human Resources will inform the candidate of the outcome. Where there is concern about the level of absence the Occupational Health Unit will review the medical history and advise management as to the likelihood of future good attendance. All offers of employment will be subject to satisfactory medical clearance being received.

The Human Resources Manager will liaise with the Chair of Panel if the candidate should be rejected on medical grounds.

Where there maybe any issues connected to a disability, the Human Resources Team will ensure compliance with the DDA and where appropriate seek specialist support for example access to work

## **CONFIDENTIALITY**

All information obtained in the recruitment and selection process must be treated as confidential by both Human Resources and the employing department.

All papers from the short listing and the interviews must also be treated as confidential and must be returned to Human Resources with the application forms etc. No papers from the recruitment process must be destroyed by panel members. The Human Resources department will retain and destroy papers centrally.

Certain information will be used for monitoring purposes to ensure that the College is affording fair participation and attracting applicants from all sections of the community. This information may be required to be produced in the event of a complaint of discrimination.

Any personal information which is stored on computer paper/files is subject to the requirements of the Data Protection Act 1984.

## **APPENDIX 1 - JOB DESCRIPTION – GUIDELINES FOR PREPARATION**

The purpose of preparing a new job description is to convey to the reader the main purpose of the job, what is required for the jobholder to be successful and what particular challenges or constraints exist at present.

In order to gain a consistent approach to job description preparation, managers are asked to use the following guidelines:

The job description has a number of key headings:

1. JOB TITLE
2. DEPARTMENT
3. GRADE AND SALARY RANGE
4. REPORTING TO
5. RESPONSIBLE FOR
6. JOB PURPOSE
7. KEY RESPONSIBILITIES
8. PHYSICAL CONDITIONS

### **Job Purpose**

This is a single statement about why the job exists. (It is normally best to complete this as a summary of the main responsibilities – consider why the job exists).

### **Main Job Responsibilities**

The job description should cover the main responsibilities of the job. Ideally these should be detailed in priority order, although this isn't always possible. An idea sharing approach is suggested initially to list all activities required of the job holder before beginning to group and prioritise the key tasks.

The responsibilities should be descriptive of the tasks required to be completed by the jobholder and to be written in the form of actions required to complete an end result, i.e., "To do something to something to achieve something".

For management jobs the responsibilities will typically cover such areas as:

- Developing and gaining approval for plans/programmes and resources
- Organising resources
- Meeting and achieving agreed targets
- Directing and monitoring the work of subordinates
- Managing budgets / financial planning
- Developing procedures and techniques
- Developing staff
- For teaching related staff – improving success, retention and achievement rates of learners
- Developing an "equal opportunities" environment

For other jobs they can include:

- Solving specific technical/administrative problems
- Providing authoritative advice and recommendations on a specific range of issues
- Developing new approaches

- Developing new teaching and learning materials
- Embedding, ILT and Equality and Diversity into the learning environment.

The responsibility statements should be jargon free. There should ideally not be more than 15 responsibility statements for ease of the reader. Where there are more than 15 statements drafted it is likely that some of the tasks are linked and can be amalgamated into a more broadly written responsibility statement.

Where the jobholder has responsibility for budgets and/or staff it will be helpful to include the details in numeric terms.

### **PHYSICAL CONDITIONS**

It is helpful to applicants to understand the operating environment in which the job exists.

Areas to include would be:-

- Place of work
- Working hours
- Probationary period
- Appraisal and Training
- Safeguarding Children and Vulnerable Adult statement
- No smoking policy



### APPENDIX 3 - AUTHORISATION TO APPOINT FORM



#### AUTHORISATION TO APPOINT FORM

POST :-	REF NUMBER :-
DATE OF INTERVIEW	

PANEL MEMBERS	
NAME ONE (CHAIR)	
NAME TWO	NAME THREE

#### DETAILS OF NEW STARTER

NAME :-	
START DATE :-	

PLEASE NOTE :- IF A CRB CHECK AND OTHER PRE-EMPLOYMENT CHECKS ARE REQUIRED, START DATE MUST BE TBC.

THE START DATE WILL BE CONDITIONAL ON RECEIPT OF CRB, MEDICAL CLEARANCE & TWO REFERENCES THAT MEET THE REQUIREMENTS OF THE COLLEGE.

GRADE		SCP		SALARY (£)	
-------	--	-----	--	------------	--

CONTRACT TYPE	STANDARD FT OR PT <input type="checkbox"/>	TERM TIME <input type="checkbox"/>
	ANNUALISED HOURS <input type="checkbox"/>	JOB SHARE <input type="checkbox"/>

IF TERM TIME, ANNUALISED HOURS OR JOB SHARE, PLEASE GIVE DETAILS:

HOURS:		PER WEEK		PER YEAR	
--------	--	----------	--	----------	--

PROBATIONARY PERIOD REQUIRED?	YES <input type="checkbox"/>	NO <input type="checkbox"/>
MEDICAL CLEARANCE REQUIRED?	YES <input type="checkbox"/>	NO <input type="checkbox"/>
CRIMINAL RECORDS BUREAU (CRB) CHECK REQUIRED?	YES <input type="checkbox"/>	NO <input type="checkbox"/>
ANY OTHER ALLOWANCES TO BE APPLIED	YES <input type="checkbox"/>	NO <input type="checkbox"/>
WHERE SHOULD THE NEW STARTER REPORT TO ON THEIR FIRST DAY :-		
WHAT TIME SHOULD THEY START		
WHO SHOULD THEY ASK FOR ON ARRIVAL		
ANY OTHER RELEVANT INFORMATION		

APPOINTING MANAGERS : PRINT NAME	
SIGNATURE	
DATE	



Please return to Human Resources Department along with all interview and related paperwork.

**APPENDIX 4 – PERSON SPECIFICATION – TEMPLATE**



**PERSON SPECIFICATION**

<b>POST</b>		<b>DEPT</b>	
<b>GRADE</b>		<b>REF NO</b>	

EDUCATION / TRAINING		CRITERIA ESSENTIAL (E) DESIRABLE (D)	MEASURED BY INTERVIEW (I) APPLICATION (AF) ASSESSMENT CTRE (AC) PRESENTATION (P)
RELEVANT EXPERIENCE			
RELEVANT KNOWLEDGE/ SKILLS & APTITUDES		E / D	MEASURED BY
SPECIAL REQUIREMENTS		E / D	
<b>Ability to demonstrate commitment to safeguarding children &amp; vulnerable adults</b>		E	

**APPENDIX 5 – INTERVIEW SUMMARY REPORT**



Post :

Date of Interview :-

Panel Member

Panel Member

Panel Member

**Interview Summary Report**

Applicant Name	Panel Member Score	Panel Member Score	Panel Member Score	Panel Total Score	Identification Forms Seen	All Essential Criteria Met	Outcome	Feedback Provided By
					Select... ▼	Select... ▼	Select... ▼	

## APPENDIX 6 – APPLICATION FORM



# APPLICATION FORM

### Vacancy Details

Please complete and note the Post Title and Job Reference Number of the vacancy which you are applying for, as you will be asked for this should you contact us about your application.

Job Reference No. \_\_\_\_\_ Post Applied For. \_\_\_\_\_

### Personal Details

This information will be used when we communicate with you about your application and will form part of your employment record should you be the successful applicant.

Surname \_\_\_\_\_ First Names \_\_\_\_\_ Title \_\_\_\_\_  
Address Line 1 \_\_\_\_\_  
Address Line 2 \_\_\_\_\_ Postcode \_\_\_\_\_  
Address Line 3 \_\_\_\_\_  
Address Line 4 \_\_\_\_\_ Mobile No. \_\_\_\_\_  
Home No. \_\_\_\_\_ Fax No. \_\_\_\_\_  
Work No. \_\_\_\_\_ Home e-mail address \_\_\_\_\_  
Work e-mail address \_\_\_\_\_  
Preferred method of communication \_\_\_\_\_

### Institute for Learning – Reference

For candidates who are applying for teaching positions within the College please confirm your Institute for Learning (IFL) reference number

Reference No. \_\_\_\_\_

### For HR Department Use Only

HR Administrator to allocate a candidate reference number and remove all monitor documents from the application form prior to sending to short listing panel manager.

Candidate Reference No

Date Received \_\_\_\_\_ Logged on HR Database \_\_\_\_\_





Candidate Reference No:-

## APPLICATION FORM

### Current Employment

Please give details about your current employer, or last employer if you are not presently employed, along with a brief description of your duties. This could include for example, tasks, objectives, and responsibilities.  
Please note: We may ask your employer to verify the details you provide on your application form.

Dates of service From To	Name & address of employer	Position held & brief outline of duties	Reason for leaving

Current salary (pa)

Notice Period

### Previous Employment

Please give details of all your previous employment starting with the most recent first.  
Please note: If you are shortlisted for interview and assessment, Bolton College reserves the right to verify the information you have provided with any of your previous employers.

Dates of service From To	Name & address of employer	Position held & brief outline of duties	Reason for leaving

## Academic and Professional Qualifications

Please give us details of your academic and professional qualifications. These can include details of comparable overseas qualifications.

Please note: You will be required to provide your original documents as proof of any relevant qualification at the job interview and assessment should you be shortlisted. Bolton College also reserves the right to verify the information that you have given with the educational establishments.

Academic institution Attended	Date attained	Subjects (if applicable)	Qualifications/Grade

## Professional Development Courses Attended (in the last 5 years)

Please give us details of any relevant professional development / Training courses that you have attended in the last five years.

Please note that you can include details of comparable overseas training that you have attended in the last five years.

Dates attended	Course title	Organising body

## Membership of Professional Bodies, Boards or Committees

Please provide details of any professional bodies that you are a member of and details about your membership. Please note: You may be required to verify this information if you are shortlisted for interview and assessment.

--

## Supporting Statement & Evidence

Please tell us how you meet the job requirements detailed in the person specification, which are highlighted as being measurable by the application form. This will include any relevant experience, knowledge, abilities and skills that you have. You may wish to refer to the *"Completing Your Application Form"* guide.

Give as much evidence as you can in support of each of the job requirements. You can include examples from paid work and relevant voluntary work, community activities, domestic or family experience or details of relevant training or short courses.

Supplementary sheets should be attached securely and marked clearly with your name, sheet number and the vacancy reference number.

Please comment below on how you meet the criteria as detailed within the person specification entitled relevant experience.

Please comment below on how you meet the criteria as detailed within the person specification entitled relevant knowledge / skills & aptitudes.

Please comment below on how you meet the criteria as detailed within the person specification entitled special requirements.

Do you hold a full UK Driving Licence  Yes  No



## Other Employment

Please give details of any other paid employment you intend to continue if offered a position within Bolton College. This information is required to:

- ensure working hours do not exceed the requirements of the Working Time Directive.
- ensure that any appointment with the College will not create a conflict of interest within your professional or personal life.

Bolton College reserves the right to notify you of any conflicts of interest and any offer of employment would be dependant upon this conflict ceasing.

Employing / Voluntary Organisation	Job title / Role Undertaken	Hours per week	Weeks per year

## References

Please give details of two people who are prepared to act as referees for you. One of these must be your current or most recent employer. If you have just left full-time education you should provide details of your course tutor. You should also provide details of the dates when you worked with them or they were your course tutor.

**Please note: Bolton College does not accept references from friends and family members of the applicant.**

Referees will automatically be contacted for applicants shortlisted to attend interview and assessment, unless your application has been clearly marked to show that an approach should not be made. You should ensure that your referees are in a position to respond promptly.

Please note: Bolton College reserves the right to request a reference, or to contact any of your employers or educational establishments, in addition to the two referees you have nominated in your application.

Title		Title	
Forename		Forename	
Surname		Surname	
Position		Position	
Organisation		Organisation	
Professional Relationship to applicant		Professional Relationship to applicant	
How long have you known the referee	years	How long have you known the referee	years
Address Line 1		Address Line 1	
Address Line 2		Address Line 2	
Address Line 3		Address Line 3	
Address Line 4	Postcode	Address Line 4	Postcode
Telephone		Telephone	
Fax No		Fax No.	
E-mail address		E-mail address	
May we contact this referee prior to interview	<input type="checkbox"/> Yes <input type="checkbox"/> No	May we contact this referee prior to interview	<input type="checkbox"/> Yes <input type="checkbox"/> No

## Disability: Reasonable Adjustments / Arrangements For Interview

Please tell us about any access requirements or reasonable adjustments you require in order for you to fully participate in the selection process.

## Criminal Records

PLEASE REFER TO THE COVERING LETTER BEFORE COMPLETING THIS SECTION AND THEN COMPLETE EITHER SECTION A OR SECTION B. **The Rehabilitation of Offenders Act 1974 ensures re-offenders who have not re-offended for a period of time since the date of their conviction are not discriminated against when applying for jobs.**

### SECTION A

Please tell us about any unspent criminal convictions and whether any police investigations are currently being processed following allegations made against you.

### SECTION B

Due to the nature of your role, the post that you are applying for is exempt from the Rehabilitation of Offenders Act 1974. You are therefore not entitled to withhold information about convictions, warnings, cautions and reprimands which for other purposes would be regarded as spent under the provisions of the Act. Although cautions, reprimands and final warnings are not considered to be criminal convictions, these will be considered by us in relation to the post that you are applying for.

Please list all convictions, warnings, cautions and reprimands (including any pending) with dates.

Bolton College will use Part V of the Police Act 1997, to obtain a criminal record check for prospective employees. These checks are known as disclosures and are carried out by the Disclosure & Barring Service (DBS).

I give my consent to a disclosure to be carried out by the DBS if I am selected for appointment and understand that my appointment is subject to a DBS Disclosure.

Signature \_\_\_\_\_

Date \_\_\_\_\_

*Note: If you are convicted or receive a warning, caution or reprimand during the application process, you must inform the HR representative of the details.*

## Declarations

Please tick the boxes and sign this section to confirm your agreement to the statements listed in this section of the form.

Please remember this information may be used as evidence should this be required in the future.

Are you related to an employee of Bolton College?  Yes  No

If yes, please state their name and your relations \_\_\_\_\_

- I confirm that to the best of my knowledge, the information given in this application is correct and that I am legally entitled to take employment in the UK. I understand that I will also be required to produce original documents as specified in the Asylum and Immigration Act 1996.
- I give my consent for Bolton College to obtain my attendance records from my previous employers.
- I give my consent for Bolton College to process my diversity monitoring information.
- I understand that my appointment is subject to medical clearance, satisfactory references, DBS clearance and in appropriate cases; evidence of professional registration will be required.
- I understand that, if my application is successful, the information will be used to compile a personal file/records and for payroll purposes and may be disclosed to the Inland Revenue. The information will be processed both manually and automatically.
- I understand that providing false or misleading information during the recruitment and selection process may disqualify me from appointment or if appointed, may render me liable to dismissal. I declare the information I have given is to the best of my knowledge, true and complete.

Name \_\_\_\_\_ Signature \_\_\_\_\_ Date \_\_\_\_\_



# DIVERSITY MONITORING INFORMATION

Bolton College collects equality monitoring information for a number of reasons broadly related to statutory duties and to monitor and promote its Diversity Policy. Diversity Monitoring is the process the College uses to collect, store and analyse data with regard to people's diversity. It is useful to highlight possible inequalities, investigate their underlying causes and to remove any unfairness or disadvantage.

Appointments are not based on the information that you give in this section but simply based on merit. Bolton College would like to assure you that the information that you provide will be treated in the strictest confidence and will only be used as permitted under the Data Protection Act 1998.

Please tick as appropriate

## Details

Post Reference Number

Post Applied For

Name

Age

Gender  Male

Female

Date of Birth (dd/mm/yy)

Do you identify yourself as transgendered?

Yes  No

## Ethnic Origin

Ethnic origin is not the same as nationality; place of birth or citizenship, but about your broad ethnic group. UK Citizens belong to a wide variety of ethnic groups.

Please tick as far as possible, your ethnic origin.

### ASIAN OR ASIAN BRITISH

Bangladeshi

Indian

Pakistani

Other please specify

### BLACK OR BLACK BRITISH

African

Caribbean

Other please specify

### CHINESE

Chinese

Other please specify

### MIXED

White & Asian

White & Black African

White & Black Caribbean

Other please specify

### WHITE

English

Irish

Scottish

Welsh

Other please specify

### OTHER ETHNIC GROUP

Other ethnic group please specify

**Religion & Belief (Please tick one only)**

- |   |                                 |  |
|---|---------------------------------|--|
| <input type="checkbox"/> Buddhist               | <input type="checkbox"/> Hindu  | <input type="checkbox"/> Christian (all denominations) |
| <input type="checkbox"/> Jewish                 | <input type="checkbox"/> Muslim | <input type="checkbox"/> None                          |
| <input type="checkbox"/> Other please specify : |                                 |  |
- 

**Sexual Orientation (Please tick one only)**

- |                                       |                                     |  |
|---------------------------------------|-------------------------------------|--|
| <input type="checkbox"/> Heterosexual | <input type="checkbox"/> Homosexual | <input type="checkbox"/> Prefer not to say |
| <input type="checkbox"/> Lesbian      | <input type="checkbox"/> Bisexual   | <input type="checkbox"/> Refused           |

**Disability**

Bolton College has a statutory duty to monitor the employment rates of disabled people this requires us to use the definition of disability in the Disability Discrimination Act. You are therefore asked to tell us if you have a mental or physical condition which has a substantive and long-term adverse effect on your ability to carry out normal day-to-day activities, which lasts or is likely to last for more than 12 months.

Please answer the question below.

Do you consider yourself to have a disability that satisfies the above condition?  Yes  No

If yes, please indicate below the nature of this disability or condition and any support requirements you may need or wish to discuss with us.

**Please return by the closing date along with your application form to:-**

**HR Department  
Bolton College  
Deane Road, Bolton, BL3 5BG**  
 **01204 482 105 / 01204 482 106**  
 [\*\*personnel@boltoncc.ac.uk\*\*](mailto:personnel@boltoncc.ac.uk)

**Please note your monitoring form will not form any part of the selection process**



**APPENDIX 7 – APPLICATION FORM – MANAGEMENT POSITIONS**

**APPLICATION FORM**

**MANAGEMENT POSITIONS**

**Vacancy Details**

Please complete and note the Post Title and Job Reference Number of the vacancy which you are applying for, as you will be asked for this should you contact us about your application.

Job Reference No. \_\_\_\_\_ Post Applied For. \_\_\_\_\_

**Personal Details**

This information will be used when we communicate with you about your application and will form part of your employment record should you be the successful applicant.

Surname _____	First Names _____	Title _____
Address Line 1 _____	_____	
Address Line 2 _____	Postcode _____	_____
Address Line 3 _____	_____	
Address Line 4 _____	Mobile No. _____	_____
Home No. _____	Fax No. _____	_____
Work No. _____	Home e-mail address _____	_____
Work e-mail address _____		
Preferred method of communication _____		

**Institute for Learning – Reference**

For candidates who are applying for teaching positions within the College please confirm your Institute for Learning (IFL) reference number

Reference No. \_\_\_\_\_

**For HR Department Use Only**

HR Administrator to allocate a candidate reference number and remove all monitor documents from the application form prior to sending to short listing panel manager.

Candidate Reference No

Date Received \_\_\_\_\_ Logged on HR Database \_\_\_\_\_



Candidate Reference No:-



## APPLICATION FORM

### Current Employment

Please give details about your current employer, or last employer if you are not presently employed, along with a brief description of your duties. This could include for example, tasks, objectives, and responsibilities.  
Please note: We may ask your employer to verify the details you provide on your application form.

Dates of service From To	Name & address of employer	Position held & brief outline of duties	Reason for leaving

Current salary (pa)

Notice Period

### Previous Employment

Please give details of all your previous employment starting with the most recent first.  
Please note: If you are shortlisted for interview and assessment, Bolton College reserves the right to verify the information you have provided with any of your previous employers.

Dates of service From To	Name & address of employer	Position held & brief outline of duties	Reason for leaving

## Academic and Professional Qualifications

Please give us details of your academic and professional qualifications. These can include details of comparable overseas qualifications.

Please note: You will be required to provide your original documents as proof of any relevant qualification at the job interview and assessment should you be shortlisted. Bolton College also reserves the right to verify the information that you have given with the educational establishments.

Academic institution Attended	Date attained	Subjects (if applicable)	Qualifications/Grade

## Professional Development Courses Attended (in the last 5 years)

Please give us details of any relevant professional development / Training courses that you have attended in the last five years.

Please note that you can include details of comparable overseas training that you have attended in the last five years.

Dates attended	Course title	Organising body

## Membership of Professional Bodies, Boards or Committees

Please provide details of any professional bodies that you are a member of and details about your membership.

Please note: You may be required to verify this information if you are shortlisted for interview and assessment.

--

## Professional Experience

Please detail your answers to the following questions with regard to your current or most senior appointment.

**Reasons for seeking a new post**

**Key Responsibilities in current post**

**Titles of posts senior to your own**

**Size of budget for which you are or have been entirely responsible.**

**Overall budget of Organisation referred to above**

**Describe your approach to maximising quality & managing cost effectiveness. How do you balance these issues, please provide an example.**



## MY LEADERSHIP & MANAGEMENT APPROACH & PROFILE

*Please describe your leadership/management style and beliefs by ticking one box between each of the two opposing statements. Responses should represent your preferred leadership/management approach under normal circumstances. The closer to the statement, the stronger the agreement.*

<b>I run my teams / would run my teams on a very tight rein, keeping very close tabs on everything which is going on.</b>						<b>I run my teams / would run my teams on a very loose rein, trusting professionals to get on with their jobs.</b>
<b>Access to me is / would be open door; unless I'm in a meeting, walk in ...</b>						<b>Access to me is / would be strictly restricted in the interests of getting on with my work.</b>
<b>I spend/would spend a significant proportion of a normal working week off site, on partnership and ambassadorial work</b>						<b>I spend/would spend the vast majority of my normal working week on site, focusing on running my area of responsibility / dept</b>
<b>I hold / would hold meetings with staff as often as is practical, so that I am seen and heard.</b>						<b>I hold / would hold meetings with staff only in exceptional circumstances.</b>
<b>College management structures should be reviewed and redesigned on a regular basis</b>						<b>Regular review of, and alteration to, college management structures is destabilising and to be avoided as far as possible</b>
<b>All managers should visit other colleges on a regular basis.</b>						<b>It would be wasteful and disruptive to send all managers out to other colleges on a regular basis.</b>
<b>Regardless of a college's financial health, compulsory redundancies are sometimes necessary to improve quality and service.</b>						<b>Compulsory redundancies are only ever an option in times of financial crisis.</b>
<b>I like sometimes to take a risk on appointing creative people / people with flair, even if there are question marks about their consistency.</b>						<b>When appointing, I always go for solid, dependable people above all.</b>
<b>My team meetings are / would be highly structured, formal and focused.</b>						<b>My team meetings are / would be generally informal, with a free flow of ideas.</b>
<b>I prefer members of my team to challenge me and my ideas on a regular basis.</b>						<b>I prefer members of my team in the main to follow my lead and my ideas.</b>
<b>It is very important to me that my staff like me.</b>						<b>It is a matter of indifference to me whether or not my staff likes me.</b>
<b>I am far more of a starter of projects than a runner (manager) of them.</b>						<b>I am far more of a runner (manager) of projects than a starter of them.</b>
<b>I am impatient with slow or ineffective managers</b>						<b>I am patient and supportive of slow or ineffective managers</b>
<b>The possibility of hurting others' feelings often affects my decision-making.</b>						<b>The possibility of hurting others' feelings has little effect on my decision-making.</b>
<b>I enjoy working alone with numerical and financial data.</b>						<b>Working alone with numerical and financial data is a necessary evil as far as I'm concerned.</b>
<b>When dealing with partner organisations, I tend to be a</b>						<b>When dealing with partner organisations, I tend to look for</b>

<b>tough negotiator.</b>						<b>compromise and common ground.</b>
<b>Even if the great majority opposes me, I go forward with what I believe in.</b>						<b>If the great majority opposes me, I will always change direction.</b>
<b>I believe that it is important to be on friendly terms with recognised trade unions.</b>						<b>I believe that it is important to keep a cool distance from recognised trade unions.</b>
<b>I have made many management decisions which I now regret.</b>						<b>I have no regrets about any of the management decisions I have made.</b>
<b>At meetings of the Governing Body I am / would be a dominant figure, providing leadership and direction</b>						<b>At meetings of the Governing Body I am / would be a source of support and information to governors, careful not to be too dominating.</b>
<b>16-19 year olds require a different kind of environment entirely from students aged 19+.</b>						<b>16-19 year olds are best served by learning alongside all other age groups from 19 upwards.</b>
<b>Student demand is by far the most important determinant of the college's curriculum offer.</b>						<b>The stated needs of local industry and commerce are at least as important as student demand in determining the college's curriculum offer.</b>
<b>The system of publishing inspection grades for a college is important and drives up quality.</b>						<b>The system of publishing inspection grades for a college is damaging and serves no useful purpose.</b>
<b>I believe in the system of league tables of examination performance</b>						<b>I am very much opposed to the system of league tables of examination performance.</b>
<b>Teaching is at the heart of what we do I would still like to deliver some curriculum offer / be involved in hands on delivery.</b>						<b>In this role curriculum delivery / hands on delivery would not be possible.</b>

## Supporting Statement & Evidence

Please tell us how you meet the job requirements detailed in the person specification, which are highlighted as being measurable by the application form. This will include any relevant experience, knowledge, abilities and skills that you have. You may wish to refer to the "Completing Your Application Form" guide.

Give as much evidence as you can in support of each of the job requirements. You can include examples from paid work and relevant voluntary work, community activities, domestic or family experience or details of relevant training or short courses.

Supplementary sheets should be attached securely and marked clearly with your name, sheet number and the vacancy reference number.

Please comment below on how you meet the criteria as detailed within the person specification entitled relevant experience.

Please comment below on how you meet the criteria as detailed within the person specification entitled relevant knowledge / skills & aptitudes.

Please comment below on how you meet the criteria as detailed within the person specification entitled special requirements.

Do you hold a full UK Driving Licence  Yes  No

## Other Employment

Please give details of any other paid employment you intend to continue if offered a position within Bolton College. This information is required to:

- ensure working hours do not exceed the requirements of the Working Time Directive.
- ensure that any appointment with the College will not create a conflict of interest within your professional or personal life.

Bolton College reserves the right to notify you of any conflicts of interest and any offer of employment would be dependant upon this conflict ceasing.

Employing / Voluntary Organisation	Job title / Role Undertaken	Hours per week	Weeks per year

## References

Please give details of two people who are prepared to act as referees for you. One of these must be your current or most recent employer. If you have just left full-time education you should provide details of your course tutor. You should also provide details of the dates when you worked with them or they were your course tutor.

**Please note: Bolton College does not accept references from friends and family members of the applicant.**

Referees will automatically be contacted for applicants shortlisted to attend interview and assessment, unless your application has been clearly marked to show that an approach should not be made. You should ensure that your referees are in a position to respond promptly.

Please note: Bolton College reserves the right to request a reference, or to contact any of your employers or educational establishments, in addition to the two referees you have nominated in your application.

Title		Title	
Forename		Forename	
Surname		Surname	
Position		Position	
Organisation		Organisation	
Professional Relationship to applicant		Professional Relationship to applicant	
How long have you known the referee	years	How long have you known the referee	years
Address Line 1		Address Line 1	
Address Line 2		Address Line 2	
Address Line 3		Address Line 3	
Address Line 4	Postcode	Address Line 4	Postcode
Telephone		Telephone	
Fax No		Fax No.	
E-mail address		E-mail address	
May we contact this referee prior to interview	<input type="checkbox"/> Yes <input type="checkbox"/> No	May we contact this referee prior to interview	<input type="checkbox"/> Yes <input type="checkbox"/> No

## Disability: Reasonable Adjustments / Arrangements For Interview

Please tell us about any access requirements or reasonable adjustments you require in order for you to fully participate in the selection process.

## Criminal Records

PLEASE REFER TO THE COVERING LETTER BEFORE COMPLETING THIS SECTION AND THEN COMPLETE EITHER SECTION A OR SECTION B. **The Rehabilitation of Offenders Act 1974 ensures re-offenders who have not re-offended for a period of time since the date of their conviction are not discriminated against when applying for jobs.**

### SECTION A

Please tell us about any unspent criminal convictions and whether any police investigations are currently being processed following allegations made against you.

### SECTION B

Due to the nature of your role, the post that you are applying for is exempt from the Rehabilitation of Offenders Act 1974. You are therefore not entitled to withhold information about convictions, warnings, cautions and reprimands which for other purposes would be regarded as spent under the provisions of the Act. Although cautions, reprimands and final warnings are not considered to be criminal convictions, these will be considered by us in relation to the post that you are applying for.

Please list all convictions, warnings, cautions and reprimands (including any pending) with dates.

Bolton College will use Part V of the Police Act 1997, to obtain a criminal record check for prospective employees. These checks are known as disclosures and are carried out by the DBS Check

I give my consent to a disclosure to be carried out by the DBS if I am selected for appointment and understand that my appointment is subject to a DBS Disclosure.

Signature

Date

*Note: If you are convicted or receive a warning, caution or reprimand during the application process, you must inform the HR representative of the details.*

## Declarations

Please tick the boxes and sign this section to confirm your agreement to the statements listed in this section of the form.

Please remember this information may be used as evidence should this be required in the future.

Are you related to an employee of Bolton Community College?  Yes  No

If yes, please state their name and your relations \_\_\_\_\_

- I confirm that to the best of my knowledge, the information given in this application is correct and that I am legally entitled to take employment in the UK. I understand that I will also be required to produce original documents as specified in the Asylum and Immigration Act 1996.
- I give my consent for Bolton College to obtain my attendance records from my previous employers.
- I give my consent for Bolton College to process my diversity monitoring information.
- I understand that my appointment is subject to medical clearance, satisfactory references, CRB clearance and in appropriate cases; evidence of professional registration will be required.
- I understand that, if my application is successful, the information will be used to compile a personal file/records and for payroll purposes and may be disclosed to the Inland Revenue. The information will be processed both manually and automatically.
- I understand that providing false or misleading information during the recruitment and selection process may disqualify me from appointment or if appointed, may render me liable to dismissal. I declare the information I have given is to the best of my knowledge, true and complete.

Name \_\_\_\_\_

Signature \_\_\_\_\_

Date \_\_\_\_\_



# DIVERSITY MONITORING INFORMATION

Bolton College collects equality monitoring information for a number of reasons broadly related to statutory duties and to monitor and promote its Diversity Policy. Diversity Monitoring is the process the College uses to collect, store and analyse data with regard to people's diversity. It is useful to highlight possible inequalities, investigate their underlying causes and to remove any unfairness or disadvantage.

Appointments are not based on the information that you give in this section but simply based on merit. Bolton College would like to assure you that the information that you provide will be treated in the strictest confidence and will only be used as permitted under the Data Protection Act 1998.

Please tick as appropriate

## Details

Post Reference Number

Post Applied For

Name

Age

Gender  Male

Female

Date of Birth (dd/mm/yy)

Do you identify yourself as transgendered?

Yes  No

## Ethnic Origin

Ethnic origin is not the same as nationality; place of birth or citizenship, but about your broad ethnic group. UK Citizens belong to a wide variety of ethnic groups.

Please tick as far as possible, your ethnic origin.

### ASIAN OR ASIAN BRITISH

Bangladeshi

Indian

Pakistani

Other please specify

### BLACK OR BLACK BRITISH

African

Caribbean

Other please specify

### CHINESE

Chinese

Other please specify

### MIXED

White & Asian

White & Black African

White & Black Caribbean

Other please specify

### WHITE

English

Irish

Scottish

Welsh

Other please specify

### OTHER ETHNIC GROUP

Other ethnic group please specify



**Religion & Belief (Please tick one only)**

- |   |                                 |  |
|---|---------------------------------|--|
| <input type="checkbox"/> Buddhist               | <input type="checkbox"/> Hindu  | <input type="checkbox"/> Christian (all denominations) |
| <input type="checkbox"/> Jewish                 | <input type="checkbox"/> Muslim | <input type="checkbox"/> None                          |
| <input type="checkbox"/> Other please specify : |                                 |  |
- 

**Sexual Orientation (Please tick one only)**

- |                                       |                                     |  |
|---------------------------------------|-------------------------------------|--|
| <input type="checkbox"/> Heterosexual | <input type="checkbox"/> Homosexual | <input type="checkbox"/> Prefer not to say |
| <input type="checkbox"/> Lesbian      | <input type="checkbox"/> Bisexual   | <input type="checkbox"/> Refused           |

**Disability**

Bolton College has a statutory duty to monitor the employment rates of disabled people this requires us to use the definition of disability in the Disability Discrimination Act. You are therefore asked to tell us if you have a mental or physical condition which has a substantive and long-term adverse effect on your ability to carry out normal day-to-day activities, which lasts or is likely to last for more than 12 months.

Please answer the question below.

Do you consider yourself to have a disability that satisfies the above condition?  Yes  No

If yes, please indicate below the nature of this disability or condition and any support requirements you may need or wish to discuss with us.

**Please return by the closing date along with your application form to:-**

**HR Department  
Bolton College  
Deane Road  
Bolton**



**01204 482 105 / 01204 482 106**



**personnel@boltoncc.ac.uk**

**\* Please note your monitoring form will not form any part of the selection process.**