



Staff Recruitment and Selection Policy

1. Introduction

At the University of Ravensbourne, we set out to attract and recruit the best possible candidates who are going to be fundamental to our continued success and growth. To achieve our strategic aims, a structured and professional approach to staff recruitment and selection is essential.

This policy sets out our approach for the overall recruitment and selection of candidates. The associated guides provide more information to assist hiring managers and selection panel members about their roles and the process that they will need to manage.

All Chairs of panels and hiring managers should read this policy in conjunction with the related recruitment and selection guides as well as the Stonefish user guides which are included as part of the Stonefish vacancy management system.

2. Aims

The aims of the Recruitment and Selection policy are to ensure that:

- there is a structured, fair, consistent, and inclusive approach followed throughout the recruitment and selection process so that the best candidate with the appropriate skills is recruited in order to meet the University's operational and strategic requirements
- the principle of open competition in all staff recruitment other than in cases of redeployment is followed
- the appointment to vacancies is based on merits through the assessment of the candidates' suitability against the selection criteria of the specific role
- irrespective of the selection outcome, the recruitment process should be a positive experience for all candidates
- all recruitment and selection will be consistent with employment legislation and the university's relevant policies, including Equality and Diversity and Dignity at Work.

3. Scope

Recruitment to vacancies using this policy and the associated processes applies to the recruitment and selection of all employed staff including those on open-ended and fixed term contracts. The process for the recruitment of sessional and casual staff is outlined separately in the Procedures for the Engagement of Sessional and Casual Staff guidance document.

4. Recruitment & Selection Training

Relevant training, guidance and support will be available to those involved in the recruitment and selection of staff processes.



All hiring managers (Chairs and panel members of recruitment and selection panels) are expected to undertake recruitment and selection training to participate in the recruitment and selection process.

All Chairs of recruitment panels must have completed the training prior to chairing panels. Ideally, all other panel members should undertake this training as well, but there may be occasions where this has not been possible due to time constraints.

The Stonefish vacancy management system has a selection of training guides available that hiring managers can use when they first start using the system, or when refresher guidance is required. These include system guides and practical advice.

The Stonefish guides and other recruitment and selection training material complement each other and should be understood by all staff who are involved at any stage of the recruitment process.

5. Line manager responsibilities

Hiring managers are responsible for recruitment, in conjunction with support from the HR department. A line manager who wishes to recruit someone must first obtain the necessary approvals to proceed as set out in the associated guidance documentation.

6. Assessment criteria

We always aim to recruit the person who is most suited to each job. We recruit solely based on the applicant's abilities and individual merit as measured against the predetermined criteria for the job. Qualifications, experience and skills are assessed at the level that is relevant to the job.

7. Job descriptions and employee specifications

Before initiating the recruitment process, the responsible line manager must ensure that there is an up-to-date job description for the role and a clear employee specification.

The job description will describe the duties, responsibilities, level of seniority associated with the role and pay and benefits, while the employee specification will describe, for example, the type of qualifications, knowledge, experience, skills, aptitudes, competencies and personal qualities required for effective performance of the job.

8. Advertisement of vacancies

It is our policy that all vacancies will be placed on the university website to advertise externally. In addition to this we also advertise all vacancies in jobs.ac.uk. If any additional advertising is needed, the relevant hiring manager will need to ensure that the advertising is funded through the department budget and work with HR to advertise where needed.

9. Equality, diversity and inclusion

We are committed to applying the principles of equality, diversity and inclusion policy at all stages of recruitment and selection.



We will never exclude any candidate with a disability unless the candidate is unable to perform a duty that is intrinsic to the role, having considered reasonable adjustments. Ravensbourne operates the Disability Confident scheme, whereby any candidates with a disability who meet the minimum essential selection criteria for a vacancy, will be guaranteed an invite to interview.

10. Data protection

The system helps to ensure that the recruitment and selection process is transparent and fair and that all documentation, including shortlisting comments, comply with our statutory obligations under the General Data Protection Regulation (GDPR).

11. Cautions or criminal convictions

Where an existing member of staff discloses a caution or criminal conviction, whether as part of a DBS check or otherwise disclosed, the People and Culture team will provide advice to the department on any further action that may be required under Ravensbourne's policies, and whether any referrals to a professional body or a research funder need to be made. Any action will be fair and proportionate taking into consideration the role and the nature of the caution or criminal conviction.

Any cautions and/or convictions relating to a child or an adult at risk, will be referred to the Designated Staff Safeguarding lead, who will consider whether a barring referral needs to be made to the DBS and/or if the Local Authority Designated Officer needs to be informed. Ravensbourne's Safeguarding Policy should be followed when dealing with any safeguarding concerns that may arise.

When considering the relevance of a disclosure relating to DBS, the People and Culture team will consider a number of factors (as detailed in the [government's guidance](#)) such as:

- the person's age at the time of the offence.
- how long ago the offence took place.
- whether it was an isolated offence or part of a pattern of offending.
- the nature of the offence.
- Its relevance to the post or position in question; and
- what else is known about the person's conduct before and since the offence.

Convictions and/or cautions relating to sexual offences, those involving violence, or where a person is barred from working with children or adults at risk, may be incompatible with working for Ravensbourne. Notwithstanding this, each case will be considered on its own merits, considering any potential risk to Ravensbourne's staff, students, reputation and the need to comply with the law.

12. Onboarding for new employees

In alignment with our Safeguarding Policy the university is committed to implementing robust safer recruitment practices. Successful candidates must provide at least two referees including one from their current employer. References are subsequently verified.

A right to work check is also conducted. Enhanced DBS checks should also be carried for relevant posts, outcomes must be received prior to prospective employees commencing employment.



13. Internal transfers for existing employees

Employees who change roles may require new verification checks dependent on the nature of the new position.

Additional Right to Work checks will be carried out if there have been changes in work authorisation.

DBS checks are also carried out if the role requires.