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GBS Staff Recruitment Policy

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Contents

| | | |
|-----|---|----|
| 1. | Policy Statement | 4 |
| 2. | Purpose | 4 |
| 3. | Equality and Diversity | 4 |
| 4. | Scope | 4 |
| 5. | Roles and Responsibilities | 5 |
| 6. | Recruitment Process | 5 |
| 7. | Advertising Vacancies | 6 |
| 8. | Internal Applications | 7 |
| 9. | Promotions and Secondments | 7 |
| 10. | Shortlisted Candidates | 8 |
| 11. | Interview Stages | 8 |
| 12. | Offer of Employment | 9 |
| 13. | References | 10 |
| 14. | The Bribery Act 2010 | 10 |
| 15. | Qualification Certificates | 10 |
| 16. | Work Permits and Illegal Working | 11 |
| 17. | The General Data Protection Regulation (EU) 2016/679 (GDPR) | 12 |
| 18. | Complaints Procedure | 12 |
| 19. | Monitoring and Review | 12 |
| 20. | Alternative Format | 13 |
| | Annex 1- Our Values | 14 |
| | Annex 2- GBS Recruitment Flowchart | 15 |

GBS HE Malta Limited Staff Recruitment Policy

1. Policy Statement

1.1. GBS HE Malta Limited (GBS) recognises that we rely on the skills, competencies, and contribution of all our staff to deliver high outcome for our students. An effective recruitment and selection process is, therefore, fundamental in underpinning our strategic ambition to appoint the highest calibre of staff at all levels and to enable us to deliver our strategic plan by 'changing lives through education'. GBS is committed to ensuring that our recruitment and selection processes are fair, consistent, and in accordance with legislative obligations and recognised best practice guidelines.

2. Purpose

2.1 The purpose of this staff recruitment policy is to establish the recruitment and onboarding processes that GBS will operate under; ensuring equality at all stages of the recruitment process is maintained. This policy defines the principles that GBS considers important. All candidates should have a positive experience, whether they are successful or not. The recruitment process should ensure that GBS attracts talented candidates and is presented in a positive manner that enhances its reputation.

3. Equality and Diversity

3.1 Current employment law imposes obligations on employers not to discriminate on the grounds of a protected characteristic, age, disability, gender reassignment, race, religion or belief, sex, sexual orientation, marriage and civil partnership, pregnancy, and maternity. GBS is committed to tackling unfair and unlawful discrimination. We are also committed to actively promoting equality and celebrating diversity to create a harmonious and productive environment in which diversity adds value to our work. We seek to create a culture where all staff are encouraged to reach their full potential. In line with our commitment to equal opportunities and diversity, GBS welcomes applications for vacancies from all individuals who meet the criteria identified for the relevant post.

4. Scope

4.1 This policy applies to all GBS staff.

5. Roles and Responsibilities

5.1 The roles and responsibilities in respect of this recruitment policy include:

- **GBS Human Resources** are responsible for ensuring that this policy is managed promptly, fairly and without unreasonable delay. Line managers and prospective employees can receive support from Human Resources in resolving any recruitment issues that may arise. Human Resources will liaise with the line manager to advise on the processes to follow and facilitating each stage of the recruitment process, providing training and guidance as and when required.
- **GBS Hiring Managers-** Responsible for hiring the most suitable candidate for a given position. The Hiring Managers work in coordination with GBS Human Resources who will supervise the interview and hiring processes and ensure the recruitment process is followed.
- **GBS Interview Panelists-** Responsible for ensuring an equitable approach is adopted to interviewing prospective candidates and must provide objective feedback to the candidate using the GBS Applicant Tracking System (Hire-serve).
- **GBS Senior Management-** Responsible for approving new hire requests, approving final offers, and overseeing end-to-end talent acquisition strategy of GBS.

6. Recruitment Process

6.1 Recruitment Authorisation Process

- 6.1.1 The recruitment authorisation process requires senior management to forward a plan of their recruitment needs for each calendar year to the Head of Human Resources. The recruitment processes should be conducted in a cost-effective manner. This plan must be approved by either the Chief Executive Officer (CEO) or Chairman of the Executive Board.
- 6.1.2 All new vacancies outside of the departments pre-approved recruitment plan must be authorised by senior management and CEO before any attempt is made to fill the role. In making the request to the CEO, consideration should be given to advertising internally within GBS.

- 6.1.3 At the time of recruitment, a requisition to recruit workflow will be generated via GBS Application Tracking System (Hire-serve). The Hiring Manager will be required to complete the requisition form generated by the workflow. For all roles which are pre-approved, senior management will be asked to verify that it is authorised to continue the recruitment process. (If the role has not been pre-approved, confirmation and approval to recruit will be required from Senior management and CEO). For replacement roles that are within budget approval, confirmation to recruit will be required by senior management and Head of Human Resources
- 6.1.4 Once authorisation has been obtained, the Hiring Manager will be contacted by a member of the Talent Acquisition team assigned to the role. The Talent Acquisition team member will complete a job specification form to determine the qualifications, knowledge, experience, and competencies required for the role.
- 6.1.5 If the role is new and does not have an allocated job description, the Hiring Manager will be required to produce a job description for the vacancy which provides a fair and accurate representation of the role and follows the format which is laid out in the Job Description Template Form. The job description will describe the duties, responsibilities, experience, and seniority of the post. Due care must be taken when producing job descriptions to ensure that unreasonable requirements are not placed on the job holder which cannot be objectively justified and may unfairly disadvantage certain groups e.g., age, disability, gender reassignment, race, religion or belief, sex, sexual orientation, marriage and civil partnership, pregnancy, and maternity.
- 6.1.6 The final approved pdf version of the job description will be signed off by Human Resources and given to all candidates prior to interview, to enable them to prepare adequately for the interview. Please refer to Annex 2- GBS Recruitment Flowchart.

7. Advertising Vacancies

- 7.1 All vacancies will be advertised through identified job boards which generate a greater number of applicants for the specific role. Social network such as LinkedIn, Twitter or Instagram will be also utilised to drive applicant traffic to our GBS careers website.

7.2 All vacancies will be advertised on the GBS staff intranet (Life) to encourage internal applications and promote career advancement.

7.3 All adverts will follow agreed templates and any new adverts will need to be approved by Head of Communications and Head of Human Resources.

7.4 All vacancies will be re-advertised on a rolling bases until filled.

8. Internal Applications

8.1 GBS encourages career opportunity and as such any open vacancy will be advertised using our internal staff Life platform. To be eligible to apply for internal roles existing staff must have:

- A good performance record.
- Normally will have completed their probation before applying for any internal vacancies.
- Head of Department or CEO.
- Hiring Manager approval.

8.2 Once approved, the internal applicant can apply for the respective position and will be interviewed along with external candidates. Should the internal applicant be successful in their application, the role they are leaving will normally be backfilled before the internal candidate can take up the new role.

8.3 The internal candidate will undergo an initial six-month trial period in the post and once satisfactory feedback is received from the Hiring Manager, the position will become permanent. Should the internal applicant be underperforming in the role, a capability process will be implemented under the GBS Capability Policy.

9. Promotions and Secondments

9.1 In continuance of GBS focus on internal career advancement, GBS will provide career progression opportunities under the term's 'promotions and secondments':

- **Promotions-** If it is viewed by the line manager that a member of staff is suitable for a promotion into a role above their current grade, a request will be submitted to the Head of the Department to place the member of staff in the

respective position for a trial period. The trial period will typically be one academic term (or 3 months) in length but may vary, with CEO approval based on the specific timing of the trial period and the relevant business needs. If after the trial period the member of staff has performed to the level required of the new role and maintained the relevant KPIs, they will be made permanent and their salary will then be adjusted to that commensurate with the new role. If they have not performed at the level required, they will return to the old position.

- **Secondments** are another tool that supports the career advancement of staff. When the opportunities arise, a suitable staff member will be chosen for a secondment to another business division, department, or overseas location. The secondment will have two objectives:
 1. To provide staff with career opportunities with the option to be seconded to a different department or business division in order to gain knowledge and competence in another area of the business.
 2. Staff members who are part of the talent pool will also be considered for secondment to overseas divisions in their respective field of study and experience.

9.2 All those considered for either promotion or secondment must have completed their probation successfully.

10. Shortlisted Candidates

- 10.1 As part of the recruitment process, GBS will ensure shortlisted candidates:
- Identify specific job-related criteria using the job specification.
 - Match the criteria with those detailed in the candidate's CV; and
 - Use this information to select which candidates will be invited for interview.
- 10.2 Candidates who apply for positions with GBS, whether through a direct advertisement, a recruitment agency or through GBS directly, will always be required to complete an application via the GBS Application Tracking System. All applicants will be able to track their individual applications and all candidates will be notified of the outcome of their application.

11. Interview Stages

11.1 The standard interview process will follow either a one-stage or two-stage procedure with the exception of senior roles. Second stage interviews will not be conducted unnecessarily if a candidate justifies their suitability for a role in a first interview. A third level stage interview may be required for senior roles. All interviews will be scheduled by the Talent Acquisition Team. There are three stages to the interview process:

- **Stage one:** All shortlisted candidates will be pre-screened by the Talent Acquisition team member assigned to the role. This will consist of screening questions agreed with the Hiring Manager: GBS values, salary and right to work questions.
- **Stage two:** An interview panel consisting of no less than two members, agreed by the Hiring Manager. Ideal panel number is three. A suggested list of questions will be generated for use by the interview panel. This will focus on the needs of the job and skills required to perform it effectively as determined by the job specification and job description. All candidates invited to interview will receive a pdf version of the job description. All interviews at this stage are done face-to-face.
- **Stage three:** If required, this will consist of a final interview with a member of the Senior Management Team or Chief Executive Officer.

11.2 Full training will be provided to all staff members who will be involved in the recruitment process. Hiring Managers conducting recruitment interviews will ensure the questions are not in any way discriminatory or unnecessarily intrusive.

12. Offer of Employment

12.1 Once the most appropriate candidate has been selected, this appointment will need to be approved. A request to offer workflow will be generated from the Application Tracking System once the Hiring Manager indicates they wish to proceed with an offer of employment. All approved vacancies will require the specific senior management and Head of Human Resources to sign off the offer of employment. All job offers where the salary being offered is at the top end of budgeted pay scale or outside of the scale, will require the approval of the Chief Executive Officer and/or Chairman of the Executive Board.

12.2 All salary ranges will be disclosed at the beginning of the recruitment process and will be extracted from GBS approved salary pay grading structure. All academic job offers must be approved by the Chief Executive Officer before any offer is made.

12.3 In setting a starting salary, GBS must consider the salary of existing employees in a similar role to ensure that inconsistencies are not created which could be challenged under the Equality Act 2010.

13. References

13.1 All employment offers are conditional upon receipt of two satisfactory professional references. The referees should usually be the applicants current and previous employers although, in the case of a college or school leaver, a tutor or teacher will be acceptable.

13.2 References will be required once an offer of employment is made using GBS reference form which is generated electronically. Senior positions may require the applicant to provide details of referees prior to an offer of employment being made. Once the applicant's consent has been received, the referees will be contacted and the responses will form part of the selection process. Details may be checked or clarified by telephone where necessary. If satisfactory references are not received within a reasonable timescale, GBS could potentially withdraw the offer of employment.

14. The Bribery Act 2010

14.1 GBS may perform additional checks during the recruitment process when recruiting for posts that may be vulnerable to bribery risks (such as Purchasing, Marketing or Distribution), and subject to the requirements of the Rehabilitation of Offenders Act 1974). These checks may include carrying out criminal record, bankruptcy, and credit reference agency checks and/or taking up additional references.

15. Qualification Certificates

15.1 All applicants are required to provide evidence of qualifications either in the form of original certificates (which will be photocopied and returned) or certified copies. Confirmation will be obtained from the relevant Examination Board if certificates cannot be produced.

15.2 The employment offer will be conditional upon valid evidence of qualifications and the offer may be withdrawn if this is not supplied within a reasonable timescale. If an applicant falsifies certificates and/or evidence of qualifications and this is brought to GBS attention, (after a full investigation), the applicant may be subject to disciplinary action and could potentially be dismissed under GBS Disciplinary Policy at any stage of their employment.

16. Work Permits and Illegal Working

16.1 It is against the law to employ a person who does not have permission to live and work in the UK. GBS could be prosecuted and fined under the Immigration and Asylum Act 1999 for employing somebody who does not have permission to work in the UK. GBS will not employ an individual unless he or she has a legal right to work in the UK.

16.2 All offers of employment will be subject to the successful candidate providing the required original documents showing evidence of their right to work in the UK. A member of the Human Resources (HR) team will check the necessary documents during the recruitment process. All successful candidates will be required to provide evidence of one original piece of documentation from the list below once an offer of employment is made:

- A document with the applicants National Insurance number and name. This could be a P45, a National Insurance card or a letter from a government agency.
- A document showing that the person can stay indefinitely in the UK or that they have no restriction preventing them from taking employment. This may be an endorsement in a passport or Home Office Letter.
- A work permit or other approval to take employment from the Department for Work and Pensions
- A document showing that they are a UK Citizen or have right of abode in the UK. This may be an endorsement in a passport, a birth certificate, a registration or naturalisation document or a letter from the Home Office.
- If the candidate is a national of a European Economic area, evidence of settled status or pre-settled status will be required.

16.3 To avoid discrimination, it is essential that the same criteria are applied to every person who is offered employment with GBS, regardless of their race, nationality or ethnic or national origins. If an applicant is *not* able to produce one of the above listed documents, their employment will be put on hold for an agreed length of time and at such time the offer may be withdrawn.

16.4 If an individual has time-limited permission to live and work in the UK, he or she must provide evidence of their renewed right to live and work in the UK at the expiry of the current permission. If it becomes evident that an employee does not have the right to work in the UK, GBS could potentially, (after a full investigation), terminate the employee's contract of employment.

16.5 If a line manager becomes concerned that an employee in their team or department is working in the UK illegally, they should report the matter to a member of the HR team with reasons for their concerns. A Senior member of the HR team will be responsible for investigating the matter further.

17. The General Data Protection Regulation (EU) 2016/679 (GDPR)

17.1 The EU General Data Protection Regulation (EU) 2016/679 (GDPR) regulate the sharing, use and reuse of data. All GBS HE Malta members (staff and students) are collectively responsible for monitoring the data available for each of the protected characteristics and taking appropriate action to advance equality and diversity.

18. Complaints Procedure

18.1 Any applicants who consider that they have been unfairly treated or discriminated against during the recruitment process should write to HR@globalbanking.ac.uk stating the grounds of the complaint. Any employee who wishes to complain about their experience of the recruitment process should do so by means of the GBS Staff Grievance Policy.

19. Monitoring and Review

19.1 This policy may be amended by GBS at any time and will be reviewed annually in the light of relevant developments in legislation and employment practice. Any amendments will be notified to employees in writing, following consultation and/or

notice where appropriate. Any issues related to the monitoring and review of this policy should be directed to:

- **Name:** Human Resources
- **Email:** HR@globalbanking.ac.uk

20. Alternative Format

20.1 This policy can be provided in alternative formats (including large print, audio and electronic) upon request. For further information, or to make a request, please contact:

- **Name:** Welfare Management Team
- **Position:** Welfare Officer/Manager
- **Email:** welfare@globalbanking.ac.uk

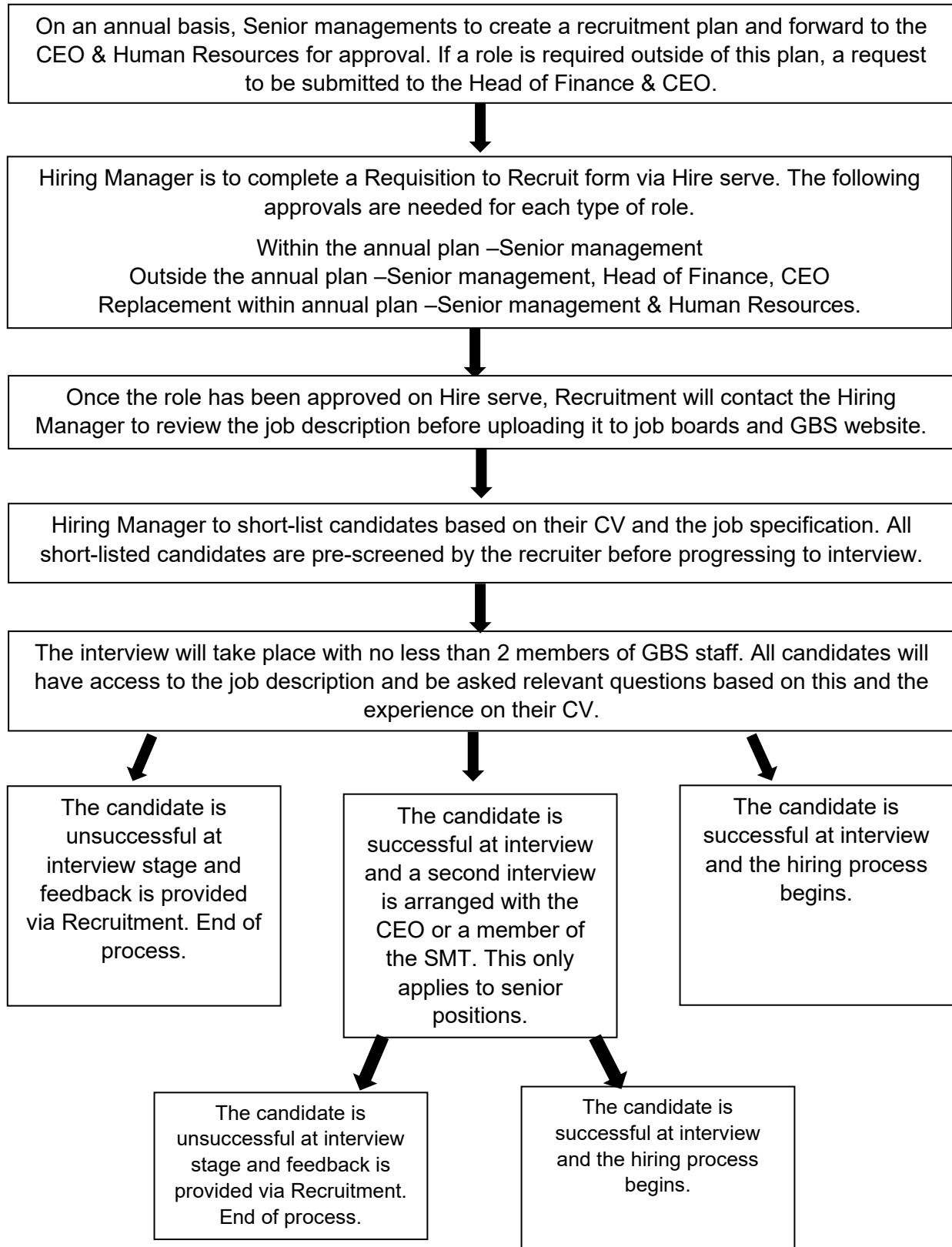
Annex 1- Our Values

Our vision is embedded within our values. Our values are not just a set of words, they define who we are and what we strive to be as an organisation. We want to put our values at the heart of everything that we do, and we need our staff and students help to make this a success.



Annex 2- GBS Recruitment Flowchart

Stage 1 - Creating a Vacancy & Initial Process



Stage 2 - Hiring

Before an offer is made to a candidate, the hiring manager must seek approval from the Senior Management and Human Resources. For roles at the top end or outside the budget, approval must be gained from the Head of Finance and the CEO. For academic roles, the CEO must approve the offer.



An offer letter is submitted via DocuSign to the successful candidate detailing the terms and conditions of the offer, the start date, and the annual salary. A draft copy of the contract is also included. Once the signed offer letter has been returned, Recruitment to forward this to the relevant HR Officer to take over the process.



The HR Officer requests that a GBS New Starter Form is completed alongside a reference request form. The new employee is invited to campus where upon copies of the candidates Right to Work and qualifications (where appropriate) are verified.



References are collected using GBS electronic reference form. If the references are deemed unsatisfactory then the offer of employment may be withdrawn.



Once completed, a contract of employment is submitted to the new starter followed by a further email containing details of their first day with GBS.