Human Resources Recruitment Policy

Purpose
Freshart College recognises that its staff are fundamental to its success. The College therefore needs to be able to retain staff of the highest calibre and a strategic, professional approach to recruitment is essential to do this. This policy covers appointments to Academic, Professional, Administrative, Library, and Technical posts of all durations and from all funding sources. It aims to enable the College to attract and identify the most talented staff and in compliance with employment legislation and College policy.

Recruitment principles
Recruitment and selection of staff to employment in the College will comply with all legal requirements, and with relevant equal opportunity, affirmative action and human resource management principles, policies and guidelines adopted by the College.

Recruitment will be carried out in accordance with the following principles:

- **Merit**: All appointments will be made on the basis of careful and consistent application of the principle of merit.
- **Fairness**: Processes are fair and accessible to all. The College wishes to encourage the recruitment of staff with disabilities and will make reasonable adjustments to all stages of the recruitment process and as required in order for a successful candidate with a disability to undertake the post.
- **Transparency**: Recruitment processes are open and transparent in a timely manner.
- **Responsiveness**: Recruitment aims to make appointments in a timely manner, whilst adhering to College policies and governance requirements.
- **Business need**: The decision-making process aligns with the College's strategic plan and organisational structures.
- **Confidentiality**: All processes will be conducted to guard the confidentiality of applicants and preserve the integrity of the process.

Recruitment Process and responsibilities

Recruitment of staff is the responsibility of Faculty management supported by Human Resources (HR). To ensure an efficient process the ownership of each element of the process is assigned to HR staff. Academic selection committees consider positions at the levels of Professor, Associate Professor, Senior Lecturer and Lecturer, including Research Officers of equivalent academic levels. The selection committee interviews the candidates on the final shortlist. The structure of the interview is determined by the selection committee and HR may advise the selection committee on appropriate selection methodologies to use.

Recruitment of Academic Staff Visitors
The College also recognizes the status of Academic Visitors and sets out and safeguards the visitors' rights and obligations for the duration of his/her visit at the College. An academic visitor is defined as a faculty member or researcher associated with another College or Research Institution who visits the College to collaborate for a specific period with an academic department, research team or faculty member of the College.

Conditions
- Academic Visitors come to the College at the invitation of a School, department, faculty member or research unit, with the formal approval of the Head of Department.
- Academic Visitors who are hosted at the College for more than 10 days should be registered with the Secretariat of the Academic Department with which they collaborate and should receive a Visitor's ID.
- Entries in the Academic Visitors Register include the details of the academic visitor, data on the institution s/he comes from, the purpose of the visit, the type of cooperation as well as the details of the member of the College who has made the invitation.

Facilities
The academic department /host unit is responsible for:
- providing the Academic Visitor with information on any issues concerning entry procedures in the country and administrative procedures concerning his/her stay at College
- providing appropriate work, guidance or supervision;
- providing all necessary equipment and/or materials and resources;
- at the end of the Visit, providing the Academic Visitor with any required evaluation letter or report.

The Academic visitor, on presenting his/her Academic Visitor ID, may have access for the duration of his/her visit to the College's library services and e-services and, wherever possible, suitable workspace.

Academic Visitor Obligations
- The Academic Visitor throughout his/her stay at the College must comply with national law and with the College's internal regulations, notably those concerning academic behavior, integrity and intellectual property as well as health and safety rules.
- Unless otherwise specified, the Academic Visitor and / or the institution to which s/he belongs is responsible for covering the travel, medical and accommodation expenses associated with his/her visit to the College.

Job Description
The job description sets out the selection criteria for a recruitment competition, informs potential applicants of the requirements of the post and is a mechanism to promote the college and yield a high level of interest from applicants. The job description should accurately reflect the elements of the post.

The person specification should state both the essential and desirable criteria in terms of skills, aptitudes, knowledge and experience for the job, all of which should be directly related to the job and applied equally to all applicants. Care should be taken when writing the person specification to ensure that criteria used do not indirectly discriminate against certain groups of applicants.
A job description is required for every role prior to recruitment. The job description comprises:

I. a description of the role: the purpose of the role, the tasks of the role, and the context within which the role sits in the College. This is provided by the Hiring Lead.
II. the person specification for the role: the qualifications, knowledge, experience and skills required to successfully carry out the role. A template is provided by HR.
III. any additional requirements related to eligibility or terms and conditions associated with the role. This is provided by HR.

Additional information on competency framework, research themes, background information on the Faculty/ School/Unit may be added as preferred by the Hiring Lead. Job descriptions are reviewed by HR to ensure the recommended grade is commensurate with the level of skill and responsibility required for the complexity of the tasks of the role.

Advertising of Appointments

All posts must be advertised to ensure transparency and for equal opportunity. Generally, posts are advertised internally and externally simultaneously. All advertised vacancies will be placed on the College's website; academic, research and teaching vacancies, and will also be advertised via our specialist recruiting agents that the College cooperates.

Shortlisting

To ensure fair and transparent decisions, the following applies:
- Shortlisting criteria are based on the Job Description.
- All members of the Selection Committee will be invited to review the applications against the criteria and score each applicant.

Selection Procedures

Candidates are assessed against the job specification provided for the vacancy and ranked in order of suitability for appointment.
- The Selection Committee has discretion, under the direction of Human Resources, to use any selection tools or techniques that are valid and fair to all candidates.
- Identifying criteria for assessment must be determined in advance of interview, or any other element of the selection process. Any weightings must be determined in advance.
- The Selection Committee may undertake preliminary interviews with a candidate long-list or request a candidate after formal presentation and interview, to attend for a subsequent interview.

Making the appointment
- The College recognises open contracts as the general form of employment relationship between employers and employees and will appoint new and existing staff to indefinite contracts unless necessary and objective reasons justify use of a fixed-term contract.
- Appointments will usually be made at the grade minimum of the advertised salary scale unless directly relevant experience would justify additional increments. Advice should be sought from HR if the intention is to appoint at the grade maximum of the advertised salary scale.

Applicants must be graded as follows:

A: Applicants meeting all requirements as per the position advertisement.

B: Applicants meeting some (not all) requirements as per the position advertisement.

O: Applicants meeting all the requirements as per the position advertisement but who do not fall within the under-represented employees within the relevant Occupational Level.

D: Applicants who do not meet all or most of the requirements as per the position advertisement. Clear and justifiable reasons, in keeping with established criteria in advertising the position, must be recorded for the grading of each applicant. Discussions must take disability into consideration.

Induction

Induction is the final stage of the recruitment process. Once the successful candidate has accepted the offer of employment and a start date has been agreed the Head of Department is responsible for preparing a comprehensive induction programme for the new employee.

Staff Development

The College recognizes and values the willingness for professional development. In order to achieve this, it encourages all the staff, especially the academic staff, for learning, teaching, research, coaching, mentoring and leadership development.

The College supports the staff development as below:
- Providing information for educational and art networks and workshops which are held via Ministry of Education, Sport and Youth of Cyprus or other international organisations.

- Providing information on art programs and courses
- Applying the recruitment of academic staff visitors. Academic Visitors come to the College at the invitation of a department, school, faculty or research unit, for educational (teaching/learning) and research purposes. The College appreciates that Academic Visitors can contribute to internationalization on campus as well as enhancing the quality of the College's work.
- Encouragement for Freshart College's Graduate Teaching Assistants: Teaching and academic practice development support for Graduate Teaching Assistants (GTAs).
- Encouragement for publishing a monthly newsletter for research staff, highlighting our upcoming art training and support, events, opportunities and news.

Staff Promotion
The College appreciates the hard work, commitment and achievements of all staff. For this purpose, the College has firstly created recognition schemes to assist progress towards achieving its objectives by motivating staff to achieve excellence. The academic promotions process is designed to recognise and reward excellent performance that supports the delivery of the College's objectives in a fair and transparent way. Department may identify a maximum number of awards to be made within a year and prioritise applications with that limit in mind. Alternatively, they may consider each case on its merits and make awards as appropriate.

Scheme A: Rewarding Excellence
'Rewarding Excellence' awards are intended to reward staff whose exceptional contribution, on a sustained basis over an appropriate period of time, is worthy of particular note.

Scheme B: 'Making the Difference' bonus scheme:
The 'Making the Difference' (MTD) awards are intended to provide recognition to those staff from any level or job family whose exceptional contribution on a one-off or short-term basis has been outstanding and is worthy of particular note.

All members of staff should have an agreed, up-to-date Job Description that clarifies the expectations of their role. Many will have, in addition, specific objectives agreed at Performance Review and/or a person specification that identifies the competencies required for their job. These documents are useful reference points for the identification of outstanding contribution.
Staff are eligible to be nominated either individually or as teams. Where nominations are for consideration as a team the group of staff must be generally recognised as such by the department. Where individuals have been submitted for an award on more than one occasion, and particularly where they have been successful more than once, consideration should be given as to whether it is more appropriate to submit them for a 'Rewarding Excellence' award for sustained, outstanding contribution within a role.

In the case of a team award, it is possible to nominate a team member with less than six months' service although supporting documentation that confirms a similar level of contribution or achievement as the other team members would need to be submitted.

Promotion of academic, research and teaching staff according to grades of responsibility
The Head of Department may, subject to the conditions given below, put forward a case for the promotion of a member of the academic, research or teaching staff. Applicants do not need to be at the top of their current grade before applying for promotion. The department will take an active interest in the quality of each application ahead of submission. The department will provide each academic staff member with the opportunity to access career development support.

Faculty positions at Freshart College:
- Professor
- Associate professor
- Assistant professor
- Lecturer

Other academic positions:
- Special teaching personnel
- Special scientists

Promotion Criteria

Academic promotion is based on demonstrating the level of performance against Freshart College's promotion criteria. The below criteria relate to the three key areas of academic work. In each of these areas, three incremental levels of performance have been defined - known as Levels 1, 2 and 3.

1. **Academic citizenship:** Academic excellence lies at the heart of the process and is assessed in terms of both research and teaching, except where contracts are Research only or Teaching & Scholarship (T&S) only. Key elements of academic endeavour include (as appropriate):
   - Excellence in one's own discipline.
   - Inter-disciplinarity
   - Professional and objective practice
   - Artistic performance

There is flexibility to allow for roles with differing degrees of emphasis on research, teaching, scholarship and professional practice, and academic citizenship. The following features are highlighted:
- The use of levels in each criteria set. Performance at the levels indicated for each grade represents a continuing and effective performance at that level. Promotion requires the demonstration of successful performance at a higher level (a more significant contribution) as specified in the Promotions Criteria. Once a higher level has been achieved, there is an expectation that performance will continue to encompass, where appropriate, the criteria of the lower levels — the steps are incremental, not mutually exclusive.
- The focus on academic citizenship, which encompasses the multiple demands made on academics to ensure that:
  1. departments run smoothly, and
  2. attention is paid to ensuring good external relations with prospective students, prospective employers of our graduates, funding bodies, knowledge exchange partners and the local community

2. **Research**

The College recognises that research outputs can take a variety of forms, in accordance with the subject area.

Research outputs include:
- publications such as books (monographs and edited volumes), articles, research reports and (in some disciplines) refereed conference proceedings, including publications where an electronic final version is publicly available
- works of art, screenplays, stage plays, other creative writing outputs
- musical performances, stage productions, film, television, radio and related media productions
- other forms of appropriate practice as research

- developmental work in methodologies for technical and scientific disciplines
- knowledge transfer activities, such as involvement in licensing of intellectual property or spin-outs

3. Teaching and professional practice

Staff responsible for the delivery of professional education and training should demonstrate:
- effective updating of programme material to meet the requirements of regulatory bodies with respect to content, standards, knowledge, clinical competences, etc
- contributions to the strategic networking and relationship building with the range of partners who are essential to developing contemporary programmes
- engagement with the negotiation and maintenance of such partnership arrangements
- maintenance of current knowledge in professional practice
- for those in clinical subjects, maintenance of clinical credibility by constantly researching and updating themselves on new clinical developments and 'best practice'.

Technologies have the potential to improve learning outcomes. Tutors innovated technology solutions can be applied "at scale" (regional, national, or global) with the potential to benefit and engage a large number of teachers, either remotely, face-to-face, or a combination of both. The College aims to support new approaches to teacher professional development utilizing high-tech solutions.

Additionally, the College encourages the use of multimedia (eg. animations, gifs, graphs), podcasts, videos, posting via the social media and the use of many educational programs.

Principles of Academic Promotion

The following principles apply to all applications:
- The Freshart College promotions process and criteria reward an individual's contribution to the success of the College in achieving its goals and delivering its strategic objectives.
- The promotions process is based on principles of equity, fairness and the recognition of an individual's contribution as a member of academic staff.
- Colleagues are expected to take an active approach to their own career development, while having access to clear information about the process and criteria as well as to supportive advice.
- All members of academic staff will be given opportunities to engage in activities that may go towards a case for promotion which is consistent with their contract and with their talents and experience. It is an individual's positive contribution in their role which will determine whether an application for promotion is successful.

Applications

- All applications for promotion from academic, research and teaching staff will be considered by the respective Faculty. Members of academic staff seeking promotion have sole responsibility for applying for consideration by the Academic Committee.
- Staff in research roles aren't assessed against the teaching, scholarship and professional practice criteria, and staff in teaching and scholarship roles aren't assessed against the research criteria.
- Staff may not transfer between the academic, research and teaching grade structures as part of the academic promotions process. Where a member of staff wishes to pursue such a change, they are requested to discuss this with their Head of Department, who will advise on the correct protocol outside the promotions process.

Consideration of applications

- The College will ensure that the criteria and procedures for promotion conform to the equality and diversity strands and policies.
- The Academic Committee will have due regard to career breaks and relevant personal circumstances such as part-time working, maternity/paternity leave, disability, long-term

illness. While career breaks might explain delayed career development, they are not viewed as a weakness in a career profile. Applicants are invited to make use of the individual circumstances section of their application to draw attention to such factors.

- The Committee is interested in the whole career contribution and achievement of applicants, regardless of which institution employed the applicant at the time. However, special regard will be given to contributions and achievements made over the last three years.

Notification to applicants
- Applicants are informed when the decision is taken as to whether to consult referees. In the latter case applicants will be able to obtain feedback; applicants are encouraged to discuss this with their Head of Department.
- When the Committee has completed its work, its decision will be communicated to each applicant by letter (copied to the Head of Department) by the end of the Summer term.
- Promotion is effective from the beginning of the following academic year.

Post-promotion feedback and review process
Where an applicant is unhappy with the outcome of their application, or would like further feedback, they are invited to write a letter to the Academic Committee. Once feedback has been provided, if the applicant remains dissatisfied, the Committee will be asked to review its decision.

Privacy notice
A privacy notice is provided for individuals applying for promotion at the Freshart College. This sets out the ways in which the College gathers, uses, stores and shares the data. It also sets out how long the College keep the data and what rights the applicant has in relation to the data under the General Data Protection Regulation (GDPR).

For the purposes of this privacy notice, Freshart College is the Data Controller as defined in the General Data Protection Regulation.