University of
Reading

RECRUITMENT & SELECTION

Contents

Document Change Control

Date	Version	Comments
November 2016	1.0	First version to bring guidance on HR website into one document.
January 2018	2.0	Revised document with the introduction of Campus Jobs to employ students and temporary workers and the introduction of a Master Vendor for agency staff.

1. About this procedure

1.1   The University of Reading is committed to ensuring that relevant employment legislation and Codes of Practice are adhered to in the recruitment and selection to posts advertised.

1.2   This document describes the University's policy and procedures to avoid unfair discrimination and should be read in conjunction with the University's *Equality and Diversity Objectives*.

1.3   This document describes the University's policies and procedures to ensure compliance with the Immigration, Asylum and Nationality Act 2006 and should be read in conjunction with the University's *Preventing Illegal Working* and *Certificates of Sponsorship (Tier 2 and 5)* policies.

1.4   This document describes the University policy and procedures on the safeguarding of children and vulnerable adults and should be read in conjunction with the University's *DBS Policy.*

2. Scope

2.1   This procedure applies to all employees and prospective employees of the University including full and part-time employees, those on fixed term and temporary contracts of employment regardless of length of service.

2.2   The selection process can be tailored as appropriate to the grade and scope of the role. There are prescribed selection processes as follows:

a. Permanent and fixed term positions;
b. Senior academic appointments, Grades 8 and above
c. Sessional Lecturers;
d. Student appointments.

2.3 Those out of scope for this procedure are University of Reading students. Their employment is administered via Campus Jobs. Follow this link for more details of pay rates, procedures and who is in scope for the service. http://www.reading.ac.uk/internal/humanresources/campusjobs/humres-campus-jobs-home.aspx

For temporary positions that cannot be filled by student workers, requests for agency workers can be made via the University's Master Vendor, Reed. Follow this link for more details on how to access this service. https://www.reading.ac.uk/closed/procurement/Information-for-employees/i-want-to-buy/proc-tempagencystaff.aspx [UoR username and password required]

3. Definitions and abbreviations

3.1 Definitions and abbreviations used in this policy are:

a. ATS: Applicant Tracking System
b. DBS: Disclosure and Barring Scheme (formerly known as CRB)
c. HERA: Higher Education Role and Analysis scheme, used by the University for job evaluation for grading
d. JD: Job description
e. Jobtrain: The provider of the University's ATS
f. PS: Person specification
g. SRF: Staffing Request Form, the document to confirm the financial approval and costing details of a vacancy.
h. TMP: The University's recruitment marketing partner
i. Trent: The University's employee payroll database

4. Responsibilities

4.1 The **Human Resources Department** is responsible for:

a. Ensuring job advertisements meet legislative requirements of the Equality Act 2010, making recommendations for amendments where required;

b. Ensuring the correct contract terms and conditions are provided to those appointed to new positions within the legislative timeframes;

c. Coordinating communication to candidates throughout the recruitment process;

d. Ensuring the necessary documentation has been received by prospective and current employees to confirm their right to work in the UK;

e. Seeking assurance the appropriate pre-employment checks have been completed prior to an employee commencing work at the University;

f. Ensuring the documentation relating to recruitment activity and selection decisions is recorded in line with the Data Protection Act 1998 and can be retrieved to respond to any challenges made in relation to the selection decisions made;

g. Provide Recruitment and Selection training for interview panel members.

4.2 All **managers** are responsible for:

a. Write job descriptions, person specifications and draft advert wording for posts they wish to recruit to;

b. Making selection decisions, ensuring they work within the equality and diversity and legislative framework;

c. Recording the selection decisions, using the tool prescribed by the University;

d. Communicating directly with candidates they interview, providing further feedback if required;

e. Responding to candidate's requests for feedback, when required at any point in the process.

4.3 The **prospective and current employee** is responsible for:

a. Presenting current, original identification to representatives of the University.

5. Recruitment and Selection process

5.1 The University's recruitment and selection process is set out in detail in Appendices 1 to 6. These set out in detail the processes to follow in relation to:

a. Overview of the recruitment and selection process (Appendix 1);
b. Grading of new or revised posts (Appendix 2);
c. Confirming funding for a post, using the University's HR Approvals portal (Appendix 3);
d. Writing job descriptions, person specifications and advertisements (Appendix 4);
e. Selection process – shortlisting, interviewing and appointment (Appendix 5);
f. Pre-employment checks and record-keeping (Appendix 6).

5.2 The University's recruitment and selection process for appointing to senior academic appointments (Grade 8 and above) is set out in Appendix 7.

6. Pre-employment checks

6.1 All prospective employees will be subject to pre-employment checks prior to commencing work for the University. Further information on the pre-employment checks required is in Appendix 6.

6.2 The pre-employment checks applicable to all permanent and fixed term, salaried posts are as follows:
a. Right to work in the UK – in line with the University's *Prevention of Illegal Working* policy;
b. References – at least two references, with one from the prospective candidate current or last employer;

     c.   Work Health Assessment – clearance from the University's Occupational Health department.

6.3   Where it is appropriate for the role, the following pre-employment checks are required:
    a.   Qualifications – where they are recorded as essential for the role;
    b.   Disclosure & Barring Service (DBS) check – for postholders carrying out 'regulated activity' as defined by the DBS. In these instances, the DBS certificate must have been satisfactorily completed prior to the prospective employee commencing work at the University.

7.   Planning for a new member of the team

Induction

7.1   The purpose of the workplace induction is the make the transition into a new job as smooth as possible. This has benefits for the employee as well as the University. The employee will gain more information about the University and how they and their department fit into that structure. It should give the employee a glimpse of the bigger picture.

7.2   A well-planned and executed induction will make new employees feel more at ease on arrival, provide an introduction to the University and the essential information to help the person with their job. An employee induction programme also gives the chance to ask any questions and revisit any aspects of employment they are unsure of.

7.3   The University aims to maintain good staff retention and by providing a good induction plan, this will contribute to new employees getting to grips quickly with their new role and getting to know their new team.

7.4   Guidance for line managers on planning a new staff induction is available from the New Staff Induction page provided by the People Development team.

Probation

7.5   All new employees at the University are appointed with a probationary period. There is an exception for academic roles at Grade 8 and above.

7.6   All new employees in non-academic roles (including research positions) will be subject to a period of probation that is normally 6 months in duration. Further information for this scheme is below:
    a.   Probationary procedure (non academic)
    b.   Probation review form

7.7   All newly appointed Probationary Lecturers are normally appointed with a three-year probationary period. In individual cases, a shorter period may be specified at appointment. For the normal three year appointment, the review will take palce at the beginning of the ninth term following appointment. These timings will be adjusted as appropriate in respect of probationary periods of other than three years' duration. Further information for this scheme is as follows:
    a.   Academic Probationary procedure

8. Training

8.1   It is a University requirement that all members of an interview panel have undertaken *Recruitment and Selection training* prior to participating and contributing to a selection decision.

8.2   Regular Recruitment and Selection training sessions are provided, and individual coaching sessions can be provided where required to ensure interview panel members are appropriately trained.

9. Review

9.1   This policy will be reviewed in 3 years, but may be amended prior to that date should national guidance or local arrangements change.

10. Document retention

10.1   All documents relating to the recruitment and selection process will be retained by the University in line with the Data Protection Act 1998.

10.2   The documents can be stored in either paper or electronic format, but does require that the documents are available on request. The University aims to ensure all documentation is stored on Trent for employees and on Jobtrain for applicants to the University.

11. References

11.1   References in this document include:
   a.   Role Profiles
   b.   Regrading procedures
   c.   Probationary procedure (non-academic)
   d.   Academic Probationary procedure
   e.   Preventing Illegal Working policy
   f.   Certificates of Sponsorship (Tiers 2 and 5)
   g.   Disclosure and Barring Service (DBS) Policy
   h.   Salary scales with on-costs

11.2   Equality Act 2010

11.3   Data Protection Act 1998

Appendix 1: Recruitment and Selection process flowchart

Applicable to appointments for employees to paid on UoR payroll. Does not apply to the appointments of workers through Campus Jobs and agency workers through Master Vendor.

Candidate	Hiring Manager	HR Operations	HR Coordinator	ATS System	Department Administrator

VACANCY APPROVAL	Department/School raises SRF, follows approval process.	HR Ops pick up approved SRFs through hrapprovals.reading.ac.uk email account.			
SELECTION PREPARATION	HR Coordinator supports Hiring Manager to put together JD, PS and advert wording. Sends completed **Advert Requirements Form** to HR Ops. Hiring Manager decides on selection panel to participate in shortlisting and interviews.	HR Ops checks JD, PS and advert wording for equality and diversity, updates with salary scales/grading. HR Advisor ensures HERA job analysis where required.			
	HR Coordinator sets up Selection Panel. Arranges Shortlisting and Interview dates, books venues. Presentation title confirmed and venue booked, if applicable.	HR Advisor checks Redeployment Register – post placed on hold for 5 working days if suitable alternative.			
ADVERTISEMENT	After closing date, ATS sends auto-email to Selection Panel members to log into Jobtrain and shortlist applications.				
SHORTLISTING	Shortlisting meeting takes place. Hiring Manager completes shortlisting decisions on ATS.				
	All appointments in centralised process	**All appointments (Grade 7 and below) in Schools/Departments outside of centralised process**			
	HR Co-ordinator contacts via the ATS: 1. Shortlisted candidates to invite to interview, sends presentation title; 2. Referees to request references (where permission given)	Departmental Administrator contacts via the ATS: 1. Shortlisted candidates to invite to interview, sends presentation title; 2. Referees to request references (where permission given)			
	HR Co-ordinator 1. collects confirmation of attendance at interview. 2. coordinates video-conferencing or Skype interviews where required. 3. confirms final candidate list to Selection Panel one working day in advance of the Selection Day.	Departmental Administrator 1. collects confirmation of attendance at interview. 2. coordinates video-conferencing or Skype interviews where required. 3. confirms final candidate list to Selection Panel one working day in advance of the Selection Day.			

Candidate	Hiring Manager	HR Operations	HR Coordinator	ATS System	Department Administrator

SELECTION DAY	HR Co-ordinator 1. Sets up presentation venue and interview room. 2. Meets and greets and collects ID and qualifications proof from candidates and uploads onto their candidate profile on the ATS.			Departmental Administrator 1. Sets up presentation venue and interview room. 2. Meets and greets and collects ID and qualifications proof from candidates and uploads onto their candidate profile on the ATS.	
	INTERVIEWS TAKE PLACE Selection Panel member(s) contact interview candidates with verbal offer or outcome. Selection Panel Chairperson updates ATS to confirm successful candidate and commence the offer process.				
PRE-EMPLOYMENT CHECKS	HR Operations seek confirmation that the pre-employment checks have been completed.				
OFFER OF EMPLOYMENT	HR Operations draw up the offer letter and contract of employment and forward to the prospective employee.				
	Candidate completes necessary forms and presents original document to complete pre-employment checks. Returns Acceptance Form to HR Co-ordinator or HR Operations.				
COMMENCE EMPLOYMENT	HR Operations transfer records from ATS to Trent and set up Candidate as an Employee on Trent.				
	Hiring Manager receives notification of IT account (new employees to the University only) and passes to new employee.				

Appendix 2: Grading of new or revised posts

1. When a vacancy becomes available, it is an opportunity for the Hiring Manager to think about the needs of the department and the best way to meet them.

2. If the vacancy is a new role, the Hiring Manager will need to think about the job purpose, responsibilities and experience they are looking for.

3. If the role is replacing an employee that has left, a check should be made on when their role was last evaluated and whether it is appropriately graded, prior to submitting a SRF to secure financial approval.

4. If substantial changes are being made to the role, it must be re-evaluated to determine whether the changes are significant enough to merit a change of grade. It is important that new roles are evaluated to ensure equal pay for work of equal value and consistency with existing roles.

5. When the job description and person specification has been prepared, they should be sent to the HR Partner or HR Advisor allocated to the School or Function. They will carry out an evaluation using the HERA (Higher Education Role and Analysis scheme) to determine the appropriate grade.

6. Once the evaluation is complete, the Hiring Manager is advised of the appropriate grade of the role and can proceed with the next steps of the recruitment process.

7. For academic posts, guidance from the University Role Profiles can be used to formulate the appropriate grading for new roles.

8. Further information can be accessed on the HR website: Regrading roles

Appendix 3: Confirming funding of a post

1. It is important to ensure that sufficient funding, whether externally sourced or otherwise is available prior to initiating the recruitment process.

2. In all employment situations, there are additional costs incurred over and above what the employees receives. For example, when an employee is a member of a pension scheme, the employer makes the following contribution:
   a. USS – 18% on basic salary and any pensionable allowances;
   b. UREPF – 20% on basic salary and any pensionable allowances;
   c. URPS – 5% on basic salary and any pensionable allowances (rises to 7% after 5 years service)

3. Employers are also liable for National Insurance this cost must also be included in the calculation. For ease, Salary Scales with on-costs are available to assist in making these calculations.

4. Posts are approved by completing a SRF (staffing request form) via the HR Approvals portal

5. There are four types of staffing requests:
   a. Filling a new post
   b. Filling a vacant post (including temporary cover)
   c. Extensions and/or amendments to contracts
   d. Creating/filling a sessional post

6. Any University employee can initiate a staffing request form.

7. The staffing requests made via the HR Approvals portal will follow a pre-programmed workflow to ensure the appropriate Finance Manager and Senior Manager approve the funding.

8. An alternative approver can be nominated to ensure approvals are still processed in the event of annual leave or other absence from work. Contact the HR Operations team via hr@reading.ac.uk to set this up or amend these arrangements.

Appendix 4: Writing job descriptions, person specifications and advert wording

Job Description

1. The job description defines a post in relation to the responsibilities, tasks and duties that the postholder is required to undertake. It indicates the reporting relationships with the immediate line manager and those that will be reporting into the postholder.

2. It is the Hiring Manager's responsibility to prepare the job description and use the University Job Description and Person Specification template.

3. The job description is a description of the job itself and not the person that had held it previously.

4. The job description indicates where the post is placed in the organizational structure and should give candidates the information they need to decide whether to proceed with their application. Its purpose is to define the competencies required to fulfil the job role effectively and in writing it, the language must be clear, concise and non-discriminatory.

5. Once written, the HR Department will review the job description to ensure adherence to equality, diversity and employment legislation.

6. The job description forms part of the information candidates will access when applying for the position and if appointed, will form part of their contract of employment with the University.

Person specification

7. The person specification is a profile of the type of person needed to fulfil the position. It describes the knowledge, skills and attributes required to perform the role. Crucially, this provides the objective criteria against which the selection decisions are made at shortlisting, interview and appointment.

8. It is the Hiring Manager's responsibility to prepare the person specification and use the University Job Description and Person Specification template.

9. The person specification is developed from an analysis of the job description and principal duties. A distinction should be made between essential and desirable criteria:

   a. Essential criteria are the minimum levels which must be met if the job is to be performed satisfactorily. When shortlisting, if a requirement is listed as essential, candidates that do not meet the requirement are not put forward to the next stage in the recruitment process.

   b. Desirable criteria are those attributes which are preferable but not essential to carry out the role. When shortlisting and there are a large number of candidates that meet the

essential criteria, matching their applications to the desirable criteria is a method of reducing the number of those that are put forward to the next stage in the recruitment process.

10. Requirements in the person specification must relate directly to the job role, be realistic and measurable in order to prevent unfair discrimination. Examples of indirect discrimination can be by including the following criteria:
    a. Years of experience: can indirectly discriminate against candidates who are early in their career or have had career breaks;
    b. Size or physical strength of candidates: the capability needed for the role can be set out and tested in the selection process instead;
    c. UK-specific qualifications: can indirectly discriminate against those who have obtained comparable qualifications outside of the UK;
    d. Stereotypical language connected to age: avoid using descriptions such as energetic, mature, newly graduated;
    e. Unmeasurable characteristics: avoid asking for a 'good sense of humour' as this would be a difficult characteristic to measure.

11. Once written, the HR Department will review the person specification to ensure adherence to equality, diversity and employment legislation. Any refinements that may be necessary will be discussed with the Hiring Manager.

Further particulars

12. Further information about the University can be accessed by candidates via the University website: www.reading.ac.uk

13. Hiring Managers may wish to give consideration to providing further information to candidates to illustrate a wider picture about the School, Function or project the role is part of.

14. Examples of information that can accompany the job description and person specification are:
    a. Organisation chart of the School, Function or project team;
    b. Student data – number of courses, those attending, success rates;
    c. Objectives, plans, priorities, recent developments and achievements;
    d. Facilities available – equipment and learning resources;
    e. Development and career opportunities in relation to the role being advertised.

Advertisement

15. When writing the advert wording, it is essential that it is written in a clear and concise way to encourage applications. Use the **Advert Requirements Form** to communicate the advert wording (along with other details of the vacancy) to the HR Department.

16. *Ensure the following is included when writing an advertisement:*
    a. *Working at the UNIVERSITY;*
    b. *Working with the TEAM and the DEPARTMENT;*
    c. *About the ROLE – what it involves;*
    d. *Summarise the SKILLS and EXPERIENCE needed;*

e.   The BENEFITS of working in the department;
f.   Who can be CONTACTED for more information.

17. It is recommended that the Grade and Job Title of the post is clear in the advert and that the practice of advertising posts at different grades in one vacancy. This enables the applicants to be clear on the post they are applying for and being considered for should they progress to interview in the process.

18. When planning to recruit to a vacancy, it is important to establish realistic timescales for each stage. The first stage being advertising.

19. It is the practice of the University to advertise all posts at Grade 6 and above for a minimum of 28 days. This ensures it meets the Resident Labour Market Test (RLMT) requirements should the candidate appointed require a Tier 2 Certificate of Sponsorship. Please refer to the University policy *Certificates of Sponsorship (Tier 2 and 5)* for more detail.

20. In principle, free or low-cost advertising options will be pursued prior to placing advertisements in publications.

21. When advertising vacancies, as a minimum, they will be posted to the University jobs website. There is a facility to post it on the internal and external website, depending on how widely candidates need to be attracted to fill the post.

22. There may be occasions when external advertising is not appropriate, examples of when this may be the case are:
    a. Redeployment: If the vacancy can be filled by a University employee who would otherwise be made redundant;
    b. Restructuring or re-organisation within the University: When new duties are allocated amongst existing employees and the overall headcount is unchanged. Where there are additional duties which could lead to the upgrading of a post, all interested parties must be considered in a systematic and objective way;
    c. Change of job description: Where an hourly paid, part time post is being converted into a pro-rata appointment;
    d. Extension to a temporary or fixed term contract: Where a fixed term contract is nearing completion and another suitable vacancy arises, the employee may be offered the position to mitigate a redundancy;
    e. Names research: When a grant or external funding has been secured on the condition that work is carried out by named researchers;
    f. Development of work in hand: Where funding has been secured to extend a research project which will lead to the publication of an individual's work;
    g. Contract of less than 12 months duration: It may not be possible to allocate time to advertise the post when it is for a short duration, but advice will need to be sought from the HR Department to confirm this exception.

23. For employees appointed on a fixed term contract of short duration that met the exemption for advertising the post, when there is agreement to extend the position for a period that takes it beyond 12 months or to make the post permanent, then advertising and a formal recruitment process will need to be followed to formalise the appointment.

24. Advertising via jobs.ac.uk helps to attract candidates looking specifically to work in the Higher Education sector.

25. Advertising jobs via Universal Jobsite is a requirement of meeting RLMT for gathering evidence for a Tier 2 Certificate of Sponsorship application.

26. When free of charge advertising is not successful in attracting candidates that meet the criteria of the post, alternative media can be explored through the University's recruitment marketing partner, TMP.

27. All orders for alternative media must be procured through TMP and all booking are made through the HR Operations team. Contact them via recruitment@reading.ac.uk

28. When placing an order for alternative media, the cost of the order is met by the School, Department or Function and is secured by the confirmation that a Purchase Order number has been raised. All advertisements will follow the University's branding guidelines. The Hiring Manager will be sent a copy of the final proof to sign off prior to the advertising order being booked and confirmed.

Re-advertisement

29. If after advertising, there are no suitable applicants, the vacancy and advertisement should be reviewed to ensure the content is pitched at the appropriate level to attract applications.

30. The post can be re-advertised and advice on advertising media can be sought from the HR Department.

Appendix 5: Selection process

1. A professional recruitment process is vital, for the validity of the recruitment decision and for the reputation of the University. All candidates should feel they have been treated fairly throughout the process and be left with the impression that the University is a fair and reasonable employer.

2. This section covers the selection process from shortlisting through to interview and making the selection decision.

Shortlisting

3. The shortlisting process identifies the applications that meet the requirements of the post as defined in the person specification and a decision is made on who is invited to participate in the next stage of the process.

4. The University operates a process whereby reasons are recorded when an application is rejected at each stage. If an applicant lodges a claim of unfair discrimination at an Employment Tribunal, the comments recorded at shortlisting stage will be an important part of the documentation in defending such a claim.

5. When an employee has a personal interest in an application (for example, a blood relationship, partnership, marriage or business relationship) they should seek advice from the HR Partner for their School or Function prior to participating in the recruitment and selection process. A balance of the risks will be discussed prior to agreeing to continued involvement to ensure the process is, or can be construed to be, in any way unfairly biased.

6. When shortlisting, all application documents must be compared with the person specification and the job description advertised for the role.
    a. Applicants who fail to meet all essential criteria that can be judged from the written application should not be considered for shortlisting;
    b. Desirable criteria are used when a large number of application appear to meet the essential criteria;
    c. Use only the criteria advertised for position, do not introduce new criteria the applicants would not be aware of;
    d. The way the application form has been completed (for example, spelling and grammar) unless factors can be justified as related to elements in the person specification;

7. If applicants are invited to contact a University employee to discuss the post informally, both parties should understand that their discussion is only an exchange of information. Any additional information gained about the applicant should not be used as part of the selection process, unless all the applicants have had a similar opportunity to give information.

8. All shortlisting decisions and reasons for not shortlisting must be recorded in the University's recruitment Applicant Tracking System (ATS), Jobtrain.

9. The HR Department will send notifications via email to applicants who have not been shortlisted for interview.

References

10. The main aim of the reference is to verify details of the candidate's education and/or employment history.

11. References should be used to support the evidence gained through the whole of the recruitment process rather than play a significant part in reaching the appointment decision.

12. The references can be requested prior to interview for all shortlisted, or be taken up for the candidate offered the post only.

13. All candidates are asked to give their permission for the University to approach their referees. When this permission is not given, the referees cannot be approached without the candidate's prior consent.

14. Where possible, a reference must be sought from the candidate's current or most recent employer or educational institution.

15. All offers of employment are subject to the receipt of satisfactory references.

16. All references received are subject to the Data Protection Act 1998. The HR Department will deal with any subject access requests submitted by candidates when they wish to see a copy of the references written about them.

Presentations

17. For any posts involved in the teaching or learning support activities of the University, the selection process should include an oral presentation by all shortlisted candidates. Presentations can be a useful part of the selection process for other types of posts and can be considered where it is deemed it will test a requirement for the role.

18. Candidates can be asked to give a form of research seminar to colleagues in the recruiting department. This will give an indication of the candidate's communication and presentation skills even though it may not be a close simulation of a teaching or learning activity involving students.

19. The actual content of the presentation will normally provide a good indication of the calibre and relevant experience of a candidate. Question time can also provide a useful opportunity to assess a variety of knowledge, skills and attributes.

20. Occasionally, candidates are asked to explain how they would present a certain topic to a specific mix of students and then asked how they would vary this for a different size or mix of group. This will allow candidates to demonstrate their teaching experience and understanding of student learning.

21. Generally presentations are given before interviews take place. Feedback from candidates suggests that they find the presentation the most nerve-wracking part of the day and like to deal with it before the interview. This arrangement also gives the Selection Panel the possibility of picking up on any interesting points from the presentations.

22. A Facilitator for the presentations should introduce each candidate before their presentation. The Facilitator should keep the candidate to time, if necessary stopping the candidate at the end of the allocated slot. Normally a brief time for questions is allowed, and should be managed by the Facilitator. The Facilitator should thank the candidate and ensure they know where to go after their presentation.

23. When feedback is required from members of the audience, they will be asked to complete a Presentation Feedback template (**Appendix 8**) for each candidate; to rank each candidate to the interview panel. All feedback is submitted in a written format so that it can be attributed to those that contributed feedback and be used in defence of any claim put forward by candidates. The views of the audience are then taken into consideration by the Selection Panel in relation to the rest of the selection process, but the final decision rests with the Chair of the Selection Panel.

24. The feedback is collated by a Facilitator of the session and passed to the Selection Panel prior to selection decision being made, using the template in **Appendix 9**.

25. The Selection Panel and the candidates must be clear on the role of the presentation in the selection process. This is likely to vary for each individual post, but the following questions may help:
    a. Is a clear and competent presentation an essential requirement (i.e. will you reject someone who gives a poor presentation even if their academic experience, research record and interview performance are outstanding)?
    b. Will the presentations only be used to select between two candidates who are equal in all other respects?
    c. Will presentation content and performance hold equal place with other required factors?

26. The role of the audience must be decided before the selection day. Anyone who is contributing to an assessment of the presentation must be fully briefed on what to look for in the presentation.

27. When invited for interview, candidates should be given a clear timetable for the day. Included in this should be precise guidance on the nature of the presentation required from them. Details of the equipment available, room layout, number and type of audience and time limit should be included. Generally a 20 minute presentation plus question time is required. Candidates should be asked to check equipment availability, any special requests or assistance requirements with a named contact in advance of the selection day.

Interview Panel membership

28. Dates for selection/interviews should not be set until a Chair for the panel has been identified, and the Chair's availability confirmed.

29. Ensure there is a mix of genders on the interview panel, where appropriate and practical to do so.

30. The recommended panel composition by grade and category of posts are as follows:

Grade 8/9 Academic	Grade 8/9 Non academic
Chair of the panel: Vice-Chancellor or Pro-Vice-Chancellor, or another member of UEB Head of School One Professor from the School One other member of academic staff from outside the School – this could be a Professor, Head of School or Teaching & Learning or Research Dean. HR Partner One external assessor from another institution (who nominally submits a written statement at shortlisting stage)	**Chair of the panel:** Member of UEB or Head of Function, School or Department as appropriate At least two members of the School or Department as appropriate to the role. HR representative - an HR Partner or their nominee and One other member from another Function, School or Department (a customer of the service if appropriate)

Grade 7 Academic	Grade 7 Non-academic
Chair of the panel: Head of School will chair the panel unless the post is in a new/strategic area of growth when it should be chaired by an appointed UEB member. **Members of the panel:** The Head of Department and senior academic colleagues as appropriate.	**Chair of the panel:** The Head of the Service, Function or School (or their nominee) **Members of the panel:** At least two members of the School or Department as appropriate to the role.

Grade 6 Academic	Grade 6 Non-academic
Chair of the panel: The Head of School or Department or PI for a research post. **Members of the panel:** Academic colleagues as appropriate.	**Chair of the panel:** The Head of the Service, Function or School (or their nominee) **Members of the panel:** At least two members of the School or Department as appropriate to the role.

Grades 1-5	
Chair of the panel: Line Manager of the vacant post. **Members of the panel:** At least two members of the School or Department as appropriate to the role.	

Interview preparation

31. Prior to interview, the panel members should allow sufficient time to meet and discuss the framework of the questions. The Chair of the panel must ensure that interview questions are chosen with care and designed to elicit information required to assess a candidate against the specific requirements of the post, as laid out in the person specification.

32. The Chair must ensure the approach to the interview structure and content is applied consistently to all candidates. This does not prevent additional probing questioning of relevant points with each candidate.

Conducting the interview

33. Each member of the interview panel must make adequate notes of the interview. The notes should be able to demonstrate that a fair and consistent process has been followed for each candidate and indicate the reason for selection or non-selection. Care should be taken when writing notes as these may be requested by the candidate if a recruitment decision is challenged.

34. The panel members should review the candidates' performances during the selection programme and reach the decision:
    a. Systematically using a common rating system based on the selection criteria in the person specification;
    b. Taking into account answers given in the selection process;
    c. Keeping all information in context and taking account of all evidence gathered;
    d. Making assessment based on the candidates' demonstrated attitude and interests, tested during the selection process;
    e. Basing the decision on criteria published at the start of the recruitment process, without introducing new criteria later.

35. After the interviews are completed, the Chair collates and summarises the views of the Panel. In the event of a split Panel decision, the decision of the Chair will be final.

36. The Panel should agree whether they are prepared to offer the post to any other appointable candidate identified through the selection process, in case the first choice offer is declined.

37. The Chair decides the starting salary, appropriate to the grade of the post. It is recommended that a spinal point towards the lower end of the scale is offered, but the offer can be adjusted if required (but appointments should not be made at the higher contribution points). The University salary scales can be accessed via the HR website.

Feedback to candidates

38. The Chair ensures it is agreed with the Panel who will provide feedback to each of the candidates interviewed. It is important that personal contact is made with candidates that attended interview by a Panel member so credible feedback can be given to them, in return for them taking the time to prepare and attend the interview.

39. Communication with the reserve candidate will be left to the judgement of the Chair as to whether to advise them they are appointable prior to waiting for a response from the first choice candidate.

40. The Chair contacts the successful candidate and makes a verbal offer of employment to them. In this discussion, it must also be made clear the verbal offer is subject to satisfactory references (if they have not already been received), the right to work in the UK, work health assessment and where appropriate, a satisfactory DBS check.

41. Once the verbal offer has been made, the feedback from the interviews and the details of the verbal job offer made must be entered onto the recruitment ATS, Jobtrain to communicate the details to the HR Department.

42. The HR Department will send notification via email to unsuccessful candidates and draw up the contract of employment and finalise pre-employment checks for those offered a position in the University.

Appendix 6: Pre-employment checks and record-keeping

Right to work in the UK

1. In line with the Immigration and Asylum Act 1996, all prospective employees will be required to present original identification documents to confirm their right to work in the UK in line with the University's *Preventing Illegal Working* policy.

2. When a Certificate of Sponsorship is required in order for the prospective employee to take up the post, it is a legislative requirement they have a valid UK visa that permits them to work for the University prior to them commencing employment.

3. The original identification documents can be collected at interview. For those that are not successful in gaining a post, the documents will be uploaded on their candidate profile on Jobtrain and remain valid for 6 months should they be shortlisted for interview again at the University.

4. The original identification documents can be collected after the offer of employment has been made, but must have been presented prior to them commencing employment for the University.

5. The identification documents will form part of the employee's personal file and be stored on Trent.

Work Health Assessment

6. All offers of employment will forward a copy of the University's New Employee Health Declaration form to the prospective employee.

7. All prospective employees are required to complete the New Employee Health Declaration form and forward it to the University Occupational Health department prior to commencing employment.

8. If modifications to the job role are required, the Occupational Health department will communicate their advice to the Hiring Manager and their HR Advisor for their consideration and response.

References

9. The HR Department will check that satisfactory references are in place prior to confirming employment.

10. When they have not been collected at interview, the HR Department will request the references and forward the responses received to the Hiring Manager for approval prior to confirming employment.

11. If an issue is identified through a referee response that may call the appointment into question, the Hiring Manager must seek advice from their HR Partner prior to taking any action.

Disclosure & Barring Service (DBS) check

12. The HR Department will coordinate an online DBS check when required in line with the University's *DBS Policy*. This requires the prospective employee to log into an online form and to present their original identification documents to support their application.

13. When the DBS certificate is available, the online DBS system is updated to communicate the prospective employee has passed this check satisfactorily.

Qualification certificates

14. Candidates are asked to present copies of qualification certificates at interview and the HR Department will check that copies have been taken and recorded.

15. In the event the qualification certificates have not been presented, the prospective candidate will be required to present them for inspection and recording prior to commencing employment.

Appendix 7: Senior appointment process

Timescales

1. This timeline is an indication only and may take longer than stated below due to the availability in senior colleagues to make these important selection decisions.

Stage	Phase	Details
	Preparation	SRF approval Job description/person specification Advert wording School Selection Commitee appointed by Head of School
Week 1	**Authorisation**	Agreement of panel composition and advert wording
Weeks 2-5	**Advertise**	Minimum of 4 weeks to ensure requirements for a Tier 2 Certificate of Sponsorship are met if required
Weeks 6-8	**Shortlisting**	Shortlisting panel meet and decide candidates for interview
Weeks 9-12	**Selection event**	Candidate selected for appointment
	Offer	Confirmation sent to Head of School once accepted

2. An SRF, job description, person specification and advert wording is drawn up and written by the Head of School. The SRF approval will come through to the HR Department.

3. The Head of School appoints a School Selection Committee to source potential candidates through their networks and provide feedback on candidates through the process on behalf of the School.

4. The HR Partner will consult with the Head of School to agree the job description, person specification, advert wording and the Selection Panel composition. An External Assessor is identified who provides feedback on the applications to provide input into the shortlisting process. Once agreed, it is passed to the HR Co-ordinator allocated to the School to take the recruitment activity forward.

5. The HR Co-ordinator sets up the Shortlisting meeting and Selection day by checking availability of the Selection Panel members.

6. The HR Co-ordinator processes the vacancy on the ATS, to advertise the position, including the interview date if known at that stage.

7. Members of the Selection Panel (and the External Assessor) are given access to the vacancy on the ATS so they can log-in and access the applications when they are submitted. Members of the School Selection Committee are also given access to review applications and provide feedback prior to the Shortlisting meeting taking place.

8. After the closing date, the Selection Panel members are sent an automatic email from the ATS and asked to log in and review the applications in preparation for the Shortlisting meeting.

9. The Shortlisting meeting takes place and the HR representative on the panel collates the feedback about each candidate and ensures this is uploaded onto the ATS.

10. The HR Co-ordinator then ensures the candidates receive feedback on their application.
    a. Emails are sent to those not shortlisted.
    b. Emails are sent to those shortlisted for interview, giving them the timing and title of their presentation, timing of interview and names of those on the Selection panel.

11. The HR Co-ordinator ensures invitations are sent to the School Selection Committee to attend the presentations of the shortlisted candidates.

12. The HR Co-ordinator requests references for the shortlisted candidates (where permission has been given) and collates them in preparation for the Selection event. The references received are distributed to the interview panel members three working days prior to the Selection event.

13. The HR Co-ordinator deals with all candidate queries in the lead up to the Selection event, directing them to the Head of School where needed.

14. The HR Co-ordinator books refreshments for the Interview Panel and liaises with Executive Support to ensure lunch is provided for candidates after the presentations and before the interviews.

15. The HR Co-ordinator prepares name plates for each Interview Panel member and a notice for the interview room door.

16. The HR Co-ordinator meets and greets all candidates on the Selection event day, taking copies of original identification documents and qualification certificates. Ensures all documents are uploaded onto the ATS.

17. A Facilitator is appointed to attend the presentations and ensures the Presentations feedback template is completed to summarise the feedback for each candidate to pass to the University-led Selection Panel.

18. Once the interviews are complete, the HR representative on the panel ensures feedback on each candidate is updated on the ATS. For the successful candidate, details of the job offer are updated on the ATS for the HR Co-ordinator to draft and forward a contract of employment.

Appendix 8: Presentation feedback template

Job title			
Date			
Name of contributor		Colleague	YES/NO
		Student	YES/NO

Order of presentation	Candidate Name	Timings	Please rank the presentations in order of preference, 1-4 (1=best) plus any brief comments
1			
2			
3			
4			

Appendix 9: Presentation feedback to Selection Panel template

Order of presentation	Candidate Name	Ranking 1 = highest	Number of colleagues assigning this rank (xx colleagues in total)
1		1	
		2	
		3	
		4	
2		1	
		2	
		3	
		4	
3		1	
		2	
		3	
		4	
4		1	
		2	
		3	
		4	