Human Resources

Recruitment & Selection

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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.
January 2024	3.0	Revised document to update processes.
April 2024	3.1	Revised for accessibility

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 (Skilled worker visa and Government Authorised Exchange)* 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 9 and above
c. Associate 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. Campus Jobs

For temporary positions that cannot be filled by student workers, requests for agency workers can be made via the University's Preferred Supplier, Adecco. Follow this link for more details on how to access this service. Temporary Agency Staff [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 up to offer stage.

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 GDPR (General Data Protection Regulation) 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. Writing 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. This includes requests to the HR team.

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

a. Presenting current, original identification to representatives of the University or approved online verification.

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).

The University's recruitment and selection process for appointing to executive, leadership and management and senior academic appointments (Grade 9 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 Government Prevention of Illegal Working guidance;

b. References – at least two references, with one from the prospective candidate current or last employer. In cases where references are not received, the hiring manager must decide on next step and can liaise with their HR Partner/Advisor if needed.

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 requested on the SRF:

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.

c. If a Safer Recruitment process is required, please contact the Resourcing & Recruitment Manager to discuss before sending all documentation to the HR Co-Ordinator. Safer Recruitment is the responsibility of the Hiring Manager.

7. Planning for a new member of the team

Induction

7.1 The purpose of the workplace induction is to 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 Managers page provided by the People Development team.

Probation

7.5 All new employees at the University are appointed with a probationary period in line with the Contractual Probation procedure.

7.6 All newly appointed Probationary Lecturers are appointed with a three-year probationary period in line with the Academic Probation procedure. For employees undertaking academic probation, contractual probation does not apply.

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

7.8 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.

8. Review

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

9. Document retention

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

9.2 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 the relevant system.

10. References

10.1 References in this document include:

a. Role Profiles

b. Regrading procedures

c. Contractual Probation procedure

d. Academic Probation

e. Preventing Illegal Working policy

f. Immigration and Visas (including Visitors)

g. Disclosure and Barring Service (DBS) Policy

h. Salary scales

10.2 Equality Act 2010

10.3 Data protection: The Data Protection Act - GOV.UK (www.gov.uk)

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.

Vacancy Approval	Department/School raises SRF, follows approval process.
Selection Preparation	Hiring Manager puts together JD, PS and advert wording, ensuring DEI guidelines are followed. Hiring Manager decides on selection panel to participate in shortlisting and interviews. Sends completed all documents plus Advert Requirements Form to recruitment@reading.ac.uk If a Safer Recruitment process is required, please contact the Resourcing & Recruitment Manager to discuss before sending all documentation to the HR Co-Ordinator
HERA Analysis	Where not previously completed: If Grade 5 or below, HR Co-Ordinator completes analysis. If Grade 6 or above, HR Advisor completes analysis
Advertisement	After closing date, ATS sends auto-email to Selection Panel members to log into Jobtrain and shortlist applications.
Shortlisting Step 1	Shortlisting meeting takes place. Hiring Manager completes shortlisting decisions on ATS.
Shortlisting Step 2	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 and where appropriate)
Shortlisting step 3	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.
Selection Day	Hiring Manager 1. sets up presentation venue and interview room. 2. Meets and greets and collects ID and qualifications proof from candidates.
Post Interviews	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.

Offer of Employment	HR Operations draw up the offer letter and contract of employment and forward to the prospective employee.
Pre-Employment Checks	HR Operations seek confirmation that the pre-employment checks have been completed where requested.
	Candidate completes necessary forms and presents original document to complete pre-employment checks. Returns Acceptance Form to HR Operations.
Commence Employment	HR Services transfer records from ATS to Trent and set up Candidate as an Employee on Trent.
Final Step	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, it must be evaluated using the HERA (Higher Education Role Analysis) framework to determine the appropriate grade. Job descriptions anticipated to be grades 1-5 should be sent to the HR Coordinator and Grade 6 and above should be sent to the HR Advisor or HR Partner allocated to the school or directorate. The HERA process can take up to 10 working days.
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 – 14.5% on basic salary and any pensionable allowances.
    b. UREPF – 23.8% 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 can be found here to assist in making these calculations.
4. Posts are approved by completing a SRF (staffing request form) via the HR Approvals portal. (Please note that when accessing off campus, a connection to the VPN must be made to access the 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 an Associate Lecturer 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 Services 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 which can be found here under Things to Do Now; Useful Forms.
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 organisational 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 Coordinator 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.
12. If a Safer Recruitment process is required, please contact the Resourcing & Recruitment Manager to discuss before sending all documentation to the HR Co-Ordinator. Safer Recruitment is the responsibility of the Hiring Manager.

Further particulars

13. Further information about the University can be accessed by candidates via the University website: www.reading.ac.uk
14. Hiring Managers may wish to give consideration to providing further information to candidates to illustrate a wider picture about the School, Directorate or project the role is part of.
15. Examples of information that can accompany the job description and person specification are:
    a. Organisation chart of the School, Directorate, 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

16. 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** (which can be found under Things to Do Now; Useful Forms) to communicate the advert wording (along with other details of the vacancy) to the HR Department.
17. *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.
18. It is recommended that the Grade and Job Title of the post is clear in the advert to enable the applicants to be clear on the post they are applying for, and being considered for should they progress to interview in the process.
19. When planning to recruit to a vacancy, it is important to establish realistic timescales for each stage. The first stage being advertising.
20. It is the practice of the university to advertise all posts at grades 1- 5 for a minimum of 14 days and those at Grade 6 and above for a minimum of 21 days.

21. In principle, free or low-cost advertising options will be pursued prior to placing advertisements in paid publications.
22. 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.
23. 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 or due to ill health or a disability, the University needs to source suitable alternative employment;
    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. Named 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. Contracts 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.
24. 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.
25. Advertising via jobs.ac.uk helps to attract candidates looking specifically to work in the Higher Education sector.
26. When free of charge advertising is not successful in attracting suitable 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 bookings are made through the Recruitment & Resourcing 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 Directorate and is secured by the confirmation that a Purchase Order number has been raised. All advertisements will follow the University's branding guidelines.

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.

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 can seek advice from the HR department for their School or Directorate 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 applications appear to meet the essential criteria.
    c. Use only the criteria advertised for the 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) should not be taken into account 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. This can be in the form of an Excel spreadsheet or Word Document.
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. Where requested prior to interview, the reference must only be used to support a decision, and not used as part of the decision-making process.
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 and GPDR. The HR Department will respond to any subject access requests submitted by candidates when they wish to see a copy of the references written about them.
17. In the unlikely event that the references have not been received back, the HR Coordinator will chase the referee once more via email. If a response has still not been received the HR Coordinator will advise the potential employee and the hiring manager. The hiring manager should then contact the referee for a verbal reference and request them to follow it up with an email. The potential employee can also chase their referee to respond. It must be noted that the ultimate responsibility of reviewing the references lies with the hiring manager.
18. If, having received references, the hiring manager has any concerns about the information provided, or no reference is received, the hiring manager must decide on next step and can liaise with their HR Partner/Advisor if needed.

Presentations

19. 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.
20. 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.
21. 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.
22. 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.
23. 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.
24. 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.

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.

25. 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**.

26. 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?
27. 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.
28. 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, number and type of audience and time limit should be included. Generally, a 20-minute presentation plus question time is required. Candidates may ask for any special request or assistance in advance of the selection day.

Interview Panel membership

29. Dates for selection/interviews should not be set until a Chair for the panel has been identified, and the Chair's availability confirmed.
30. Ensure there is a mix of genders on the interview panel, where appropriate and practical to do so.
31. The recommended panel composition by grade and category of posts are as follows:

    Please note: posts that are subject to the Executive or Leadership and Management appointments process will follow the process laid out in **Appendix 7a** and are not subject to the composition of panels laid out below

Grade 9 Academic	Grade 9 Non academic
Chair of the panel: Vice Chancellor or a member of UEB nominated by them. 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 Directorate or School as appropriate. At least two members of the Director or School as appropriate to the role. HR representative - an HR Partner or their nominee and One other member from another Directorate, School, or Department (a customer of the service if appropriate)

Grade 8 Academic	Grade 8 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. Consideration is given to: • one other member of academic staff from outside of the School such as Teaching & Learning Dean or Research Dean. • HR representative – an HR Partner or their nominee.	**Chair of the panel:** The Head of the Directorate or School (or their nominee) **Members of the panel:** At least two members of the Directorate or School as appropriate to the role. and HR representative - an HR Partner or their nominee
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 at least two senior academic colleagues as appropriate.	**Chair of the panel:** The Head of the Service, Directorate 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, Directorate 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

32. Prior to advertising, 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.
33. 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

34. 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.
35. 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.
36. 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.
37. 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.
38. 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

39. 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.
40. Communication with the reserve candidate will be left to the judgement of the Chair as to whether to advise them that they are appointable prior to waiting for a response from the first-choice candidate.
41. 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.
42. 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.
43. The HR Co-ordinator will send notification via email to unsuccessful candidates.
44. HR operations will 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, Asylum and Nationality Act 2006, 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 for all prospective employees to have a valid UK visa that permits them to work for the University prior to them commencing employment. A Certificate of Sponsorship will be issued in line with UK Visa and Immigration guidelines.
3. The original identification documents can be collected at an interview. The original identification documents can also be collected after the offer of employment has been made, either in person or via approved online verification, but must have been presented prior to them commencing employment for the University.
    a. When collected at interview, documents must be stored and destroyed in compliance with Information Compliance Policies
4. The identification documents will form part of the employee's personal file and be stored on Trent.

Work Health Assessment

5. All offers of employment will include a copy of the University's New Employee Health Declaration form to the prospective employee.
6. 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.
7. 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

8. The HR Department will check that satisfactory references are in place prior to confirming employment.
9. In an unlikely event that the references have not been received back, the HR Co-ordinator will chase the referee once more via email. If a response has still not been received the HR Coordinator will advise the potential employee and the hiring manager. The hiring manager should then contact the referee for a verbal reference and request them to follow it up with an email. The potential employee can also chase their referee to respond. It must be noted that the ultimate responsibility of reviewing the references lies with the hiring manager.
10. If having received references the hiring manager has any concerns about the information provided, or no reference is received, the hiring manager must decide on next step and can liaise with their HR Partner/Advisor if needed.

Disclosure & Barring Service (DBS) check

11. HR Services 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.
12. When the DBS certificate is available, the online DBS system is updated to communicate that the prospective employee has passed this check satisfactorily.
13. International Criminal Records checks can be performed if requested.
14. Where a DBS check reveals information that requires consideration or action the HR department will liaise with the relevant line manager of the staff member and the Head of School or Directorate to take any necessary actions.

Qualification certificates

15. Candidates are asked to present copies of qualification certificates at the interview and the HR Coordinator will check that copies have been taken and recorded.
16. 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.
17. In the event the certificate is not available, the Hiring Manager is responsible for deciding on the next steps and can seek advice from their HR advisor or Partner.

Appendix 7a: Senior appointment process

Types of Senior Appointments

1. There are three types of senior appointments. It is important to distinguish between them as the approval process and panel composition differs.
    a. Executive appointments: roles that will sit on the University Executive Board (UEB).
    b. Leadership and management appointments: roles that will report into a member of UEB.
    c. Professor appointments: important academic appointments where the Vice Chancellor will chair or be part of the Selection Committee.
2. There will be instances where it is decided that a Leadership and management appointment will follow the Executive appointments process.
3. The Vice Chancellor is either a Chair or a member of the Selection Committee for all these posts.

Executive Appointments

4. The appointment process for these roles cannot commence until the Appointments and Governance Committee has met and approved the selection process. The method of advertising and Selection Committee composition is agreed at this stage. The selection process timeline can be mapped out after the Appointments and Governance Committee has met. This process is commenced by the University Secretary.
5. The Selection Committee composition will normally comprise of Council member (Chair), Vice Chancellor, External assessor relevant to the role, UEB member, RSU representative, Head of School, Professional Services representative (Director or Head of Function) with the HR Partner providing support and advising the Committee.
6. To explain the position, the type of skills and experience that is being sought for the role, the Vice-Chancellor may lead a Teams Live event for interested applicants to attend. The Teams Live event is produced by a member of the Resourcing and Recruitment team.

Leadership and Management appointments

7. These roles report into a UEB member and comprise of the following: Head of School, Head of Directorate, Teaching and Learning Dean, Research Dean, Dean for Diversity and Inclusion.
8. The Selection Committee composition would normally comprise of Vice Chancellor, External Assessor relevant to the role, UEB member they report into (Chair), a combination of two of the following: Head of School, Head of Directorate (or nominated Head of Function), Teaching and Learning or Research Dean with the HR Partner providing support and advice the Committee.
9. To explain the position, the type of skills and experience that is being sought for the role, the Vice-Chancellor may lead a Teams Live event for interested applicants to attend. The Teams Live event is produced by a member of the Resourcing and Recruitment team.

Professor appointments

10. The appointment to these roles are led by the Head of School and the Vice Chancellor will either Chair or be part of the Selection Committee.
11. The Executive Support in the School will provide support to the Head of School for campaign planning and arrangements for shortlisting and selection days. In order to accommodate the Vice Chancellor on

the interview panel, ample notice must be given to the VC Executive Administration Manager to balance diary commitments.

12. The Resourcing and Recruitment Manager can provide advice to the Head of School on the approaches to take to source candidates, shortlisting and selection criteria. The HR Partner will attend the interview panel to provide advice to the Selection Committee.

HR Partner support to Executive and Leadership and Management appointments

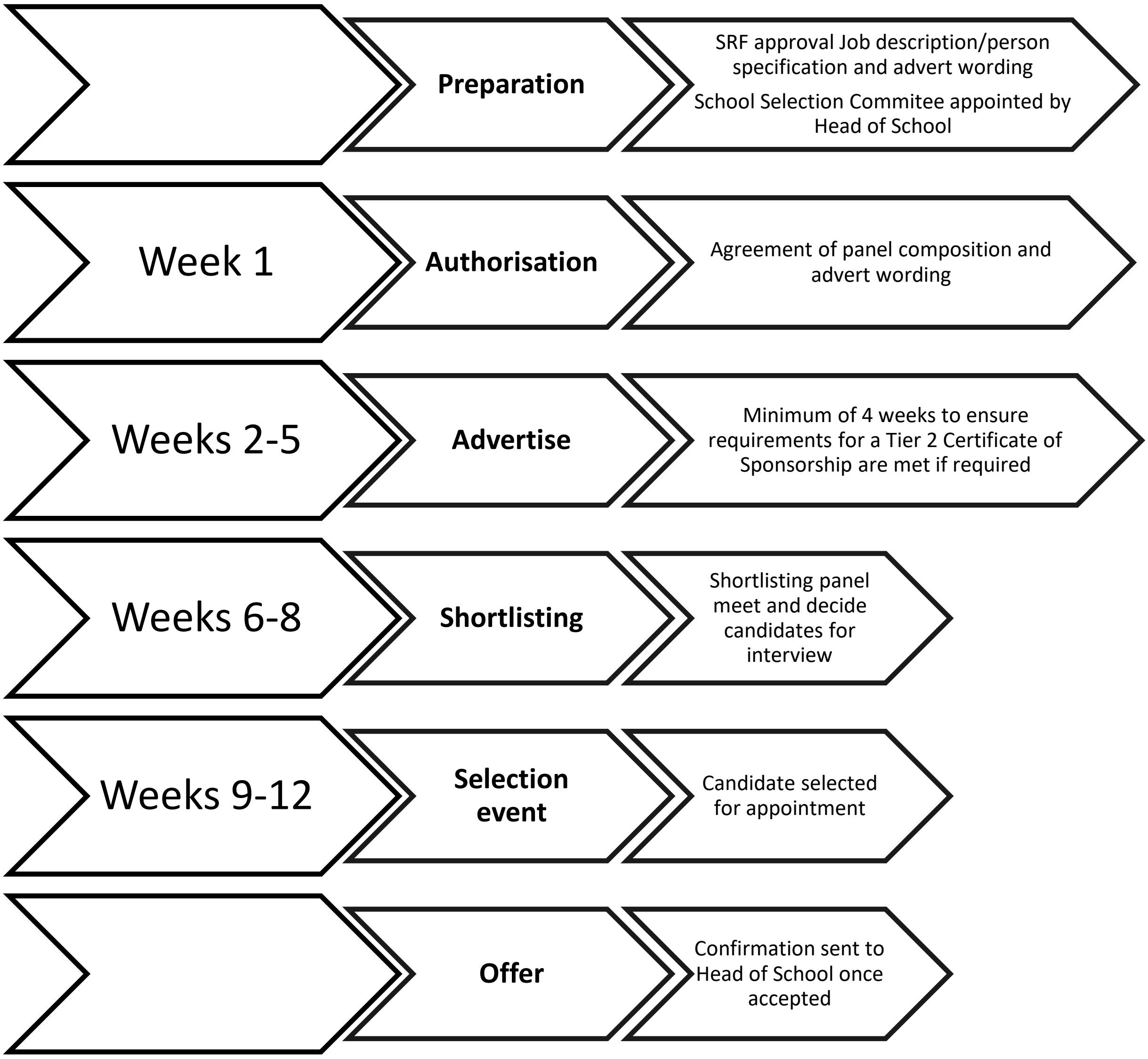
13. HR carries out a Campaign Planning meeting with the Vice Chancellor to cover the following areas:
    a. Campaign timelines
    b. Agree Selection Committee composition
    c. Sign off job description and person specification
    d. Agree if Teams Live event is required
    e. Agree shortlisting criteria and set expectations about the use of the ATS to inform whether additional guidance and support is required for Selection Committee members.
    f. Formulate presentation title and agree stakeholder representation
    g. Agree criteria to be tested at interview
14. HR supports the Vice Chancellor in setting up the relationship with an external agency to source candidates for the role if that is required.
15. HR will liaise with the Vice Chancellor's Executive Support Manager to identify dates in the diary for a shortlisting meeting and a selection interview date for the Vice Chancellor. Shortlisting meeting will be held for all Executive and L&M positions. Following this, availability is secured by HR from the Council member, the External assessor and then other University representatives.
16. The job description, person specification and additional information about the University is compiled by HR. When an external agency is being used, this information is passed to them to format their Job Pack. When the advertising is being managed by the University, HR works with the Creative and Print Studio to create a Job Pack for the role.
17. The shortlisting criteria is sourced from the person specification in the Job Pack and HR agrees the criteria in Campaign Planning prior to advertising with the Vice Chancellor. The criteria will come under the following headings:
    a. Qualifications
    b. Experience
    c. Skills
    d. Role specific criterion
18. The presentation title for stakeholders is drafted by HR using information from the person specification in the Job Pack and agreed with the Vice Chancellor in Campaign Planning.
19. The areas to be represented by stakeholders is agreed with the Vice Chancellor in Campaign Planning and HR approaches individuals from those areas to schedule them into the stakeholder presentations on the Selection Day. A representative from this group is identified by HR and invited to join the Selection Committee after the interviews are complete to provide feedback from the stakeholder presentations.
20. The interview criteria is sourced from the person specification in the Job Pack and agreed with the Vice Chancellor in advance of advertising. It will be agreed in the Campaign Planning meeting with the Vice Chancellor if interview questions are drafted in advance.

21. The HR Coordinator (identified by the Resourcing and Recruitment Manager) is supported by an HR Partner for the campaign. An agreed schedule that sets out responsibilities of both parties is stored in a shared space in HR and also shared with the VCO Executive team so all are clear on their roles in the process

Appendix 7b: Professor 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.



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 (in line with Appendix 5 interview panel composition for Grade 9 academic) to source potential candidates through their networks and provide feedback on candidates through the process on behalf of the School.

4. The HR Department will consult with the Head of School on the following:

    a. agree the job description, person specification and advert wording,
    b. the Selection Panel composition
    c. the shortlisting approach. Option 1: The Selection Panel individually scores and provides feedback on applications on the ATS or Option 2: The Selection Panel review the applications online and a consensus on the feedback on applications are agreed at the Shortlisting Meeting.
    d. identify an External Assessor is identified who provides feedback on the applications to provide input into the shortlisting process.
    e. confirm which School contact will deal with informal enquiries from interested candidates while the job vacancy is advertised.

5. Once agreed, the information is passed to the HR Co-ordinator allocated by the Resourcing and Recruitment Manager to the Professor appointment to take the recruitment activity forward.
6. The HR Co-ordinator sets up the Shortlisting meeting and Selection day by checking availability of the Selection Panel members.
7. The HR Co-ordinator processes the vacancy on the ATS, to advertise the position, including the interview date if known at that stage.
8. 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. The HR Coordinator provides technical assistance to the School Selection Committee to ensure they are able to review applications and provide feedback on their suitability.
9. 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.
10. 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.
11. 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.
12. The HR Co-ordinator ensures invitations are sent to the School Selection Committee to attend the presentations of the shortlisted candidates.
13. 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.
14. 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.
15. A Facilitator is appointed by the School 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.
16. 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.