Staff Recruitment and Selection
Policy and Procedure

November 2012
Staff Recruitment and Selection Policy and Procedure

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Staff Recruitment and Selection
Policy and Procedure

POLICY

We aim to recruit and retain the best staff to enable us to deliver our Corporate Plan. Our policy is to ensure that recruitment and selection decisions are based on the ability of the applicant to meet the requirements of the job description, person specification and any other relevant criteria. All applicants and employees will be treated fairly and according to this policy and procedure, and our relevant equality policies. We are committed to valuing diversity and promoting equality.

SCOPE

These procedures apply to all full time and fractional appointments. The good practice elements of the procedure apply to all appointments, including Hourly Paid Lecturers (HPLs).

Where a post is funded by an external research grant and where the grant is obtained by providing the name and CV of a candidate, HR advice should be sought at the outset prior to commencing any recruitment process.

The Professor and Readership Regulations and Procedures are available on the Academic Office Website and cover the following titles:

- Professor
- Reader
- Associate Tutor
- Emeritus Professor
- Visiting Fellow
- Visiting Professor
- Visiting Scholar

http://web.anglia.ac.uk/anet/academic/acad_sec/index.phtml

The above procedures operate in parallel with the recruitment procedures, where the intention is to award the title of Professor or Reader to a new recruit.

PROCEDURES

1. Statutory Requirements

1.1 Current employment law imposes obligations on employers not to discriminate on the grounds of a protected characteristic: age, disability, gender reassignment, race, religion or belief, sex, sexual orientation, marriage and civil partnership, pregnancy and maternity. We are committed to taking a positive and pro-active approach to diversity and equality which extends beyond the statutory obligations. There is also an additional requirement to ensure that we comply with UK immigration rules and procedures.

1.2 In addition, we will take into account the practical guidance and recommendations of non-statutory codes of practice.
2. Responsibilities

2.1 HR Services will provide advice, guidance and support to recruiting managers so that:

   (a) Job descriptions, person specifications and recruitment advertisements are drafted in such a way as to make clear the requirements of job vacancies.

   (b) Our Valuing Diversity and Promoting Equality policy is a feature of all recruitment advertising.

   (c) Staff involved in recruitment and selection are aware of their role and responsibilities in this area.

2.2 HR Services will monitor applications by equalities criteria.

2.3 HR Services will organise training and development to support recruitment and selection, including relevant equality legislation.

2.4 Deans of Faculty and Directors of Support Services are responsible for the appointment of staff in their area; for ensuring that these procedures are followed, and that unfair discrimination does not occur.

2.5 All staff involved in recruitment and selection have a responsibility to behave in a non-discriminatory manner.

3. Criminal Convictions

3.1 All candidates are required to declare criminal convictions which are not ‘spent’. The Rehabilitation of Offenders Act 1974 enables some convictions to be ‘spent’, i.e. ignored, after a ‘rehabilitation period’. The rehabilitation period is a set length of time from the date of conviction; after this period, with certain exceptions, an ex-offender is not normally obliged to mention their conviction when applying for a job.

3.2.1 Posts which are exempt from the Rehabilitation of Offenders Act 1974 must declare all criminal convictions whether they are ‘spent’ or ‘unspent’.

3.2.2 For certain posts, a CRB disclosure will be sought from the Criminal Records Bureau (CRB). The requirement for CRB disclosure should be clearly stated in the advertising/recruitment documentation. For further guidance on CRB disclosures please refer to our Working with Children and Vulnerable Adults policy available on HR Online.

4. The Recruitment Process

4.1 For an overview of the Recruitment and Selection Process please see the flowchart at the back of this document.
4.2 The recruitment process is often the first experience an individual has of our University and it is important that it is a positive one. These procedures are designed to:

- create a positive image to applicants who may be future employees, students or customers;
- give a clear understanding of our work and what will be expected of them as employees;
- enhance the quality of the candidate pool;
- reduce the risk of a bad selection decision.

An essential component of the recruitment process is the literature prepared for candidates, such as job description, person specification and further details.

5. First Step

5.1 If an employee leaves, or additional staff resources are required first check with the Dean of Faculty or Director of Support Service that there is ‘in principle’ support for filling the vacancy and that budget is available.

The Dean of Faculty or Director of Support Service may determine the need for new or replacement posts based on the current and future requirements of the Faculty or Support Service. He/she may authorise moving to the next stage of the recruitment process where all of the following conditions are met:

- Where the nature of the post fits our HR frameworks and a budget can be identified to cover the cost involved.
- The grade has been determined in accordance with our procedures.

5.2 The Dean of Faculty or Director of Support Service must initially discuss and agree with the relevant Management Accountant that the budget is available to fill the vacancy.

5.3 If the job is new, or the duties of the job have changed significantly over time, it may be necessary for the job grading to be reviewed; the outcome may impact on the budget required. Refer to our Job Families booklet on HR Online under Staff Area. Advice on this should be sought from HR Services.

5.4 Recruiting managers are advised to discuss their recruitment plans with HR Services so that the appropriate level of guidance and support can be provided to ensure that the process runs smoothly. Consideration needs to be given at this stage to the shape and content of the recruitment activity appropriate to the vacancy.

5.5 If selection tools other than an interview are planned, these should be directly related to the requirements of the job, should be carefully selected, professionally designed and properly applied to ensure that there is no bias in the selection process. Further advice is available from HR Services.
6. Getting Started

6.1 Vacancies normally have to be approved by the CMT Staffing Group. The recruiting manager who is seeking to recruit to a post must provide all of the recruitment documents, job description, person specification and an advertisement, to HR Services, who will collate this for submission to the CMT staffing group (see Section 8). The recruiting manager must also provide HR Services with relevant vacancy details including budget code, whether the post is new or a replacement, full or part time, location etc.

7. Job Description

7.1.1 The job description:

- provides a 'snapshot' of the job at a given time;
- defines the job purpose and principal accountabilities of the job;
- indicates where the job sits within the organisational structure;
- outlines reporting relationships;
- changes as the job develops

7.1.2 The job description must be prepared by the employing Faculty or Support Service in the standard format. The appropriate templates may be found in the Staff Area on HR Online. The elements of the JD are in the template and should not be removed without a good reason. Advice on production of job descriptions may also be sought from HR Services.

7.1.3 Where there is an existing job description for the vacancy, this will need to be reviewed, and updated where necessary and set out in the latest version of the appropriate standard template.

Tips

- The 'job purpose' should describe the role in no more than two or three sentences
- Academic JDs should include a short, succinct summary of the Faculty
- All principal accountabilities should be listed and numbered
- Acronyms/abbreviations and jargon are to be avoided – the duties should be capable of being understood by a non-expert
- Colleagues should be referred to by job title not name
- The JD should not be a long list of tasks in minute detail

7.2 Person Specification

7.2.1 Person specifications are designed to identify the qualifications, experience, knowledge, skills/competencies, and personal qualities required of the successful candidate to ensure the job is carried out effectively. It is crucial to the recruitment process that it is clear and precise since it outlines the criteria by which candidates will be shortlisted and selected. It is important to keep the person specification succinct. If candidates are not going to be assessed against a criterion during the recruitment process, then it shouldn't be included.
7.2.2 The person specification should make clear what is essential and what is desirable. Essential criteria are necessary pre-requisites whilst desirable criteria are ‘nice to haves’ which would be advantageous for the candidate to possess. The person specification with the job description is used to provide a realistic basis for an advertisement. Time spent at this stage will help at subsequent stages of the process.

7.2.3 Particular care must be taken when devising the criteria used in person specifications to ensure that these do not unlawfully discriminate against particular groups of people either directly or indirectly.

7.2.4 Our standard person specification template may be downloaded from HR Online Staff Area.

7.2.5 As a minimum, the qualifications specified must be those referred to in the ‘Qualification Criteria’ document. Any requests for these qualifications to be varied for an individual post will need to be explained to, and agreed by, the CMT Staffing Group.

Tips

Don’t
- add unnecessarily high formal qualifications
- refer to good sense of humour, energetic, lively, mature, dynamic as personal qualities/disposition
- request a driving licence when an ability to travel between sites is the requirement
- use outdated terms such as ‘typing speed’ for keyboard skills

7.2.6 Where a satisfactory Criminal Records Bureau check is required for the post this should be specified as an essential requirement.

7.3 Additional Information/Further Details for Candidates

7.3.1 Generic information about Anglia Ruskin will be available to candidates to access via the e-recruitment system, which also provides guidance notes on our recruitment process, and information for international candidates.

7.3.2 The recruiting Faculty or Support Service may provide further information to supplement the job description and person specification e.g. giving the job context. This will then be added to the job pack, for candidates to download.

7.4 Recruitment Advertisement

7.4.1 The recruitment advertisement should be designed to:
- give a snap shot of the job;
- attract those applicants whose experience, qualifications etc match the requirements of the job and quickly eliminate those who do not;
- convey a positive image of our University as an ‘employer of choice;
7.4.2 The recruiting Faculty or Support Service is responsible for providing a draft advertisement. It should be succinct and interesting, aiming to have maximum impact with a minimum of text.

All adverts will include one of a selection of regularly reviewed and updated standard short generic ‘openers’. These can be downloaded to cut and paste from HR Online Staff Area.

Applicants initially scan publications very quickly for 3 main things:

- Job Title
- Salary
- Location

This information should be followed by:

- The job (the main thrust of what the jobholder will be doing or be expected to achieve)
- Key requirements - what the candidate needs to do the job e.g. essential and desirable qualifications, experience, background, personal qualities

HR Services will add: standard text such as the closing date and equality statement.

8. Seeking Approval of the CMT Staffing Group

8.1 The CMT Staffing Group usually meet every two weeks and is responsible for giving final approval for all recruitment advertising campaigns. HR Services will submit all recruitment documents to members of the CMT Staffing Group. All recruitment documents should be submitted as an electronic file to HR Services.

8.2 The normal deadline for providing recruitment documents to HR Services is **3 working days** prior to the date in which documents are submitted for the CMT Staffing Group meeting. HR Services will e-mail recruiting managers in advance notifying them of the deadline by which documents have to be submitted. A schedule of CMT Staffing Group meeting dates, accompanied by the appropriate deadlines for documents to be submitted is also available on HR Online. However recruiting managers are strongly encouraged to send documents to HR Services as far in advance as possible.

8.3 HR Services will check the job information (including job grade) and quality assure the documents provided to ensure they are consistent with our employer branding. Where changes need to be made, HR Services will contact the recruiting manager to discuss and agree the changes.

8.4 HR Services will seek confirmation from Financial Services that budget is available.

8.5 Where an internal restructuring or reorganisation is involved, it may not be necessary to submit posts for CMT Staffing Group approval. Advice should be sought from HR Services.
HR Services will:

- Notify you of any changes in the CMT Staffing Group deadlines
- Ensure that advert, job description and person specification are drafted in such a way as to make clear the requirements of job vacancies
- Ensure that the format of the recruitment documents is consistent with our employer branding
- Ensure any changes to the recruitment documents are discussed and agreed with the relevant recruiting manager
- Provide assistance and advice, when required, with the preparation of recruitment documents
- Ensure recruitment documents are put forward to the next available CMT Staffing Group meeting

Recruiting Managers will:

- Ensure the vacancy has approval from Dean of Faculty or Director of Support Service
- Consider the shape and content of the recruitment activities and build in sufficient time in your recruitment and selection action planning
- Provide HR Services with relevant vacancy details including budget code, whether the post is new or replacement, full or part time location etc.
- Ensure that if the job is new, or the duties have changed significantly the job description has been graded by your HR Manager before it is forwarded to the Recruitment team for CMT Staffing Group approval
- Submit the recruitment documents to HR Services within deadline
- Ensure the recruitment documents are prepared in the standard format by using the templates available on HR Online

9. Advertising the Vacancy

9.1 HR Services hold a central advertising budget that is used for campaigns to increase our visibility as an employer of choice, encouraging traffic to our website, therefore improving the pool of candidates. These include sponsoring words on Google, external advertising campaigns and a subscription with jobs.ac.uk. Any additional costs for specific advertising campaigns which relate to a particular vacancy, are charged back to the department sponsoring the recruitment campaign and are subject to prior approval being granted by the Dean of Faculty or Director of Support Service and Financial Services. For more information contact the Recruitment Manager.

9.2 When CMT Staffing Group approval has been granted HR Services will arrange for the post to be advertised. All vacancies will normally be published on our website within 2 days of Staffing Group approval, and in other media agreed with the recruiting manager in accordance with our advertising agency copy deadlines. At this point recruiting managers will also be able to add specific application and screening questions to the online application. It is advisable to discuss these questions with HR Services prior to approval, to avoid a delay in advertising. HR Services will then ensure that the questions are added to the vacancy and all candidates who apply will be required to answer.

9.3 It is recognised that an individual from outside the European Economic Area (EEA) or Switzerland may be appointed and may require a Certificate of
Sponsorship (previously work permits scheme). In such cases the post must be advertised in line with the Codes of Practice issued by the UK Border Agency. Since 6 April 2011 changes have been made to the Tier 2 eligibility criteria and an annual limit on migrant numbers has been introduced. Please liaise with HR Services to determine the appropriate advertising media for your vacancy.

9.4 All posts should normally be advertised for a minimum of two weeks to attract the best pool of candidates. In situations where we may wish to sponsor an individual under Tier 2 of the point based system, this advertising timeframe will need to be extended. Please contact HR Services for further information if you think you need to comply with this.

Tips

- If planned interview dates are being given in the advertisement, factor in sufficient lead-time for shortlisting to take place. HR Services will invite candidates within 3 working days of receiving the shortlist and candidates should receive a minimum of 7 working days notice of the interview so that they can make the necessary arrangements to attend
- All panel members should diarise dates and ensure that they are adhered to

10. Selection Panel

10.1 Shortlisting dates and panels should be arranged by the Faculty or Support Service well in advance. The availability of panel members must be checked and confirmed. It is the responsibility of the Faculty or Support Service to arrange these.

Tip

Don’t
- leave this arrangement until after the closing date, this can cause unnecessary delays to your recruitment campaign

10.2 Details on the constitution of appointment panels are available on HR Online.

10.3 All panel members must have successfully completed our mandatory recruitment and selection training. This is not a requirement for external panel members.

10.4 All possible efforts must be made to ensure that panels are mixed gender and, where possible, reflect other aspects of a diverse workforce. Any proposals for single gender panels must be agreed in advance with HR Services.

11. Shortlisting

11.1 Shortlisting should normally be carried out by at least two members of the selection panel, one of whom will normally be the Chair of the panel.
11.2 The recruiting manager can review or monitor applications on the e-recruitment system at any time. However, the final shortlist cannot be finalised until after the closing date.

11.3 Within one working day of the closing date HR Services will remind the recruiting manager that the vacancy has closed and that shortlisting should be completed. All of the recruitment documents and the advertisement will be available to view on the e-recruitment system with the candidate applications.

11.4 It is important that the criteria set at the beginning of the recruitment process in the person specification are used to assess all candidates as objectively as possible.

**Tips**

- Don’t be tempted to change the goal posts to suit the candidates who apply. It is inappropriate to rely on ‘gut feeling’ or ‘wanting someone to fit in’ as these are subjective opinions and may be discriminatory.
- Both the essential and desirable criteria should be considered when assessing the applicants’ suitability for the post.

11.5 Internal applicants ‘at risk’ should be shortlisted if they meet most of the essential criteria. The likely duration and cost of staff training and development will need to be taken into account in deciding whether the job would be suitable alternative employment for an ‘at risk’ applicant.

11.6 We operate a Job Interview Guarantee Scheme (JIGS) for people with a disability. This scheme guarantees that disabled applicants who meet the essential criteria will be interviewed. When completing their application it is up to the candidate to demonstrate that they meet the essential criteria. Candidates are asked as part of the application, whether they wish to be considered under JIGS, so this information will be on their application, and needs to be taken into account. Further guidance can be found on HR Online under Guidance Notes for the Job Interview Guarantee Scheme.

11.7 Shortlisting is undertaken on the e-recruitment system. Once this is complete, please notify HR Services who will arrange next steps. A Record of Shortlisting Decision form is available on HR Online. Within 3 working days of receiving the shortlist, HR Services will email interview invitations to shortlisted candidates and notify rejected candidates by email. To allow time for the interviews to be arranged and allow the candidates sufficient time to prepare, the shortlist should be confirmed at least 10 working days before the interview date. Reserve candidates will be invited should any of the preferred candidates withdraw.

11.8 Internal applicants from the recruiting Faculty or Support Service who are not shortlisted should be advised by the Chair of the panel or a nominated member of the interview panel and offered feedback. HR Services should then be notified.

12. Selection Administration

12.1 For Professorial, Senior Management, and vacancies at Grades 7 and 8, references will be sought automatically prior to interview unless the candidate
has expressly withheld permission. References will not be sought automatically for other posts unless specifically requested by the recruiting manager.

12.2 Where references are to be requested prior to interview a longer lead in time is required to allow referees reasonable time to respond prior to interview. At least 12 working days notice should be given to HR Services.

12.3 For internal appointments within the same Faculty or Support Service further references will not normally be required. For other internal candidates the Chair of the panel (or another panel member) should obtain a telephone reference from the appropriate manager and then inform HR Services.

HR Services will:

- Ensure the approved vacancy is advertised on our website within two days of CMT Staffing Group approval and in other media within advertising agency copy deadline
- Remind you within one working day of the closing date that the vacancy has closed and that the shortlisting should be completed
- Email interview invitations to shortlisted candidates and notify external rejected candidates

Recruiting Managers will:

- Ensure that shortlisting and interview dates and panels are arranged well in advance and in line with our guidelines
- Undertake the shortlisting on the e-recruitment system and provide HR Services with the outcome at least 10 working days before the interview date
- Notify internal applicants who are not shortlisted and provide them with feedback
- Have successfully completed our mandatory Recruitment and Selection training before taking part in a selection panel

13. The Interview

13.1 The aim of the interview is to select the best candidate for the job. It is a two-way process during which the details of the job can be discussed and the candidate’s suitability assessed.

13.2 Where the candidate’s application reveals any unexplained gaps in employment or inconsistencies, these should be explored with the candidate at interview.

13.3 Candidates will have been asked to bring with them to the interview their original qualification certificates plus a copy, which must be verified against the originals and forwarded to HR Services.

13.4 The purpose of collecting the above documents on the interview day is to ensure that any offer of employment may be expedited. If the documents are not collected or are not available, HR Services will need to make alternative arrangements, which may delay any formal offer being made.

13.5 The Chair of the panel must identify administrative support within the recruiting Faculty or Support Service to meet and greet candidates on the day of the interview and to collect and photocopy the appropriate documentation. HR
Services will provide the Chair of the panel with a checklist of required documentation in the interview pack. Guidance on appropriate documentation to be checked as confirmation of the right to work in the UK can be found on HR Online. Right to work documents should also be verified and signed by the administrator to confirm that the originals have been seen.

13.6 An interview pack and an Interview Summary Sheet for completion on the interview day will be provided to all panel members at least 4 days prior to the scheduled interview date. The Chair’s copy, for each candidate, should be returned to HR Services, to be scanned into the system, where it will be held against the vacancy record. The Interview Summary Sheet is also available to download on HR Online.

14. Chair’s Actions after Interview

14.1 Following interviews, the Chair of the panel/recruiting manager may make a verbal conditional offer of appointment to the successful candidate. It must be made clear that the offer is subject to completion of our pre-employment checks as follows:

- receipt of references which are satisfactory to us
- medical clearance by our Occupational Health provider
- evidence of essential qualifications
- confirmation of right to work in the UK

14.2 HR Services should then be notified of the outcome and the successful candidate’s documents returned together with all of the recruitment documents to HR Services including:

- Signed and verified copies of the candidates’ qualifications
- Signed and verified copies evidencing the right to work in the UK

Failure to provide any of these documents could delay the process. A Record of Appointment Decision form is available on HR Online.

14.3 Where a particular vacancy cannot be filled by an individual from within the EEA, the offer may also be subject a Certificate of Sponsorship being issued under the Points Based Immigration Scheme and leave to remain in the UK being granted. **If you are looking to offer the role to someone who does not have the right to work and remain in the UK then you must liaise with HR Services prior to any verbal conditional offer being made.**

14.4 Where a CRB disclosure is required, an offer of employment will be contingent upon a satisfactory CRB disclosure being received. HR Services will advise where appropriate. Further guidance on **Working with Children and Vulnerable Adults** can be found on HR Online.

14.5 It must be made clear to the candidate that they should not resign their current position and that we will only proceed to a formal offer of employment if all of the above pre-employment checks are satisfactory to us.
14.6 Although you may wish to explore the successful candidate’s availability to start work e.g. notice period, it is **not** appropriate to agree a potential start date at this stage.

14.7 The successful candidate must not be allowed to start work in advance of all the pre-employment requirements being met. Please note full pre-employment checks will be required for Hourly Paid Lecturers who are offered a full-time or fractional appointment.

14.8 Any unsuccessful internal candidates must be contacted by the Chair of the panel (or some other nominated member of the selection panel) to confirm the decision and provide feedback. This should be by telephone or by face-to-face. Once they have been informed please update HR Services.

14.9 The unsuccessful candidate documents should be disposed of in confidential shredding. If these facilities are unavailable, they can be sent back to HR Services to be shredded.

15. **Salary**

15.1 On appointment the successful candidate will normally be placed on the first point of the advertised salary range for the job.

15.2 There may be situations where it is appropriate for the successful candidate to be placed on a higher salary point e.g. job related experience. In such cases it will be for the Chair of the panel (in liaison with the budget holder) to decide the appropriate starting salary and put forward the appropriate justification.

16. **HR Services Actions after Interview**

16.1 Unsuccessful external candidates will be informed of the outcome by email issued by HR Services usually within 5 working days of receipt of the interview outcome.

16.2 Confirmation of the conditional offer of employment will be sent to the successful candidate by HR Services normally within 3 working days; unless previously obtained, references will be sought by HR Services using a pro-forma. The receipt of satisfactory references for the last two years of employment is the normal requirement.

16.3 The candidates will be asked to complete a medical questionnaire online that is sent to Occupational Health for clearance. In some cases OH may request a report from the GP or may arrange to carry out a medical examination.
HR Services will:

- Send the conditional offer and request references and medical clearance for the successful candidate within 3 working days of receipt of the recruitment documents
- Notify unsuccessful external candidates within 5 working days of receipt of the recruitment documents

Recruiting Managers will:

- Ensure that copies of the relevant eligibility to work documents and qualification certificates are taken and verified at interview stage
- Notify internal applicants who are not successful at interview and provide them with feedback
- Ensure the successful candidate does not start work prior to satisfactory completion of pre employment requirements
- Provide feedback, when requested, to unsuccessful external candidates that have attended an interview

17. Formal Offer of Employment

17.1 When all pre-employment conditions have been met, HR Services will email the recruiting manager confirming that this is the case and will forward copies of the references to them to determine that they are satisfactory.

17.2 It is the recruiting manager’s responsibility to confirm by a reply email to HR Services whether references received are satisfactory and whether a formal offer of employment should be made.

17.3 Advice should be sought from HR Services if there are any concerns about the content of references or in the event that there are omissions on the reference. References should always be checked to ensure that:

- questions have been answered unambiguously – omissions should be followed up
- employment dates match those listed on the application form – discrepancies should be followed up and clarified

17.4 The recruiting manager will then agree a start date with the candidate and arrangements for the first day of work and then forward these details to HR Services by e-mail.

17.5 Once HR Services have been notified by the recruiting manager that a formal offer of employment can be made, paperwork will be sent to the candidate within 3 working days.
<table>
<thead>
<tr>
<th>HR Services will:</th>
<th>Recruiting Managers will:</th>
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<tbody>
<tr>
<td>• Ensure that references cover two year period and we will follow up omissions and highlight any inconsistencies.</td>
<td>• Confirm the references are satisfactory and provide HR Services with arrangement details for the candidate’s first day e.g. start time, reporting instructions etc.</td>
</tr>
<tr>
<td>• Keep you informed during the pre employment checks and provide you with any recommendations highlighted by our Occupational Health provider.</td>
<td>• Discuss and agree the start date with the candidate.</td>
</tr>
<tr>
<td>• Send a formal offer to the successful candidate within 3 working days of notification.</td>
<td>• Ensure new employees do not commence employment prior to the formal offer letter being issued.</td>
</tr>
<tr>
<td>• Confirm the references are satisfactory and provide HR Services with arrangement details for the candidate’s first day e.g. start time, reporting instructions etc.</td>
<td>• Ensure that the new starter completes and submits the relevant documentation e.g. bank details, emergency contact to HR Services as soon as possible after commencing employment.</td>
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18. Induction

18.1 Once an appointment is made, the recruiting manager must ensure practical arrangements for the new member of staff are organised before their arrival such as their workspace.

18.2 HR Services will request a staff ID card on receipt of a passport-sized or digital photograph from the candidate.

18.3 The recruiting manager should also ensure a local induction programme is planned for the new member of staff in readiness for their first day. This should incorporate standard information/activities which are common to all staff within the department, plus elements which are specific to the role. Further guidance on Induction can be found on HR Online.

19. Review of Policy & Procedure

19.1 This procedure is subject to review in the light of relevant developments in legislation and employment practice. We reserve the right to amend the procedure from time to time at our discretion.

19.2 The current procedure will be reviewed no later than July 2015.

Approved by CMT 26 November 2012
RECRUITMENT AND SELECTION FLOW CHART

HR Services

If new post or significant change to duties then grade to be established by HR Services 5.3

HR Services agree advert/ JD/PS with Faculty/Support Service, seek financial approval and send to CMT for approval 8-8.5

Approved Not approved

Place advert in agreed media 9.2

Notify recruitment manager when post closes and that shortlisting should be completed 11.3

Invite candidates for interview 11.7

References taken up prior to interview if requested and/or if 12 working days notice given 12.1-12.2

Interview packs sent to all interview panel members within four working days of the interview date 13.6

Letter issued to successful candidate confirming provisional offer within 3 working days of receipt of recruitment documents 15-15.3

External unsuccessful candidates notified within 5 working days 15.1

Medical clearance sought and references taken up if not previously requested 15.2

CRB disclosure requested and Certificate of sponsorship issued if necessary 14.3-14.4

Pre employment conditions met, send references to the Chair of the panel/recruiting manager for approval 16.1

Formal contract of employment issued within 3 working days 16.5

Staff ID card requested from icentre 17.2

Employing Faculty/Support Service

Vacancy identified or new post required

Review job requirements. Prepare JD/PS/Draft Advert 7-7.4

Consider shape and content of recruitment activity 5.4-5.5

Send draft recruitment documents to HR Services with vacancy details 6.1

Arrange dates and shortlisting panel 10.1

Undertake shortlisting on the e-recruitment system and notify HRS of outcome at least 10 working days prior to interview date 11-11.7

Inform any unsuccessful internal candidates and provide feedback 11.8

Interview Day
Collect, copy and verify qualifications and right to work in UK 13-13.5

Successful candidate advised of provisional offer subject to pre-employment conditions. Interview paperwork to be sent to HR Services 14-14.7

Unsuccessful internal candidates contacted by the Chair of the panel and feedback provided 14.8

Chair of the panel/recruiting manager confirms references are satisfactory, agrees start date and notify HR Services of first day arrangements 17.2-17.4

Make arrangement for local induction programme 18-18.3

Employee starts work