

RECRUITMENT AND SELECTION GUIDELINES

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RECRUITMENT AND SELECTION GUIDELINES

1.0 INTRODUCTION

The process of staff recruitment and selection is overseen by Human Resources on behalf of the Council as employer, but responsibility for many parts of the process lies with those who manage the staff being appointed. These managers range from Principal Investigators working with a single Research Associate, to supervisors of teams of support staff, and to Heads of large Schools and Divisional Heads. Human Resources provide support and guidance to managers and has drawn up this set of guidelines for all involved in the recruitment and selection of staff.

These guidelines are designed to provide practical information on the various components of the University's process, an indication of the minimum standards to be met, and advice on good practice, and apply to the recruitment and selection of all staff to the University.

A primary function of this document is to help ensure equality of opportunity for all applicants and employees by promoting and maintaining professional standards, within a framework of consistency, fairness and good practice.

The use of these guidelines will be overseen by Human Resources and be reviewed and up-dated as necessary to take account of organisational developments, changes in recruitment activity, new legislation, etc. Advice on interpretation or specific problems can be sought from your Human Resources Manager.

It is expected that all staff involved in recruitment and selection will comply with these guidelines. Failure to comply will be dealt with appropriately.

The University's recruitment documentation, and an electronic version of these guidelines, is available at www.uea.ac.uk/hr/employee-information/recruitment.

2.0 OBJECTIVES AND EXPECTED OUTCOMES

These guidelines are designed to:

- promote staff awareness of their role and responsibilities in recruitment and selection;
- assist managers in attracting, selecting and retaining the most suitable candidates for the job;
- encourage a systematic and objective approach;
- help individuals identify their training and development needs with regard to recruitment and selection;
- ensure an active commitment to equal opportunities;
- ensure compliance with employment legislation with regard to recruitment and selection.

The outcome of their use should be:

- that candidates are selected objectively on merit;

- that illegal discrimination does not occur;
- the creation of a positive image of the University for applicants who may be future employees;
- high quality candidates with relevant skills and experience applying for UEA posts;
- less likelihood of a poor selection decision.

3.0 REGULATORY FRAMEWORK

All recruitment activity takes place against a background of rules and regulations – much of it laid down by employment legislation. This section provides a brief description of the principal elements of this framework of rules that those who are recruiting staff need to be aware of. Additionally there are rules laid down by the University – for instance in its policies on Equal Opportunities in Employment and on the Promotion of Race Equality for Staff; the Equality and Diversity in Employment Strategy; standing orders of Senate and Council concerning the composition of some Selection Committees; the authorisation only of Human Resources to issue appointment letters to staff; and financial regulations requiring recruitment advertising orders to be placed only by Human Resources.

Custom and practice, rather than formal regulation, governs some other aspects of the recruitment process and requires that they are handled in a particular way. Where there are specific rules – for instance, about the composition of selection committees – these are included in the relevant later part of this document detailing the steps in the recruitment of particular categories of staff. Those elements, which are common to all staff recruitment, might be described as ‘general principles’ rather than regulations, but it is as important for recruiters to know about these, and they are set out in the next section.

3.1 Equal Opportunities

3.1.1 Discrimination

Employers have a legal responsibility to ensure that no unlawful discrimination occurs in the employment of staff,

Equality of opportunity is an integral part of the recruitment and selection process. Under its Code of Practice: Equal Opportunities in Employment, UEA is committed to ensuring there is no unlawful discrimination (direct or indirect) on grounds of sex, marital status, gender reassignment, race, colour, nationality, ethnic origin, disability, religion or belief, political belief, sexual orientation, pregnancy or childbirth, membership of a trade union, part-time working, or age.

It is the responsibility of everyone involved in the recruitment process at UEA to ensure no job applicant receives less favourable treatment than another job applicant on any of these grounds.

An individual who feels s/he has been discriminated against on one of these grounds may make a claim of discrimination against an organisation to an employment tribunal. The ‘Burden of Proof’ applied by a Tribunal to claims of illegal discrimination has two levels:

- 1) the Appellant (employee/applicant) has to show a *prima facie* case

- 2) If 1) is met, the respondent (employer/prospective employer) has to prove, on the balance of probabilities, that the treatment of which the appellant complains was in no sense whatsoever based on grounds of discrimination, i.e. they did not commit an unlawful act of discrimination

Where a case of unlawful discrimination is found, there is no ceiling on the Employment Tribunal award.

Discrimination naturally occurs in the selection process when one person is selected over another. Where selection is based on merit assessed against the requirements of the role this is not unlawful. Unlawful discrimination is where the decision is based on the grounds identified above.

The law defines four types of discrimination: Direct, Indirect, Victimisation and Harassment. The first two may occur in the process of recruitment and selection and are therefore defined below in this context.

Direct discrimination:

Occurs when a person experiences less favourable treatment than another on the basis of one or more of the areas of illegal discrimination listed above. For example, a decision is taken not to appoint a woman to a post because she is (or may become) pregnant; a person is not appointed because they are Asian, etc.

Indirect discrimination:

Occurs when a general, apparently neutral, provision, criteria or practice is applied to all candidates, but which disproportionately disadvantages an individual who represents one or more of the categories of unlawful discrimination, AND which cannot be justified as a proportionate means of achieving a legitimate aim. For example, a panel may be trying to decide between two equally matched candidates, one male and one female both of who obtained their PhDs in the same year. The panel may agree that the deciding factor is the number of post doctoral publications. However as a raw measure this may be indirectly discriminatory as the female candidate may have taken time out to have children, and the blunt comparison between numbers of publications since the year in which both obtained their PhDs may not take into account the difference in working years each candidate has had to publish.

Key areas of discrimination to be aware of in relation to recruitment are:

- direct and indirect discrimination, as defined above
- that public bodies, such as the University, have a positive duty to promote equality as it relates to race, gender and disability
- that there is a legal duty to make adjustments for disabled candidates
- that positive discrimination is illegal, for example selecting someone on the basis of their race, gender, age, etc., to balance the existing workforce
- that positive action is not illegal, e.g. where support is given to help individuals qualify for consideration, e.g. Redeployment Register.

Areas in which discrimination may occur in the process of Recruitment and Selection include:

- discrimination in recruitment methods, for example

- discriminatory advertising
 - discriminatory placing of advertisements
 - informal advertising - Word of mouth, personal recommendation
- direct or indirect discrimination in job criteria
 - discrimination in the assessment and selection of candidates
 - discriminatory questions or remarks at interview
 - failing to inform women on maternity leave of vacancies
 - salary differentials that cannot be justified

3.1.2 Disability Discrimination

In accordance with its obligations under the Disability Discrimination Act, the University also has a legal duty to ensure that a disabled person is not disadvantaged by a provision, criterion or practice applied, or by a physical feature of an employer's premises. UEA will also ensure that job applicants and employees who are disabled, become disabled, or have had a disability receive no less favourable treatment than others on the grounds of their disability unless, after making reasonable adjustments, there remain material and substantial reasons why it is not possible to ensure this.

The duty to make reasonable adjustments also applies to the various stages of the recruitment and selection process, see section 3.1.3 below, as well as within employment, and as such it is essential that we have mechanisms in place to enable reasonable adjustments to be made within a reasonable timeframe. Discrimination can take place at any stage of the recruitment and selection process and as such adjustments may be required at the following stages:

1. Advertisement/provision of recruitment information;
2. Application/short-listing/invitation to interview;
3. Interview/Testing/Assessment/Offer;
4. Post-appointment.

Some examples of reasonable adjustments within stages 1 - 3 above are detailed below:

- Providing recruitment information in alternative formats when requested, i.e. large print, audio, Braille, disk;
- Accepting applications via alternative methods, i.e. audio tape, disk;
- Providing alternative procedures for testing/assessment, i.e. oral rather than a manual test, extra time to carry out assessment;
- Providing alternative equipment or allowing candidate to bring necessary equipment, i.e. keyboard;
- Providing an interpreter or reader;
- Changing the location of an interview/testing room to ensure accessibility.

Please note that whilst an individual may request an adjustment to be made, as an employer we will determine whether we consider the request to be reasonable or not. Therefore each request must be considered on its own merits and a decision made as to whether the request is reasonable and will be facilitated.

You may receive a request by telephone, letter, email, in person or even via a third party. It is essential that you obtain as much information and clarification regarding the request from the individual or their representative and keep a written record of these details. As the recruitment process operates within tight deadlines it is essential that you discuss the matter fully with a Human Resources Manager the same day the request is received, or as soon as possible thereafter. Once due consideration has been given to the request and a decision made as to whether the request for an adjustment is approved or not, the Human Resources Manager will respond to the individual accordingly, or advise you on how to respond.

In order to make potential applicants aware that they can request alternative formats, the following strap line is inserted in the University Further Particulars:

This document is available in alternative formats e.g. large print, disc and on line. If you need this document in an alternative format please contact us on 01603 593034, fax 01603 593522 or email hr@uea.ac.uk

Please contact your designated Human Resources Manager if you require any further clarification.

3.1.3 Interviewing Disabled Candidates

Where a candidate advises that adjustments are necessary for interview, the organisation has a legal duty under the DDA to make these reasonable adjustments. The nature of any adjustments to be made will depend on the nature of a candidate's disability. If the candidate is a wheelchair user, the room clearly needs to be accessible with suitable furniture. Consideration should be given to seating arrangements, for example to enable a candidate with a hearing impairment to lip-read if required. Bright or strong light may discomfort those who are visually impaired. The panel should avoid sitting in front of a window that leaves the candidate facing the sun (they will see the panel only in silhouette), and air conditioning may need to be switched off to avoid interference to a hearing aid. Candidates with a visual or hearing impairment respectively may request the assistance of a signer or an interpreter.

It is the responsibility of the Chair of the selection panel to ensure that appropriate and reasonable adjustments have been made in respect of any candidate with a disability, and to ensure that the conduct of the interview, its content and its tone, is similar for all candidates. It should not vary because a candidate has a disability, any more than it should vary because of the gender of the candidate or his or her ethnicity, sexual orientation, religion or belief or his or her age.

It is also the responsibility of the panel Chair to ensure that where a candidate has declared that due to his/her disability he/she would require assistance in the event of an emergency evacuation, arrangements are in place for a Personal Emergency Evacuation Plan, in accordance with the **Evacuation of Persons with Disabilities Policy**, which can be found on

<https://intranet.uea.ac.uk/uss/intranet/safetysubjects/fire>

The interview of the disabled candidate takes place in the same way (allowing for adjustments) as with candidates who have not identified any disability. This ensures that all candidates are assessed against the same criteria and the same questions.

To be consistent with the approach set out in the preceding paragraph, discussion of any reasonable adjustments to the working environment or arrangements which might be required to enable a candidate with a disability to take up the offer of an appointment, if made, should not take place until the selection interview itself has been completed, as follows:

Should the candidate indicate a wish to discuss any reasonable adjustments that may be necessary if he/she is the preferred candidate he or she should be re-assured that the interview itself has been concluded, but as candidates will be the persons with the greatest insight into their own condition, they are welcome to offer their views on what type of adjustments may need to be taken into account, should they be the successful candidate. **However, it is of absolute importance that the candidate is told that this discussion is separate from and supplementary to the interview, and anything said during this discussion will not affect the decision of the panel in selecting the most appropriate person for the post.** In this way, seeking comment and advice on this from the candidate after the interview has closed should help to re-assure him or her that the same assessment criteria are being applied to all candidates and that all are being treated equally. During any such discussion at the end of the interview, care should be taken to restrict any questions relating to 'reasonable adjustment' to the impact of the individual's disability solely on his or her capacity to undertake the particular role under consideration. Equally, a candidate may choose to make no mention of their disability and in this case it is not necessary for the panel to refer to it, as any discussions regarding reasonable adjustment can take place at a later time should they be the preferred candidate.

Following interview the preferred candidate is selected on merit.

If a candidate with a disability is the preferred candidate, i.e. the candidate most closely matched to the person specification disregarding his/her disability, the panel chair should liaise with the relevant Human Resources Manager in order that guidance on 'reasonable adjustments' can be explored, if necessary before the verbal offer is made. These may include changes to premises, adjustment of hours of work, provision of special equipment and/or special training, or of a reader or interpreter. Support (including financial) is often available from outside agencies with whom the Human Resources Manager will liaise, if appropriate.

If a disabled candidate accepts a post, it is a requirement of the Disability Discrimination Act that appropriate adjustments are carried out before their start date and are monitored throughout employment.

3.2 Data Protection

The Data Protection Act 1998 places responsibility on any organisation to process personal data (whether in manual records or in electronic form) in a fair and proper way. Failure to do so may result in a criminal offence being committed.

The data contained in applications for employment may be used only for the purposes of short-listing, conducting an interview and, if the application is successful, establishing an HR record and for compiling Higher Education Statistics. Information must not be retained any longer than is necessary for these purposes. It is also important to remember that under the Data Protection Act, candidates can request to see short-listing and interview notes as they form part of a set of information about the candidate. All such requests must be made to the University Data Protection Officer.

Personal data provided on the equal opportunities monitoring form must not be used for selection purposes. This form will be removed by Human Resources before the application forms are forwarded for short-listing. Such data will be retained by Human Resources only for as long as is necessary to provide equal opportunities monitoring statistics.

3.3 Verification of Entitlement to Work in the UK

The provisions of the Immigration, Asylum and Nationality Act 2006 require employers to verify that a person selected for employment is entitled to work in the United Kingdom (UK). The University is required to see and take a copy of an appropriate document **before** employment commences.

In order for us to comply with the above Act, the University has introduced a process whereby verification of current immigration status is requested at interview. All candidates short-listed for interview must be instructed to bring to interview both the original and a photocopy of an appropriate document as evidence of current immigration status in the UK. A list of approved documents for verification to work in the UK, as provided by the Home Office Immigration and Visa Service, can be found on the Human Resources website, under Recruitment and Selection, together with guidance on how to conduct a right to work check. Please note that this also applies to candidates who are being interviewed by video conference or any other means, and they are required to send their document(s) prior to the interview date.

All candidates offered employment are required to produce an appropriate original document before the first day of work. This applies to all employees, whether on indefinite or fixed-term contracts, and to all staff employed on a casual basis via the Temporary Staff Register, casual contracts, Associate Tutor contracts or UEA4.

The Further Particulars document for all staff details the afore-mentioned process of verifying immigration status and entitlement to work in the UK.

The Human Resources model template 'invitation to interview' and 'offer of employment' letters cover the provisions of the Immigration, Asylum and Nationality Act 2006 in respect of the requirement to check the eligibility to work in the UK of all potential employees. The model invitation to interview for support staff letter

can be found in section 5 and must replace any other invitation to interview letter previously used.

Co-ordinators of recruitment processes and/or Chairs of Panels will need to have sight of the original document(s) and collect the photocopied document(s) from candidates at interview. The photocopies will need to be signed, dated by the Chair and retained for record purposes as verification that the originals have been seen. The successful candidate's photocopied document(s) must be sent to Human Resources with the appropriate Recommendation for Appointment form.

Human Resources will confirm to the successful candidate in the offer letter whether they have provided documents that satisfy the check of their eligibility to work in the UK. In addition, if the successful candidate fails to provide a document, has not provided the correct document, or requires specific immigration approval, Human Resources will liaise with them directly to acquire this.

Students who are non-EU nationals must meet a number of conditions **before** they can commence employment. They must hold a current student visa, be registered as a student at UEA, must not work more than 20 hours per week during term-time and cannot fill a permanent, full-time vacancy.

Specific arrangements apply for Croatian nationals, who may be required to obtain authorisation to take up work with the University by obtaining a registration certificate. If your applicant is a Croatian national please contact Human Resources for advice.

If you require any further clarification please contact your designated Human Resources Manager.

3.4 Certificates of Sponsorship

In 2008, the **Work Permit** system was replaced by a new process for seeking permission, for skilled workers who have a job offer, to fill gaps in the United Kingdom labour force that cannot be filled by resident workers¹.

The system is referred to as "Tier 2" and forms part of the Points Based System implemented by the Home Office.

Where a prospective employee does not have the right to work in the UK it may be possible for the University to apply for a **Certificate of Sponsorship** in respect of employment into a specific post.

Home Office UK Immigration and Visa Service permission must be granted, and evidenced by a Certificate of Sponsorship and permission to enter or remain in the UK, before the prospective employee commences employment.

This process is subject to strict immigration legislation and regulations which are frequently updated, and the current regulations can be accessed on the HR Intranet under the heading [Certificates of Sponsorship](#).

¹ A resident worker is a person who is a national of the European Economic Area (EEA) or is legally settled in the United Kingdom with permission to work here.

In addition to the need of the individual to meet the eligibility requirements detailed on the HR intranet it must also be clear that, unless an exemption applies, there are no suitable resident workers able to fill the post in order for a Certificate of Sponsorship to be granted.

Permission to work will only be granted by the Home Office UK Immigration and Visa Service where the required skills, knowledge or qualifications are not available within the resident population, and will not be granted in cases where there is a reasonable expectation that the University will be able to recruit from within the resident population, such as, for example, clerical or maintenance posts.

Human Resources will issue a Certificate of Sponsorship via the Home Office UK Immigration and Visa Service on behalf of the University. Certificates of Sponsorship are issued for the period of employment and normally for a maximum initial period of up to 3 years, and the associated entry clearance or leave to remain must be applied for by the individual who wishes to take up the post within three months of issue of the Certificate.

Where this process will be required for the preferred candidate, the Head of School/Manager must notify Human Resources straight away as certain information must be acquired prior to the application.

Human Resources will liaise with the Head of School/Manager over the following information required for the Certificate of Sponsorship application:

1. a copy of the successful candidate's qualifications (originals needs to be seen by an authorised member of university staff before we can send the copy/copies);
2. an original reference(s) on headed notepaper verifying relevant work experience, dates of employment and skills;
3. detailed information on the main duties, responsibilities, qualifications and skills required to undertake the post; the reasons why the selected non-resident worker has been selected; and the specific reasons why each resident worker was not short-listed or, where short-listed, was not able to fill the post. The completed 'Short-listing Evidence Form' and 'Interview Assessment Form' will be appropriate evidence. We must also show that the post has been widely advertised, usually in a national publication. Internal advertising only is unlikely to lead to a certificate of sponsorship being granted.
4. an analysis of all candidates by residency status, i.e. total number of applicants, the number of candidates short-listed for an interview, including information on why any resident worker applicants were not shortlisted.

Further guidance is available on the HR Intranet, see Certificates of Sponsorship, or may be sought from your Human Resources Manager.

3.5 Entry Visas/Further Leave to Remain

Once a Certificate of Sponsorship has been issued the individual for whom this has been approved must make a personal application to the Home Office UK Immigration and Visa Service for either an entry visa, or for Further Leave to Remain if they are already in the UK. Human Resources personnel provide guidance to the individual on the process to be followed.

The individual will continue to be responsible for his or her application for entry clearance or leave to remain and will be required to supply the Home Office UK Immigration and Visa Service with appropriate documentary proof in order for that application to be successful.

The entry visa or Further Leave to Remain must be granted, and a copy of the documentation supplied to Human Resources, **before** Human Resources confirms whether and when the employee can commence work.

If an individual is unable to provide the necessary documentation the University may enforce a statutory bar on their employment.

3.6 Disclosure and Barring Service Checks

For a limited number of posts, the University is required to seek a disclosure relating to any potential employee's criminal record. Disclosures are typically necessary for specific duties, positions and licences included in the Rehabilitation of Offenders Act 1974 (Exceptions Order 1975) and/or the Police Act 1997 (Criminal Records) regulations, for example, regularly caring for, training, supervising or being solely in charge of children, specified activities with adults in receipt of health care or social care services and applicants for gaming and lottery licences. DBS clearance is also required where employees will as part of their employment undertake duties within the NHS.

UEA is a registered body with the Disclosure and Barring Service (DBS), which was established for these purposes. The University is required to adhere to a strict Code of Practice and has established guidance notes on the Disclosure Process to ensure compliance.

At the beginning of the recruitment process the Head of School/Manager must indicate on the Recruitment Advertising Authorisation Form whether the appointment is subject to a criminal record check. The Human Resources Manager/Senior Adviser/Adviser will confirm whether this is appropriate in line with DBS regulations, and if so, will be responsible for co-ordinating all applications concerning disclosure requests. Further guidance is provided below or may be sought from a member of Human Resources.

The UEA Guidelines on the Disclosure and Barring Service Disclosure Process also contain information and advice about the provisions of the Rehabilitation of Offenders Act, whereby conviction for some criminal offences can be regarded as 'spent' after a specified period of time. Once a conviction is 'spent', the person does not have to reveal its existence in most circumstances and can answer 'no' to the question "do you have a criminal record?" on an application form, unless the position is subject to a disclosure or the organisation is exempt from the Rehabilitation of Offenders Act. For NHS employment convictions are never 'spent' and therefore for joint appointments between the University and the NHS, or in cases where an employee will as part of their employment undertake duties within the NHS, advice should be sought from Human Resources.

It should be remembered that it is an offence for anyone who has access to criminal record checks to disclose information about spent convictions unless officially authorised to do so.

Where relevant, criminal record information will be checked and verified using the Disclosure and Barring Service after the completion of the recruitment and selection process and acceptance, by the incoming postholder, of the post offered.

The offer of appointment issued by Human Resources will contain a statement confirming the offer is subject to receipt of a Disclosure from the Disclosure and Barring Service (DBS) that is satisfactory to the University, and guidance on the process to be followed. The offer of appointment issued by Human Resources will also contain a statement confirming the consequence of receipt of a Disclosure which is judged by the University to be unsatisfactory.

The Human Resources Division will be responsible for coordinating the application with the candidate, ensuring the relevant sections of the Application Form have been completed and evidence of identity checked before the form is signed off and sent to the DBS.

The DBS will send a copy of the Disclosure document to the individual and the University will be notified of the result using the online application system. Satisfactory clearance will be followed up by letting the individual know their employment is no longer conditional in that regard. Clearance which is unsatisfactory to the University will be dealt with on a case by case basis.

Further information on UEA's policy can be obtained by referring to UEA Guidelines on the Disclosure and Barring Service Disclosure Process and employing people with Criminal Records:

www.uea.ac.uk/documents/2506781/2686727/Guidelines+on+the+Disclosure+and+Barring+Service+Disclosure+Process.pdf/6d2ace8f-60a2-4381-a44e-97c77b00ead7

See also section 5.8 below.

3.7 Fixed-Term Employee (Prevention of Less Favourable Treatment) Regulations 2002

Fixed-term appointments should only be made where a clear and stated business need can be demonstrated, and the reason for the fixed-term contract will be documented in the employee's letter of appointment. Examples of necessary and objective reasons or circumstances could include:

- the post requiring specialist expertise or recent experience not already available within the institution in the short term;
- cover for an identified period of specific staff absence, such as maternity/paternity or adoption leave, long term sickness cover or secondment;
- providing an existing post-holder with an identified short-term career opportunity;
- input from specialist practitioners;
- no reasonably foreseeable prospect of short-term funding being renewed nor other external or internal funding being available or becoming available. Where the short-term funding has already been renewed, continuing use of the fixed term contract would need to be justified by objective reasons;
- a situation where student or business demand can be clearly demonstrated as particularly uncertain.

These examples are those provided by the Joint Negotiating committee for Higher Education Staff (JNCHES) Fixed-Term and Casual Employment Guidance for Higher Education Institutions, but this should not be taken as an exhaustive list.

In all cases, the relevant Human Resources Manager must be consulted prior to the advertisement of the proposed fixed-term appointment.

The Fixed-Term Employee Regulations were introduced to prevent employees engaged on fixed-term contracts (i.e. those where the employment contract has a stated end date) being treated less favourably than comparable employees on indefinite contracts. The impact of the Regulations is substantial for UEA, and the Higher Education sector in general, because of the high number of Fixed-Term Contract Research, hourly-paid and term-time staff within its employment.

The Regulations do not prohibit use of fixed-term contracts. However, the following key elements of the Fixed-Term Employees Regulations demonstrate the reduced attraction of employing staff on fixed-term contracts:

- a fixed-term appointment can no longer be simply terminated at the end of the fixed-term contract purely because that contract has expired. This would be deemed an unfair dismissal in law and the employee may have recourse to an employment tribunal on grounds of unfair dismissal. If the reason for cessation of the post is redundancy, a redundancy process must be followed to deem the dismissal fair;
- whilst there is no restriction on the length of an initial fixed-term contract, where there are two or more successive contracts that last more than four years in total there is an automatic right to an indefinite contract, unless there is an objective reason for continuing on a fixed-term basis; and therefore, as fixed-term employees may now subsequently become indefinite employees, the impact of advertising a post on a fixed-term, rather than an indefinite basis, should be considered in terms of the candidates it is likely to attract.
- no fixed-term employee should receive less favourable treatment than a comparable indefinite employee and if they perceive this to be so, may request a written explanation of the differences and make a claim to an employment tribunal. This less favourable treatment could include being selected for dismissal purely on the grounds that they are employed on, and subsequently dismissed from, a fixed-term contract;
- all employees who complete more than two years' service, whether fixed-term or indefinite, now qualify for a redundancy payment if their service is terminated on grounds of redundancy;
- it will not be deemed a fair reason to dismiss at the expiry of a fixed-term contract on the grounds that an employee has not performed well. It is expected that performance will be managed throughout the contract. If performance is sufficient an issue that the employee should be dismissed, this would fall within another fair reason for dismissal – that of capability, but would need to be managed and dealt with as a separate issue to the expiry of a fixed-term contract.

4.0 UEA RECRUITMENT AND SELECTION PROCESS

GENERAL PRINCIPLES AND COMMON FEATURES

The elements laid out in this section relate to the recruitment and selection process for all categories of staff within the University. Described as 'general principles' rather than regulations, it is important that those involved in the recruitment process are familiar with these. An overview of the whole UEA recruitment process can be found in section 5.

The Human Resources Division is responsible for co-ordinating the recruitment and selection process for all academic (ATR/ATS) and academic-related (ALC) appointments once shortlisting has been completed. For all other categories of staff appointments are co-ordinated by the Faculty, School or unit once shortlisting has been completed. Where there are differences in process between the two groups, being 1) academic and academic related staff, and 2) other categories of staff, any information and guidance which relates only to one of these two groups is identified within the relevant section.

4.1 Recruitment Training

It is the policy of the University that all those involved on recruitment panels shall have received appropriate training, but it is also recognised that this level of compliance will only be achieved over time. Therefore, as a minimum the Chair and one other senior member of the selection panel will have received training within the previous two years and will ensure that the principles of the training are complied with. The Centre for Staff and Educational Development (CSED) is responsible for co-ordinating recruitment and selection training programmes which include both initial and update training, and maintaining a record of those who have received appropriate training. For details on relevant training courses please visit: www.uea.ac.uk/csed/e-learning

4.2 Monitoring the Recruitment and Selection Process

The monitoring and analysis of applicants by gender, ethnic group, disability, dependants, sexual orientation and age is an important element in the University's equal opportunities policy, in order to assess how our equal opportunities code is working in practice.

For all vacancies applicants are required to complete an equal opportunities monitoring form, which is detached by Human Resources before the remainder of the application is passed to the School or unit concerned. Human Resources enter the monitoring form data on the HR System for analysis purposes. Analysis of the collated data will be reviewed by HRD in order that any anomalies can be addressed.

4.3 Recruitment Planning

The appointment of any member of staff can be demanding and time-consuming, therefore preparation is important and careful planning is required.

At this stage a timetable for the recruitment and selection process should be determined using the typical recruitment timetable found in section 5 to plan advertising, short-listing and interviewing dates. The recruitment process should not be unnecessarily delayed, since one consequence of a long process may be applicants withdrawing their applications having obtained employment elsewhere in the interim.

Should the School, Division or Faculty wish to spread the selection process over more than one day there may be additional cost implications and these plans should be discussed in advance with the relevant Human Resources Manager.

4.4 Creating and Reviewing Details of the Role: Job Description and Person Specification

When a vacancy arises, or additional staff resources are required, a job description and person specification (see section 5 for templates) must be compiled, or updated for replacement posts, by the school or unit. These documents will provide the basis for all subsequent steps in the recruitment and selection process and will help to ensure that the process is carried out systematically and fairly. A well-prepared job description and person specification will enhance the recruitment and selection process in the following ways:

- Providing clarity on exactly what is needed;
- Format and target the advert to attract suitable candidates, deter unsuitable candidates and avoid too many unsuitable responses;
- Help to ensure that applicants have an informed understanding of the scope and purpose of the job and of their possible suitability for it, thereby enabling them to structure their application against the person specification, and increasing the chances of a good fit between job and candidates;
- Help the recruiting manager to identify how best to measure the identified criteria by
 - Identifying the areas which need questions to ask at interview
 - Identifying appropriate selection methods such as presentations, in-tray exercises or psychometric exercises;
- Enable shortlisting to be carried out against objective criteria;
- Help to avoid discrimination;
- Enable Occupational Health to identify any special requirements or training the postholder may need;
- Help to structure a training plan for the successful candidate.

The aim of a job description is to set out details concerning the purpose of the job, its main duties and responsibilities, its place in the unit's organisational structure, and any necessary special working conditions such as shift working patterns. The person specification is of equal, if not greater, importance - it should set out the specific skills, qualifications and experience required to perform the role and will form the basis of the selection decision and enable the selection panels to ensure objectivity in their ranking of candidates.

It is important that both documents relate precisely to the needs of the job and that each criterion can be objectively justified.

Requirements that cannot be objectively justified may lead to indirect discrimination, by disproportionately disadvantaging particular groups of potential applicants; for example requiring a specific UK qualification where an overseas equivalent would be equally acceptable, see also section 3.1 above.

When considering applications against the person specification criteria, please note that if the applicant does not meet the minimum threshold for any one of the essential criterion they should not be shortlisted. It is therefore important to avoid setting these unnecessarily high. If they are inflated beyond the level necessary for effective job performance, the risk is that the appointee may become frustrated in the role and leave. At the same time it is important that the criteria are not understated as this could result in the appointment of an ill-equipped candidate who may be unable to carry out the requirements of the role.

It should be remembered that in some cases a candidate who is considered 'over-qualified' may wish to apply for the job for personal reasons, and so long as they are clear about the role requirements and salary range offered this should not be seen as a problem.

The job description and person specification must be reviewed each time a post becomes vacant and it should not be automatically assumed that these remain unchanged since the last time an appointment to the post was made. Consideration should also be given to possible opportunities, for example, changes in work patterns, in technology and in methods of working, and any other factors that might affect the role, or other roles with whom the appointee will work.

For **ATR Academic and Research (RA) posts**, where it is known that the appointee will be undertaking research on NHS premises, and therefore may require a Research Passport, please ensure this is mentioned in the job description so the Human Resources Manager can clarify from NHS guidelines whether this, and/or a Disclosure and Barring Service check, will be necessary and if so, make arrangements after the preferred candidate has accepted the post, see also section 4.30.

The job description and person specification should be sent to the relevant Human Resources Manager for grading.

4.5 Post Release and Recruitment Advertising Forms

Recruitment to any University-funded post must be preceded by the submission of a post-release form, and approval by the Dean of Faculty or Registrar & Secretary (Post.Release@uea.ac.uk). Where the planned appointment is to a post which is not University funded, and therefore not subject to the post release procedure (e.g. a research funded post), the School or unit concerned will need to be able to confirm to Human Resources that funding is available to meet the costs of the appointment before the post is advertised. The Head of School/Manager should complete the Recruitment Advertising Authorisation form (see section 5) once funding is confirmed. This form confirms the publication to be used, advertising, closing and interview dates, whether the appointment is to be subject to a criminal record check, and, for academic and academic-related posts, the composition of the selection panel.

4.6 Advertising

In accordance with UEA's Code of Practice: Equal Opportunities in Employment, UEA will normally advertise the majority of vacancies externally and as widely as possible to ensure these reach the widest pool of potential applicants. However it may be necessary, in consultation with a Human Resources Manager, to restrict the field of applicants to internal candidates for specific reasons such as redeployment in the case of potential redundancies. Internal advertisements are advertised on the University Intranet.

Human Resources will arrange the advertising of all positions. Generally the post will be advertised in one national and/or one local publication. However in areas where recruitment is difficult or where the Head of School/Manager wishes to reach a specific audience, it is possible to advertise in additional publications, although the School or unit will be required to meet any additional costs.

Where a post is externally advertised and is eligible to be filled by an individual who may require a sponsorship certificate it must be advertised for a minimum of four weeks via a national publication or jobs@ac.uk, and, for some roles, it is a Home Office UK Immigration and Visa Service requirement that it is also placed with JobCentrePlus for the same period. This applies mainly to academic, academic related and Research and Analogous posts, but may apply to some support posts.

All job advertisements must clearly reflect the content of the job description and person specification and conform to the British Code of Advertising Practice, which requires advertisements to be 'legal, decent, honest and truthful'. The Code confirms advertisers must ensure that the public is not misled about the type of work involved or anything else that would influence their judgement.

The following points should also be noted:

- advertisements should be informative but concise, as further information on the role will be provided in the further particulars;
- stating some of the key criteria from the person specification in the advertisement should help reduce the number of unsuitable applicants;
- language used in the advertisement and information pack must not be directly or indirectly discriminatory and should be gender neutral.
- the advertisement should contain all relevant details set out in the recruitment advertising form including whether the post is subject to a criminal record check.
- Advertisements appearing only in print media, or in print and online media are restricted to 100 words unless the recruiting School or Division pay the additional cost. Adverts which are to be placed online only have no word restriction

Once the advertisement has been finalised, it should be passed to Human Resources for review and insertion in the publication(s) specified. The time taken before the advertisement appears depends on the publication(s) chosen, but will not be less than a week for printed media and could be considerably longer in the case of (e.g.) monthly publications, so it is important to plan ahead to take into

account this lead time. Human Resources will be able to provide further advice on the choice of publications and on their copy deadlines.

The University has adopted a composite approach to placing adverts within individual publications to present a consistent, corporate identity. Therefore your advertisement is likely to appear with other vacancies from UEA. The University will also make appropriate use of suitable electronic resources, including websites, to assist with staff recruitment.

Current University vacancies are automatically posted to the UEA Human Resources 'Vacancies' web page, at www.uea.ac.uk/hr/vacancies and the vacancy list can also be viewed in hard copy at Registry Reception.

Where a member of staff is approaching the end of a fixed term contract, the UEA Code of Practice on Fixed-Term Appointments must be followed, in conjunction with the relevant Human Resources Manager. In relation to this process, where a manager is able to identify a vacancy as potentially suitable alternative employment for that individual, the relevant Human Resources Manager must be informed before any move to re-deploy the individual is made, as the post may need to be internally advertised among other members of staff who are also seeking suitable alternative employment.

4.7 Named Researchers

In accordance with UEA's equal opportunities code of practice, the normal expectation is that research and analogous posts will be advertised. However, it is recognised that in some cases research funding applications may identify particular individuals for employment on the research project concerned, typically because the named researcher has specific expertise and/or already had considerable input into this particular research area.

If the Faculty, School or unit considers that the success of a funding application is dependent on the employment of a named researcher, the relevant Human Resources Manager should be consulted at an early stage to authorise appointment without advertisement in the case in question, but a job description and person specification should still be supplied to the Human Resources Manager for grading.

If a 'named researcher' identified in a funding application is no longer available when the funding is granted, the identified post will be advertised in the normal way, unless a certificate of sponsorship has been assigned to the individual.

4.8 Further Particulars

The job description and person specification plus relevant information from the Request to Advertise form will be incorporated into a Further Particulars document by Human Resources.

The purpose of the document is to provide applicants with general information about the University, about the Faculty, School or unit and about the post for which they are applying.

The University has a standard Further Particulars format for providing information which is relevant to all posts and this is made available to all candidates. This is

available as a template on www.uea.ac.uk/hr/employee-information/recruitment and includes information about:

- University of East Anglia
- Norwich and the Region
- Travel to UEA
- Guidelines for Candidates
- Equal Opportunities Policy
- Note to all Applicants – Important Information
- Information for Candidates who would require a work permit to take up a post
- Terms and conditions of appointment
- Residence clause (if applicable)
- Starting date
- Relocation Expenses
- Annual Leave Entitlement
- Superannuation
- DBS Criminal Record Check (if applicable)
- Proof of Qualifications
- Entitlement to work in the UK
- Occupational Health Assessment
- Application and recruitment process
 - Closing date
 - How to make an application
 - Equal Opportunities Monitoring Form
 - Referees
 - Interview and Presentation

4.9 Selection Panel / Committee

For academic and most academic-related posts there are rules governing the composition of selection committees, and these are described in section 4.10. Where such rules are not laid down, it is a University requirement that a panel must consist of at least two people. Additionally the University's Equal Opportunities Code of Practice states that wherever possible membership of panels should include both genders and reflect the diversity of candidates. It is advisable that the membership of a selection panel is identified at the beginning of the recruitment process. This helps maximise staff availability and allows selection panel members to be involved from the start of the recruitment process and to be fully acquainted with the job description and person specification prior to short-listing and interviewing.

It is recognised that not all panel members will be involved in short-listing, but anyone who does shortlist must be a member of the interview panel.

It is important that those who conduct recruitment interviews understand and are confident about the process through which the short-list was prepared. Having a clear understanding of the role is a necessary element in preparation for being a member of the interview panel, and good preparation is key to successful interviewing and a successful appointment. Once interviewing has commenced members of the selection panel should not be changed, to maintain consistency and to ensure fair treatment of all candidates.

For academic (ATR and ATS) and academic related (ALC) posts the Head of School/Manager is responsible for providing the names of the members of the selection panel to Human Resources on the Request to Advertise Form. These should be consistent with the rules governing the selection panel composition set out in section 4.10 below. The Head of School/Manager should approach prospective members and confirm their availability when completing the recruitment advertising form. The Dean of Faculty must approve panel composition before the information is sent over to the Director of Human Resources, who will approve membership on behalf of the Vice-Chancellor for all academic and academic-related positions.

4.10 Panel Composition

Human Resources Managers will be able to offer further guidance if required.

A. Academic selection panels i.e. for Professor, Reader, Senior Lecturer, Lecturer, will normally comprise the following:

Professor:

- Chair: Dean of Faculty on behalf of the Vice-Chancellor
- Head of School
- A Senate representative *or* Senior Faculty member from another School
- 1-2 academic staff from the School
- 1-2 External Assessors*
- Human Resources Manager (in attendance)

Lecturer / Senior Lecturer / Reader:

- Chair: Dean of Faculty (*or* his/her nominee)
- Head of School
- A Senate representative *or* Senior Faculty member from another School
- 1-2 academic staff from the school

NB: For Reader appointments, in addition to the above panel membership 1-2 External Assessors* should be included.

*External Assessors are those from outside the University who have expertise in the field into which the appointment is being made.

B. Academic-Related selection panels, i.e. for ALC staff, will normally comprise the following:

Administrative (ALC) Staff (up to and including Grade 9)

- Chair: The Head of Division, *or* the Head of School or Sector or another senior member of staff
- 2-3 other members.

Administrative (ALC) Staff (Grade 10)

- Chair: Vice-Chancellor (*or* his/her nominee)
- Dean of Faculty
- Head of Division or School
- 1-2 members of the Division or School
- 1-2 External Assessors*

C. Research and analogous selection panels, i.e. for R&A staff, should include the Principal Investigator (grant holder) and *at least* one other person who is able to assess candidates against the requirements of the role.

D. Support Staff selection panels, i.e. for S&C, Tech, etc., should be chaired by an appropriately graded member of staff and also include 1-2 members of the School or Division.

4.11 Receipt of Applications

Applications received by Human Resources will be forwarded to the Head of School/appointing Manager as soon as they arrive. The usual deadline for receipt of applications is midday on the closing date. After receipt of the applications these should be assessed as soon as possible to determine which applicants are to be short-listed using the process described below in section 4.12.

4.12 Short-listing

It is UEA's policy that a short-list is produced by assessing applications against the identified criteria in the person specification, basing all decisions on objective reasons. This should be undertaken, using the University Shortlisting Form, see section 5, by at least two panel members and wherever possible by both genders.

Using the University Shortlisting form helps measure and compare candidates against the identified criteria in the person specification (avoiding the danger of stereotyping and making decisions that cannot be justified). Structured scoring allows the selection panel to weight criteria should this be appropriate, see section 4.13 below, and compare each candidate's score with the person specification requirements.

An Excel version of the University Shortlisting form for electronic use is available at www.uea.ac.uk/hr/employee-information/guidance-for-managers/recruitment

For academic posts the Associate Dean (AD) for Research (for ATR posts) or Associate Dean for Teaching and Learning (ATS posts) should be routinely consulted prior to finalising the shortlist of candidates. If a post has been advertised as ATR/ATS both should be routinely consulted.

Each person shortlisting must use the same criteria which are taken from the person specification, and any weighting applied must be applied consistently by each person who shortlists. It is important that selection criteria are applied consistently to each applicant to ensure the process is fair and systematic, and that those applicants most closely matched to the person specification are shortlisted.

However, care needs to be taken when considering the results, to ensure that a high overall score does not disguise a low score in a crucial area. If a candidate scores zero against any one of the essential criteria their application need not be considered further. However, the panel may decide on a higher minimum threshold, for example that a score of 3 or less against any, or one particular, essential criterion eliminates the applicant from further consideration. If used, the minimum threshold must be applied consistently to all applicants, including those on the Redeployment Register, see section 5.

However, it is a requirement of the Redeployment Register processes that any Redeployment Register candidate who meets the essential person specification criteria at the minimum threshold is invited for interview, regardless of the score compared to others who also meet the minimum threshold.

An example of a completed Shortlisting form can be found in section 5.

Where a candidate is considered to be 'over-qualified', they may wish to apply for the job for personal reasons, and so long as they meet the person specification criteria and are clear about the role requirements and salary range offered this should not be seen as a problem.

It is important to remember that the reasons for appointing or not appointing a particular candidate may be challenged under discrimination legislation, or requested by a candidate who wishes for constructive feedback, and under the Data Protection Act (DPA) 1998, candidates can ask to see short-listing and interview notes as they form part of a set of information about the candidate. All such DPA requests for information must be made to the University Data Protection Officer.

The completed Shortlisting forms are also used for monitoring the process.

It is normally expected that not more than four candidates will be short-listed for each post, but it may be helpful for Schools/Units to identify one or two reserves who can be invited to interview should any of the initially invited candidates be unable to attend. If there is a wish to invite more than four candidates to interview for Academic or Academic Related posts please speak to the relevant Human Resources Manager.

If none of the applicants meet the criteria detailed in the person specification, managers need to review the job and recruitment documentation to consider whether to start the recruitment process again or consider alternatives. Where no candidates are suitable for short-listing the Head of School/Manager is strongly advised not to lower the essential qualifications and experience needed for the role to match the best of the available candidates. Doing so may result in performance issues and may also be subject to a discrimination claim against those who would have been eligible to apply had the lowered criteria been advertised. In these circumstances Heads of School/Managers are advised to start the recruitment process again.

Completed shortlisting forms for academic and academic related posts must be received by HRD before shortlisting candidates can be contacted.

4.13 Weighting Criteria

When considering the key criteria for the post, it may be helpful to consider which of these, among the essential characteristics, are the most important. These can be teased out from the others by applying a weighting factor to whatever score is achieved by each applicant. For example if a weighting factor of 2 is given to a particular criterion against which an applicant scored 5, then the weighted score will be 10 (i.e. 2 x 5), or if a weighting factor of 3 is applied, the weighted score would be 15 (3 x 5).

4.14 Selection Tests and Presentations

Consideration should also be given to whether the inclusion of job-related selection tests or presentations as part of the selection process will help assess criteria within the person specification that may otherwise be difficult to test at interview.

If selection tests or presentations are undertaken, they must be directly related to the requirements of the job to minimise bias in the selection process and to help assess the candidate's skills against these. Care also needs to be taken to ensure tests are fair and that these do not assess standards which are greater than those necessary to undertake the job.

In all cases care should be taken to ensure that job-related tests are clearly explained to the candidates, that all candidates are subject to the same tests under exactly the same conditions, and that presentation topics do not favour any one candidate, or one group of candidates above another.

Disabled candidates may need adjustments to enable them to perform the same selection tests and these must be taken into account in advance, see section 3.1.4.

Presentations

It should be standard practice for a presentation to be included in the selection process for all **academic** (ATR/ATS) posts. Candidates should be invited to present their research/scholarship as if they were delivering a lecture to 2nd/3rd year students, of not more than x minutes (x to be determined in advance and advised to the candidate when inviting him/her for interview).

It may also be appropriate for other candidates to give a presentation as part of the selection process. **Academic-related, Research, and Associate Tutor** candidates may present to the selection panel at the beginning of their formal interview, or to other selected members prior to the formal interview.

However, whenever a presentation takes place outside the formal interview it must be specified to each candidate in advance whether or not this activity will form part of the selection decision. Arrangements for feedback from observers of the presentation to the selection panel should be made in advance and should be the same for each of the candidates attending for interview.

Where a presentation takes place prior to the formal interviews, a structured form for comments by the invited audience is advised and a template is available in section 5.

4.15 Interview Arrangements

Once the short-list has been agreed all shortlisting forms, and the names of those to be invited to interview, should be provided to one of the following:

1. the Human Resources Assistant for **academic (ATR and ATS) and academic related (ALC) staff**, or
2. the member of staff within the Faculty/School/Unit (usually the PA to the Head of Faculty/School/Unit) who will be responsible for co-ordinating the remainder of the recruitment process **for all other categories of staff including research (RA) staff**.

The person in 2) above will then be responsible for the following arrangements detailed below:

- Co-ordinating the interview schedule with the panel Chair or their nominee. The interview duration will depend on the post and the school/unit but it is advised that interviews should normally last a minimum of 30 minutes, with a minimum of 45 minutes for **academic and academic related** staff, and one hour for professorial appointments.
- Contacting candidates who have been shortlisted. The letter to invite these candidates to interview must include full details of the interview date and information regarding any selection test or presentation that may be required. If selection tests or presentations are to be used, all candidates should be given the same written/oral information as to how long they will take, the topic area(s) they will cover and what, if anything, they should prepare in advance.
- In relation to any candidate who has declared him or herself disabled and who wishes to be considered under the 'two-ticks' scheme, about whom HR will notify the appointing manager, specific wording must be included in the letter inviting the candidate for interview. The template wording will be advised by HR in each case, and can also be viewed in 5.9.
- Ensuring the interview room is booked and arranging with Audio-Visual Services for any equipment (PowerPoint, OHP, etc) to be available for the candidates at interview, if required. If presentations are to take place within the School **for academic and academic related** posts, the *Head of School's secretary* should make the associated room booking and equipment arrangements, and will also be responsible for any catering arrangements for presentation and/or interview.
- Organising Video-conferencing facilities with AVS if these are required. See section 4.16 below.
- Keeping the panel Chair updated of any changes to arrangements, and acting on these as necessary, for example withdrawal of candidates and inviting reserve candidates in their place; difficulties with timing, etc.

Interviews **for academic and academic related** posts will normally be held in Committee rooms 1 or 2 or the Council Chamber and candidates will be invited to wait in Registry reception for a panel member or other nominated person to collect them. **Professorial and related** appointments interviews will normally be held in the Vice-Chancellor's office.

4.16 Interview Expenses

Interview expenses will be reimbursed only to **academic and academic related** candidates. Reimbursement will be made only for claims submitted on an interview expense form and accompanied by appropriate receipts. It should be noted that Schools pay 50% of the airfare cost for overseas candidates. Expenses are not reimbursed to candidates who are offered and decline a post.

4.17 Video-Conferencing

In certain circumstances video-conferencing can be arranged for candidates who find it difficult to attend an interview. Video-conferencing technology enables people at two or more locations to see and hear each other at the same time and is an ideal alternative.

If at all possible, a video-conference interview should take place on the same occasion as other candidates' interviews for the post in question. However, it is recognised that time differences and other factors may make this impossible. If it is not possible for the interview to take place as scheduled and it is held on a different occasion, the video-conference interview must involve the same selection panel members (unless the Chair of the Panel has agreed otherwise after discussion with Human Resources) and follow the same format.

When using the videoconferencing facilities careful planning is needed if a presentation is to form part of the selection process, to ensure this can be delivered by the candidate via video-conferencing, and to the same audience as for those attending in person.

For **academic and academic-related appointments** the Human Resources Assistant will make arrangements with Audio-Visual Services for video conferencing to take place. It should be noted that Schools pay a minimum of 50% of the video conferencing costs. Further advice on video conferencing can be found at: www.lib.uea.ac.uk/avs/videoconferencing/welcome.htm

4.18 Telephone Interviews

These are actively discouraged but where no other arrangement is possible this must be discussed with Human Resources in advance, and will require a teleconference phone so that all panel members can hear the candidate's responses.

When using teleconferencing facilities careful planning is needed if a presentation is to form part of the selection process, to ensure this can be delivered by the teleconferenced candidate, and to the same audience as those attending in person.

The panel should also be aware that with a teleconferenced interview you are not able to establish with certainty who you are speaking to, and whether they have access to supporting equipment, information and assistance which those attending in person would not have access to while being interviewed.

4.19 Pre-Interview Visits

Candidates who have been invited to attend an interview may be asked to visit the University prior to the day of the interview to meet departmental staff and learn more about the post and about the University in general. If a visit to the University is made available to any candidate, regardless of whether any part of the visit is to form part of the selection process, all candidates must be given the same opportunity to attend. However, declining the offer of an informal pre-interview visit should not count against any candidate. Wherever possible a short tour of UEA should be given to each candidate highlighting the place of work where the role will be based. This is particularly useful in the case of people new to the area. It is important that subjective feedback arising from this process is not taken into account.

4.20 The Interview

Please refer to sections 3.1.2 - 3.1.4. for detailed guidance on interviewing candidates with disabilities.

It is important to remember that interviews are a two-way process. The panel will wish to establish whether the candidate is suitable for the post; and the candidate will also be deciding whether they wish to take the job, by finding out more about the post, the organisation, and the people with whom they will be working.

The panel will want to make best use of the limited time available to find out as much as they can about the candidate. Therefore interviews should be conducted in an environment which facilitates a constructive dialogue between panel and candidate. There should be no interruptions; if there is a telephone in the room (including mobile phones), calls should be diverted or phones switched off, and the room size and layout should be conducive to an environment in which the candidate feels at ease.

All candidates should be offered the same opportunities to demonstrate their suitability and to ask questions of the selection panel.

Panel members should use a structured and competency based approach to interviewing, as explained in the University's Recruitment and Selection training sessions, designed to discover all relevant information and assess the competencies of the applicant. Structured interviews follow a previously agreed set of questions which relate to the person specification and job description, and should be designed to draw out the candidate's past knowledge, skills and experiences, in order to assess their competence and predict their future potential. This is an effective method of focusing on the match between the post and the candidate and assists the selection panel in obtaining specific information against a set of clearly defined criteria.

A previously agreed set of primary questions should cover each area of the person specification criteria and should be asked of each candidate in the same way, to ensure a consistent format to the interviews where there are a number of candidates to be seen. This does not mean that secondary questions cannot be asked to probe further or clarify the answer to the primary question. Indeed it is likely that these will be necessary in order to obtain a more complete response from the individual in relation to the original primary question, and as such the supplementary questions are likely to vary between candidates.

Care should always be taken to ensure that questions are not, and cannot be construed as, directly or indirectly discriminatory.

Selection panel members should meet in advance of the interviews to discuss the interview criteria and format and agree the questions to ask. When preparing for the interviews, panel members need to be familiar as possible with the shortlisted applications, the job description and the person specification in order to identify the areas that need further exploration or clarification at interview. For some criteria it may be appropriate to ask only one or two questions to encourage candidates to talk at length on certain subjects. For other criteria it may be more appropriate to ask a series of short questions. The key elements are that the questions themselves are designed to ensure the person specification criteria are objectively assessed, and that there is consistency in the order and manner of questioning of the primary questions that are to be asked of all candidates.

One should be aware that perceptions, stereotypes and assumptions exist, and may lead to a panel member's subjective judgement, as might a lack of cultural awareness - for example a lack of eye contact is considered a mark of respect in some cultures, but may seem evasive to others. It is therefore important that judgements are based on the degree to which each candidate matches the objective criteria as stated in the person specification.

At the end of the interview, following questions by each of the panel members, the candidate should be invited to ask any questions he or she may have. If the answer is not clear, or the panel do not have the authority or the available information to respond, it is acceptable to explain to the candidate that a full answer cannot be given at this stage, but can be provided later if they are the preferred candidate. This is preferable to providing information which may not be accurate, or agreeing to something which subsequently cannot be supported, and which may influence the decision of a candidate on whether or not to accept a post. Examples may be agreeing to the request for an extended period of leave at the same time each year, which would subsequently prove difficult to combine with other colleagues or workload commitments; or to agreeing to financial support for an ongoing course of study where subsequently it is found that there is no budget to do so.

4.21 Note taking

Note taking acts as an aide memoire throughout the process, and most candidates will expect some form of note taking to take place. However, it is important that the panel member maintains appropriate eye contact with the candidate during responses to their own questions, and therefore it may be helpful to agree, before the interview begins, who will make notes for another panel members while they are asking their own questions.

All interview documentation (for example shortlisting forms, records of interview and notes recording discussion) are potentially disclosable under the Data Protection Act if an applicant requests sight of them.

In the event of an Employment Tribunal ALL related documentation is disclosable, such as related emails between panel members, hand written notes on CVs, references, etc. and it becomes an offence to destroy documents after they are requested.

Completing the interview assessment form itself during the course of the interview should be avoided, as this may prove distracting to the candidate and prevent them giving their best answer.

4.22 Responsibilities of the Panel Chair

Before the Interviews start the Chair should ensure that:

- all panel members are clear about the function, purpose and content of the post being appointed to, the timing of the interviews, the question(s) that each panel member will ask and the order of questioning;
- the panel has agreed when and how the panel decision will be communicated. Note that it is better to allow more time than you think you may need in case the decision is not straightforward;
- each panel member has documented their question(s) on their own Interview Assessment Form. Note that there is no need to document any supplementary questions asked in the body of the interview which will vary between candidates dependant upon their responses;
- the same criteria (and weighting if used) are detailed on each panel members Interview Assessment Form. The criteria are to be drawn from the person specification and nothing should be added to these;
- arrangements have been made to collect the 'verification to work in the UK' documentation which each candidate will have been asked to bring. Candidates are asked in their invitation to interview letter to bring along the original document and a photocopy. The Chair of the panel, or the person to whom s/he has delegated the task, should view the original and collect the photocopy, signing and dating it and noting that the original has been seen.
- appropriate and reasonable adjustments have been made in respect of any candidate with a disability, and to ensure that the conduct of the interview, its content and its tone, is similar for all candidates. It should not vary because a candidate has a disability, any more than it should vary because of the gender of the candidate or his or her ethnicity, sexual orientation, religion or belief or his or her age.
- where a candidate has declared that due to his/her disability he/she would require assistance in the event of an emergency evacuation, arrangements are in place for a Personal Emergency Evacuation Plan, in accordance with the **Evacuation of Persons with Disabilities Policy**, which can be found on <https://intranet.uea.ac.uk/uss/intranet/safetysubjects/fire>

During the interviews the panel Chair should ensure that:

- the candidate is introduced to the panel members and provided with an outline structure of the interview;
- the interviews keep to schedule;
- panel members ask the agreed questions in an appropriate manner;
- should any questions be asked which may be considered directly or indirectly discriminatory the Chair may inform the candidate that they need not answer;
- panel members are using the Interview Assessment form between interviews;
- the candidate has an opportunity to ask questions;
- any disabled candidates are given an opportunity to discuss their disability should they indicate a wish to do so, in the context of reasonable adjustments should they be the preferred candidate, see section 3.1.4 for detailed guidance;
- at the end of each interview, s/he ensures necessary documentation has been collected, e.g. verification of right to work in the UK, interview expense form, contact details, and that candidates have been notified of what will happen next and when they are likely to be informed of the decision of the selection panel.

Following interview the panel Chair should ensure that:

- all panel members are engaged in discussion and that each panel member has the opportunity to comment and express their own views;
- no individual panel member is intimidated, or his/her views overlooked by others;
- each panel member has allocated numerical scores to each candidate and entered these on to the Interview Assessment form, and that these scores are translated to each panel member's rank order;
- each panel member's rank order is transferred to the Interview Assessment Summary form which the panel Chair completes;
- where there is no outright first choice, appropriate discussion takes place to establish a preferred candidate and the rationale for the decision is documented on the Interview Summary form, which is signed by the panel Chair;
- if a candidate with a disability is the candidate most closely matched to the person specification, disregarding his/her disability, and therefore the candidate to whom the post is to be offered, the panel chair should liaise with the relevant Human Resources Manager in order that guidance on 'reasonable adjustments' can be explored. Support (including financial) is often available from outside agencies with whom the Human Resources Manager will liaise, if appropriate;
- if the panel wishes to offer a salary above the bottom point of the salary scale, this is discussed and agreed with a Human Resources Manager before any verbal commitment is made to the candidate of choice;

- where the appointment is for a Lecturer post and the preferred candidate has had Lecturer experience elsewhere, the panel should agree whether this is sufficient to dispense with the need for a formal probationary period, or whether the probationary period should be reduced from the default of five years. If a reduction is agreed, the duration of the reduced probationary period should not be less than two years, to allow the appropriate review to take place after one year;
- if, **for academic posts only**, the panel Chair is not the Dean of Faculty, the preferred candidate is approved by the Dean of Faculty before the candidate is contacted;
- the Recommendation for Appointment Form is fully completed and returned to Human Resources;

4.23 The Interview Assessment Form

Each panel member will have a copy of the University's Interview Assessment Form, see section 5, to assist them in assessing each candidate against the requirements of the role. The criteria against which candidates are to be judged must be stated on the form, and must be drawn from the person specification. No criteria other than those that appear on the person specification may be added

The pre-planned and agreed questions that the panel member is to ask each candidate are to be documented on the form. There is no need to document the follow on, probing, questions that will vary with each candidate.

On the basis of the candidate's responses, each panel member gives each candidate a numerical score from 1-6 against each criterion stated on the form.

It is advised that the scores and any comments are completed for each candidate immediately after their interview concludes. However, these scores may be subsequently adjusted throughout the process as the panel member sees fit so long as the scores are based on their objective judgement, and will be used by the panel member, along with any documented comments he/she may have made, to contribute to the panel discussion which takes place at the end of all the interviews, see 4.23 below.

Once the panel member is content with their final scores for each candidate, these should be translated into a ranked order of preference, with the candidate who achieves the highest score being ranked 1, the next highest being ranked 2, etc.

4.24 Decision-Making

On completion of all interviews, each member of the selection panel will be invited by the Chair to give their individual assessment of each candidate using the completed Interview Assessment forms, and any weighting factors agreed, as a basis for the discussion

As part of the discussion to establish the panel's preferred candidate, the rankings of each panel member are provided to the panel Chair who completes the Interview Summary Form, see section 5, and identifies the overall rank order preference.

If all panel members agree on the first choice candidate the decision is straightforward. Should there be a mixture of first choice preference it is important that the panel discussion explores further the candidates involved to establish sound reasons based on the person specification for choosing one candidate above another, and that this rationale is summarised on the Interview Assessment Summary Form, which is then signed off by the panel Chair and returned to Human Resources.

The Chair of the selection panel must also complete in full the 'Recommendation for Appointment Form', see section 5, and submit this to Human Resources.

The Recommendation for Appointment Form should indicate whether there are reserve candidates in the event that the preferred candidate decides not to accept the offer.

If the panel wishes to offer a salary above the bottom point of the salary scale, the Chair of the panel must discuss and agreed this with a Human Resources Manager before any offer is made to the candidate of choice.

If the selection panel concludes that none of the candidates meet the criteria detailed in the person specification, the Head of School/Manager should consider whether to start the recruitment process again or consider alternative options. Where no candidates are suitable for appointment the Head of School/Manager should avoid lowering the essential standards of the role (qualifications and/or experience) to match the best available candidates. Doing so may result in performance issues and may also lead to a claim of discrimination by those who would have been eligible to apply if the lesser criteria been advertised. Therefore in these circumstances Heads of School/Managers are strongly advised not to make an appointment and start the recruitment process again.

4.25 References

The purpose of a reference is to obtain information from a third party, in confidence, to provide a factual check on a candidate's employment history/ qualifications/experience and/or an assessment of the candidate's suitability for the post in question. References continue to play an important part in the recruitment and selection of many groups of university staff, but should be used cautiously and should not be seen as a substitute for objective and systematic assessment, through interview, against the person specification.

Although references are a useful means of supplementing other information obtained during the recruitment process, they should, nevertheless, be treated with an element of caution. References are subjective assessments and care should be taken in their interpretation and the weighting given to them in the selection process. It is unlikely to be clear how much time and attention has been given to providing the reference; the reference policy of the providing organisation; or the experience of the person providing the reference in undertaking such a task; and the judgement and knowledge of the referee, whether from a known or unknown person, cannot always be relied upon as objective.

It is UEA's policy to obtain references during the recruitment process before an offer of employment is made. Candidates are asked to provide names and addresses of people who have consented to act as referees on their behalf, one of whom should be their present or last employer.

References are sought for short-listed candidates prior to the interview unless a candidate has specifically asked on their application form that an individual referee should not be approached at this stage. In this case, should the candidate be the preferred choice following interview, the reference must be sought immediately after the interview takes place, with the agreement of the candidate, and any verbal offer must be made subject to receipt of a reference satisfactory to the University.

The reference request should be accompanied by a copy of the job description and person specification in order to obtain accurate supporting information about the candidate's abilities related to the post for which they are applying. A template reference request letter is provided in section 5. However, if managers wish to concentrate on specific criteria which have been identified through the person specification process as requiring particular third party comment from a referee, the reference request may refer specifically to these.

It is important to note that references are obtained in confidence and it is the responsibility of the Manager to ensure confidentiality is maintained. However under the Data Protection Act candidates do have the right to make a request to see their references. Any request to do so should be referred to the University Data Protection Officer.

Photocopied references/testimonials supplied by candidates will not be accepted.

Telephone references may be accepted in exceptional circumstances but should be followed by a written reference from the referee.

4.26 Making a verbal offer

Following the selection interviews, the Panel Chair, or Head of School/Manager may wish to contact the successful candidate to confirm the intention to make an offer of appointment and to discuss the terms of that offer, prior to the issue of a contract of employment by Human Resources. Note that a verbal offer of employment is binding.

The normal expectation is that the starting salary will be the minimum point on the advertised scale, and post release is also based on the minimum point, so where there is a wish to offer a post at any salary point above the minimum this should be discussed and agreed with a Human Resources Manager before a verbal offer is made.

4.27 Written offer of employment

Human Resources are responsible for producing and issuing all contracts of employment including fixed-term contracts, and will action these upon receipt of the selection documentation (interview assessment and summary forms along with Recommendation for Appointment Form) from the panel chair.

All offers will be subject to:

- an Occupational Health Assessment (refer to section 4.27);
- evidence of qualifications for appropriate posts; and
- confirmation of entitlement to work in the UK (refer to section 3.3);

and may be subject to:

- Home Office UK Immigration and Visa Service permission to work in the UK (refer to section 3.4);
- a criminal record check (refer to section 3.6);
- a probationary period; and
- for Lectureships, a requirement to undertake a course of study in the University's MA in Higher Education Practice, wherever possible to begin in the first year of appointment, with confirmation of appointment subject to the successful completion of the Certificate, with the Diploma and the MA as optional.

4.28 Retention of Recruitment Records

The Data Protection Act regulates the use of personal data and states that personal data shall not be kept for longer than is necessary. It is the policy of the University to retain recruitment documentation for 1 year after the selection process is complete. Should a complaint about the selection decision be received subsequent to the recruitment process the University will need to produce such written records to defend the decision that has been made. It is important therefore that reasons for rejection are based on the essential and desirable criteria in the person specification.

After interview the following arrangements should take place:

- For **academic and academic related** posts all recruitment paperwork should be returned to Human Resources along with the Recommendation for Appointment form.
- For **all other grades of staff** the following documents should be returned to Human Resources:
 - The Recommendation for Appointment form;
 - the Interview Assessment forms;
 - the Interview Summary form, and
 - all paperwork relating to the candidate who is to be appointed.

All paperwork relating to other candidates should be securely retained for one year and then disposed of confidentially.

Heads of School/Managers should be aware that interview notes about a candidate can be disclosed to that candidate under the Data Protection Act, see section 3.2 above. Any such requests should be referred to the University Data Protection Officer.

4.29 Occupational Health Screening

All offers are subject to occupational health clearance satisfactory to the University following completion of an Occupational Health Assessment form. In order that the University's Occupational Health Service is able to carry out an accurate assessment of the person's medical fitness for the role and advice on any

adjustments or added requirements, Managers must supply Human Resources with full details and activities of the role in the job description and person specification. Further advice on the UEA process can be obtained from the relevant Human Resources Manager or from the Occupational Health Adviser at the University Medical Centre.

4.30 Feedback to unsuccessful candidates

Some candidates request feedback in order to assist them in future applications or interviews. This can occur because they have not been shortlisted, or because they have not been appointed following interview. Care should be taken when providing feedback and this should be as constructive as possible to benefit the unsuccessful candidate. It is recommended that the appointing manager contacts the relevant Human Resources Manager who will either provide advice to the manager or act as a contact to the unsuccessful candidate in providing this feedback.

An example of an appropriate pro-forma to use when providing written feedback to candidates following interview can be found in section 5. For **academic and academic related** posts this letter will be produced by Human Resources on receipt of an appropriate instruction on the Recommendation for Appointment form. Letters will not normally be sent until written acceptance of the offer to the successful candidate has been received, but notification to unsuccessful candidates may be made immediately if the panel has requested this.

4.31 Following Acceptance

Managers are advised to keep in regular contact with the appointed candidate, particularly where there may be a considerable delay between interview and start date as they work their notice elsewhere.

Ensure the candidate knows where to report to on their first day and the time they are expected to arrive, who to ask for, etc. On arrival make sure they know where they are working, the names of their colleagues, where to find toilets, coffee, lunch, equipment and information necessary to do the job, etc.

Plan the induction programme, and consider who may act as a mentor, buddy, etc. to guide them into the new role and be available to answer questions.

Identify any known training needs and build these into the induction programme.

Communicate with the existing team so they know who to expect and when to expect them.

4.32 Research Passports

The Research Passport is a streamlined system introduced by the National Institute of Health Research (NIHR) to assist the issue of an honorary research contracts (HRC) to researchers who have no contractual relationship with the NHS and who need an honorary research contract to carry out research in NHS organisations. It provides a system whereby researchers only have to collect evidence of the necessary checks once, in order to support their applications for

HRCs at multiple NHS organisations. Full details are available at:
http://www.nihr.ac.uk/systems/Pages/systems_research_passports.aspx

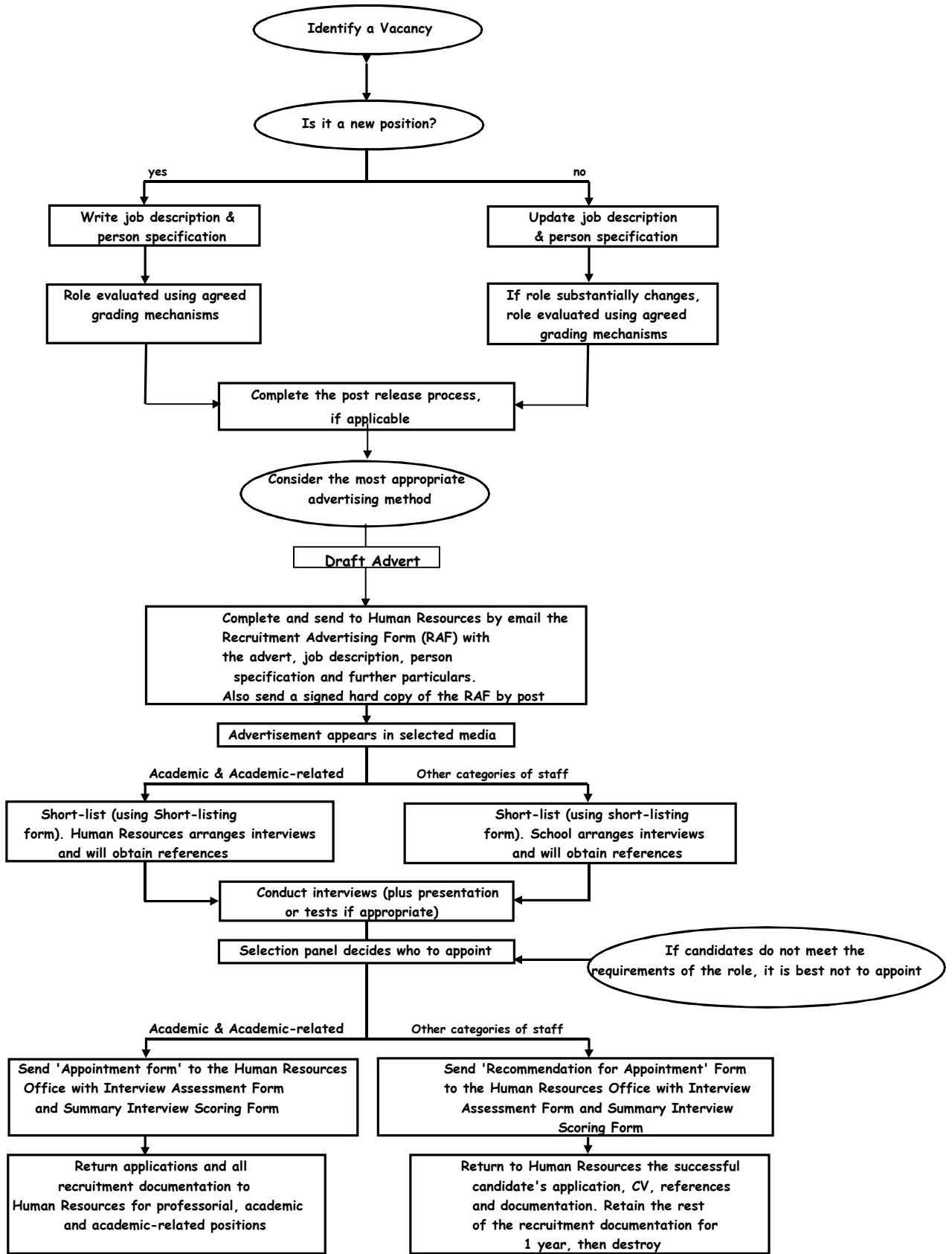
If it is likely that the appointee will need a Research Passport the recruiting manager should alert the relevant Human Resources Manager at the earliest opportunity during the recruitment process, and on the Recommendation for Appointment Form, so that arrangements can be set in train prior to the appointee's start date.

5.0 SECTION FIVE

This section contains supporting documentation as follows:

Supporting Documentation and templates	Item	Page
Recruitment and Selection Flowchart	5.1	38
Job Description Template	5.2	39
Person Specification Template	5.3	40
Recruitment Advertising Authorisation Form	5.4	41
Redeployment Register information	5.5	43
Short-listing form	5.6	44
Short-listing summary form	5.7	45
Invitation to Interview letter for support & research staff Including attachments for Disclosure and Barring Service check and Statement of Policy on the Recruitment of Ex-Offenders.	5.8	46
Reference Request letter for support & research staff	5.9	52
Approved list of documents for Verification of Right to Work in the UK	5.10	53
Presentation feedback form	5.11	58
Interview Assessment form	5.12	59
Interview Assessment Summary sheet	5.13	60
Recommendation for Appointment form for academic and academic related staff	5.14	61
Recommendation for Appointment form for support and research staff	5.15	62
Human Resources Contact List	5.16	64

RECRUITMENT AND SELECTION PROCESS - FLOWCHART, DOCUMENT 5.1



JOB DESCRIPTION TEMPLATE**JOB TITLE:****SCHOOL / DEPARTMENT:****REPORTING TO:****JOB FUNCTION / PURPOSE:**

One or two sentences to summarise what the role exists to do.

Also consider whether it is suitable to have an organisational diagram here.

MAIN RESPONSIBILITIES / ACTIVITIES / DUTIES:

Consider the following areas and whether they are applicable. If so use these as prompts to describe the key tasks and responsibilities that fall within the role. *Note that the job description does not need to be structured under these headings.*

Communication	e.g. written, electronic, visual or oral communication in both formal and informal situations
Teamwork and Motivation	e.g. management of others
Liaison and Networking	e.g. liaising within and outside UEA and/or creating useful networks
Service Delivery	e.g. providing a service, setting overall standards of service
Decision Making	e.g. decision(s) made independently and decision(s) made with the consultation of others
Planning and Organising Resources	e.g. organising, prioritising and planning time and resources (including human, physical or financial)
Initiative and Problem Solving	e.g. providing solutions to problems
Investigation, Analysis and Research	e.g. undertaking research, analysing data, identifying and designing appropriate methods of research
Enterprise and Engagement	e.g. working with outside agencies to develop intellectual capital which benefits the University, through interactions with non-academic sectors through academic enterprise and business, and community engagement.
Teaching and Learning Support	e.g. developing the skills and knowledge of students, or staff who are outside of the team
Sensory and Physical Demands	e.g. specific tools, techniques or equipment
Work Environment	e.g. health and safety issues, responsibility for work environment
Pastoral Care and Welfare	e.g. requirement for the role holder to provide support, advice or guidance to individuals (students or staff)
Team Development	e.g. responsibility for appraising, inducting or coaching staff

PERSON SPECIFICATION

Job Title:
School/Department:
Prepared by:
Date:

	Essential	Desirable	To be assessed from Application Form (A), Interview (I), References (R), Presentation (P) or Selection Test (S)
Education experience and achievements			
Skills & Knowledge			
Personal Attributes			
Special Circumstances			

Recruitment Advertising Authorisation Form – March 2016

ADVERTISING WILL NORMALLY BE ONLINE ONLY.

FOR **ON LINE** ADVERTS PLEASE NOTE ALL FULLY COMPLETED RECRUITMENT PAPERWORK MUST BE RECEIVED BY HUMAN RESOURCES AT LEAST **7 WORKING DAYS** PRIOR TO THE DATE THE ADVERT IS TO GO LIVE.

Requests for printed adverts in publications should be **discussed with the relevant Human Resources Assistant** before advertising deadlines are agreed.

SECTION A – Post Information

Faculty/School/Division:	
Post Title:	
Recruiting Manager:	
Post Release Number: Date of Post Release:	Or Research Grant Number:
Duration of Post: <i>(i.e. indefinite or fixed-term)</i>	
Start Date:	Contract Hours of Post: <i>(i.e. Full-Time, 0.5fte)</i>
Grade of Post:	Staff Category of Post:
Subject to maximum starting salary? (If so, please state):	
Name of Previous Post Holder or 'NEW' if this is a new post:	
Disclosure and Barring Service – Should this appointment be subject to a criminal record check?	
No <input type="checkbox"/>	Yes (Enhanced) <input type="checkbox"/> If 'Yes', please state reason:

An advertisement, job description and person specification or post details form (where appropriate) must be included with this form. The Human Resources Manager may need to amend these and major changes will be discussed with and/or confirmed to the originator.

SECTION B – Media Publication Advert (Charged to HR)

INTERNAL ONLY ADVERTS

Any Internal only advertisements (accessible to only those with UEA logins) must be agreed in advance with the Human Resources Manager/Adviser.

INTERNAL ONLY *(please tick)*

Proceed to Section D

EXTERNAL ADVERTS

If you wish to place an advertisement in any additional media to those set out below, please specify in Section C (cost to be charged to Recruiting Department)

ATR/ATS/RA Posts¹ - Placed on UEA website & Jobs.ac.uk only (No charge to recruiting area)

ALC Posts - Placed on UEA, JobCentre Plus, Jobs.ac.uk & one other website (No charge to recruiting area)

Website Name/Address:

If you **do not** wish your advertisement to be placed on jobs.ac.uk, please tick

Support Staff Posts² (SC/TC/GG/SP/MC) - Placed on UEA & one other website (No charge to recruiting area)

Website Name/Address:

For Human Resources Division use only

Post Reference number:

SECTION C – Additional Media Publication (Charged to Recruiting Department)

If you would like to advertise your vacancy in any additional media, please specify below. These will be **recharged to the Recruiting Department**.

- Times Higher Education Online only* **OR** Publication & Online*
- Guardian Online only* **OR** Publication & Online*
- Other (please state) Online only* **OR** Publication & Online*

Recharge code:

Adverts will not be placed without a Recharge Code.
Publication costs can be obtained via your HR Assistant.

EmployAbility - UEA is committed to maximising employment opportunities for students and this job will also be advertised through our MyCareerCentral Service.

SECTION D – Recruitment Details

Person who will be responsible for receiving emailed applications:

Name:

Email address:

Informal contact for the vacancy:

Name:

Job Title:

Email address:

Telephone Number:

Closing Date for Applications:

To comply with Home Office requirements, there is an expectation that ATR/ATS/ALC & RA posts will be advertised for 4 weeks from advert placement, unless otherwise agreed in advance with Human Resources.

¹ ATS/ATR/RA posts NOT requiring a PhD may also be advertised on JobCentrePlus to comply with UKVI requirements

² SC/TC posts requiring a degree may also be advertised on JobCentrePlus to comply with UKVI requirements

Short-listing Date for Applicants (ATR/ATS/ALC only):

Please allow at least 2 weeks between the short-listing and interview dates to allow references to be taken up and adequate notice to be given to short-listed candidates. It is recommended that you select up to 4 candidates for interview.

Interview Date:

Presentation Room (if applicable):

The interview date should be stated in the further particulars.

Interview Room:

Departments are asked to book appropriate rooms & refreshments for presentation/interview.

Composition of Selection Panel

Refer to Recruitment and Selection Guidelines - <https://www.uea.ac.uk/hr/employee-information/guidance-for-managers>

N.B. As a minimum, two panel members including the Chair of the Selection Panel, **must** have completed the recruitment and selection training at UEA within the past two years available at:

<https://www.uea.ac.uk/hub/csed/recruitment-and-selection>

For ATR/ATS - the Dean of Faculty must approve the panel prior to formal ratification by the Director of HR.

Dean of Faculty authorisation of Panel:

Completed by: _____ Position in School/Division: _____ Date _____

Authorised by:

Head of School/Divisional Head: _____ Date _____

PLEASE COMPLETE AND RETURN THIS FORM TOGETHER WITH THE ADVERT, FURTHER PARTICULARS AND A PERSON SPECIFICATION OR POST DETAILS FORM BY EMAIL TO THE APPROPRIATE HUMAN RESOURCES ASSISTANT AS SOON AS POSSIBLE AND BY THE APPROPRIATE DEADLINE.

YOUR ADVERT WILL NOT BE ABLE TO BE PLACED UNTIL ALL DOCUMENTATION IS RECEIVED BY HUMAN RESOURCES

REDEPLOYMENT REGISTER INFORMATION

The purpose of the Redeployment Register is to ensure that those on it are guaranteed an interview for any advertised post within the University in which they are interested, provided they meet the essential criteria set out in the person specification.

Entry onto the Redeployment Register is triggered by completion and return of the attached form. This form will be held in the Human Resources Division. It serves as confirmation that you are on the Redeployment Register and enables the relevant Human Resources Manager to review the details provided in relation to vacancies that arise.

Information on current vacancies can be accessed on the Human Resources Intranet of the UEA web-site <https://www.uea.ac.uk/hr/vacancies>

You can receive vacancy alerts by email when jobs for which you have registered an interest via the web recruitment system become available. To set up vacancy alerts, go to <https://myview.uea.ac.uk/webrecruitment/>

Once you have created a profile in the system using the 'Register Now' option, navigate to Edit User Profile -> Vacancy Alerts and set an alert for the categories of vacancies that you would like to be notified about.

An application form will need to be completed in the usual way and, while we cannot guarantee that you will be appointed to any such vacancy, if you meet the essential criteria of the person specification for the post, we will ensure that you are invited for interview. Please ensure that you contact me before the closing date to let me know you are submitting an application so that I can advise the recruiting manager.

INVITATION TO INTERVIEW LETTER

PERSONAL AND CONFIDENTIAL

{Title} {First Name} {Last Name}
{Home/Contact Address}

By email only

Date

Dear {Title} {Last Name}

INVITATION TO INTERVIEW FOR THE POST OF {POST TITLE} (REF: ***)

I am pleased to confirm that you have been short-listed for interview on {date} at {time} in {room}.

The interview

Please report for interview to {venue and contact details}. Our Guidance for Short-listed Candidates provides information on how to get to UEA.

<https://www.uea.ac.uk/documents/2506781/0/Guidelines+for+short-listed+candidates/b7d92966-e8f9-466e-b7b7-4b37cf71c667>

The interview is likely to last around {time} and some time will be available at the end for any questions that you may have about the post or the appointments process. During the interview you will be asked to expand upon aspects of your written application and other matters in relation to the duties involved in the post described in the information which you received with the application form (Further Particulars).

Membership of the Selection Panel will be XXXXX.

{At the beginning of the interview you will be asked to give a presentation – please see below}.

Options:

Research presentation

We would like you to present on your research to colleagues from within the School, including some who will not be experts in your field and may also include also some PhD students. The presentation should {details of presentation.} {You will have x minutes in total for the presentation, but should allow 5-10 minutes for questions.}

Teaching presentation

As School greatly values the experience our students have during their time at UEA, we would like you to prepare a {details of presentation} {You will have x minutes in total for the presentation, but

should allow 5-10 minutes for questions.} The audience for your presentation will be {selected colleagues from within the department / wider University, members of the Selection Panel}.

Academic-Related presentation

Speaking with knowledge and confidence to a range of people is an important part of this role so as part of the assessment process we would like you to give a presentation on the following subject {{details of presentation.} {You will have x minutes in total for the presentation, but should allow 5-10 minutes for questions.} The audience for your presentation will be {selected colleagues from within the department / wider University, members of the Selection Panel}.

Options for Support and Operational Staff

As part of the selection process you will also be asked to:

- undertake a {type of test} test
- undertake a Group Exercise
- psychometric test
- any other selection event
- give a presentation to {selected colleagues from within the department / wider University, members of the Selection Panel}

This/these will take place in {room and building, time and day/date}. Please report to {name} in {room and building} on arrival.

THE SELECTION PROCESS

The selection decision will be made on the basis of your written application, {your presentation/test/Group Exercise etc} your performance during interview and the comments of your nominated referees. {The input of colleagues who have attended your presentation will also be fed in to the selection panel.}

ENTITLEMENT TO WORK IN THE UK

We will need to see documentary evidence of your right to work in the UK. Please ensure that you bring appropriate original documents with you to the interview (see Guidelines for Candidates for further details).

ACCOMMODATION (where applicable)

Accommodation has been booked for you in the {details} Please see Guidelines to Candidates for further information and details.

CAMPUS/DEPARTMENT TOUR (where applicable)

A tour of {campus/department} has been arranged to enable you to gain a better understanding of the working environment. This will take place on {time and day/date} and we anticipate that this will take hour(s). Please report to * prior to your tour / on arrival.

DISCLOSURE AND BARRING SERVICE (DBS) CRIMINAL RECORD CHECK (where applicable)

This post falls within one of the Exempted categories and requires a DBS check– please read carefully the information in the Guidelines for Short-listed Candidates {add link} and, where necessary, ensure you provide the information requested.

CONTACTING REFEREES

Thank you for providing the details of those people whom we can contact to provide a reference to support your application. Our normal practice is to seek references before interviews take place therefore we will be in touch with your nominated referees shortly, unless you have indicated on the Application Form that you do not wish us to do this prior to interview.

CONFIRMING ATTENDANCE

We very much hope that you will accept this invitation. Please let me know as soon as possible, by email to {HR Assistant}, if you would like to attend.

The Guidelines for Short-listed Candidates <https://www.uea.ac.uk/documents/2506781/0/Guidelines+for+short-listed+candidates/b7d92966-e8f9-466e-b7b7-4b37cf71c667> provide further information on the selection process, car parking and accommodation options.

Could you also let me know at this stage whether you have any special requirements for equipment, assistance with mobility in attending the interview {and presentation/test/group exercise} or whether any other reasonable adjustments are required in order to allow you to attend?

Should you require any further information, please do not hesitate to contact me.

Yours sincerely

{insert name}
Human Resources Assistant

DISCLOSURE AND BARRING SERVICE (DBS) CRIMINAL RECORD DISCLOSURE CHECK

In order to protect certain vulnerable groups within society there are a number of posts and professions that are exempt from the Rehabilitation of Offenders Act.

Exempted posts include those positions that will allow the individual access to children and vulnerable adults. For these posts an applicant must declare all convictions, both 'spent' and 'unspent' and the successful applicant will be subject to an enhanced criminal record check from the Disclosure and Barring Service before the offer of appointment is confirmed.

This post falls within one of the Exempted categories therefore all convictions (whether spent or unspent), cautions, reprimands and final warnings need to be disclosed. Additionally for an Enhanced Disclosure all non-conviction information that has a bearing on suitability for appointment should be disclosed as well.

The University needs to ensure that the relevance to the role of any information about criminal convictions can be fairly and confidentially assessed and in order to help ensure this we encourage applicants to provide details of their criminal record at this stage, separately from the rest of their application.

You should do so by submitting to the following address in a separate envelope marked 'Private & Confidential' appropriate written details and dates and giving any additional information you wish to draw attention to which may help to improve our understanding and assist fair decision-making. The University will expect in such circumstances to discuss, with any candidate being considered for appointment, relevant convictions and associated information. Any such discussion will normally take place in a special interview with one of the University's Human Resources Managers.

The Human Resources Manager (DBS)
Human Resources Office
University of East Anglia
Norwich
NR4 7TJ

Please note that the application form only asks for details of unspent convictions. The application form should be completed and the declaration signed, but please ensure that a full convictions history declaration is made in writing, as described above.

A statement of the University's policy on the recruitment of ex-offenders is attached for your information.

Please note: you are expected to meet the cost of obtaining a satisfactory Disclosure via the UEA online store. The present cost of an Enhanced Disclosure is £44.

STATEMENT OF POLICY ON THE RECRUITMENT AND EMPLOYMENT OF EX-OFFENDERS

1. For posts subject to a DBS Disclosure

As an organisation using the Disclosure and Barring Service (DBS) Disclosure service to assess applicants' suitability for positions of trust, The University of East Anglia complies fully with the DBS Code of Practice and undertakes to treat all applicants for positions fairly. It undertakes not to discriminate unfairly against any subject of a Disclosure on the basis of conviction or other information revealed. This statement of the policy on the recruitment of ex-offenders will be made available to all Disclosure applicants at the outset of the recruitment process.

- We actively promote equality of opportunity for all with the right mix of talent, skills, and potential and welcome applications from a wide range of candidates, including those with criminal records. We select all candidates for interview based on their skills, qualifications, and experience.
- A Disclosure is only requested after a thorough risk assessment has indicated that one is both proportionate and relevant to the position concerned. For those positions where a Disclosure is required, all application forms, job adverts and recruitment briefs will contain a statement that a Disclosure will be requested in the event of the individual being offered the position.
- Where a Disclosure is to form part of the recruitment process, we encourage all applicants called for interview to provide details of their criminal record at an early stage in the application process. We request that this information is sent under separate, confidential, cover to a designated person within UEA and we guarantee that this information is only be seen by those who need to see it as part of the recruitment process.
- Unless the nature of the position allows The University of East Anglia about your entire criminal record we only ask about "unspent" convictions as defined in the Rehabilitation of Offenders Act 1974.
- We ensure that all those in The University of East Anglia who are involved in the recruitment process receive suitable training and guidance to identify and assess the relevance and circumstances of offences. We also ensure that they have received appropriate guidance and training in the relevant legislation relating to the employment of ex-offenders, e.g. the Rehabilitation of Offenders Act 1974.
- At interview, or in a separate discussion, we ensure that an open and measured discussion takes place on the subject of any offences or other matter that might be relevant to the position. Failure to reveal information that is directly relevant to the position sought could lead to withdrawal of an offer of employment.
- We make every subject of a DBS Disclosure aware of the existence of the DBS Code of Practice and make a copy available on request.

- We undertake to discuss any matter revealed in a Disclosure with the person seeking the position before withdrawing a conditional offer of employment.
- Having a criminal record will not necessarily bar you from working with us. This will depend on the nature of the position and the circumstances and background of your offences.

2. All posts, including those not subject to a DBS Disclosure

The University of East Anglia is committed to being an Equal Opportunity employer and this policy aims to ensure that ex-offenders receive fair treatment throughout their experience of recruitment and employment with the University.

In addition to the process outlined within section 4 of these Guidelines when an applicant for a post declares an unspent conviction, sometimes circumstances affecting an individual's criminal record status change during the course of employment. Therefore, once in employment, staff must inform their line managers and/or Human Resources of such a change in confidence in order that the impact upon their suitability to undertake their role may be reviewed. Line managers must bring any such circumstances to the attention of the Human Resources Manager/Senior Adviser/Adviser in order that an assessment of the relevance of any conviction can be undertaken.

REFERENCE REQUEST LETTER FOR SUPPORT AND RESEARCH STAFF

PERSONAL AND CONFIDENTIAL

*
*

Date

Ref: ***
(Please quote reference on all correspondence)

Dear

*** is an applicant for the above post in the * at this University and has given your name as a referee.

Details of the appointment are enclosed.

I shall be grateful if, as soon as possible, you will kindly let me have your opinion as to the suitability of the applicant for the post in question.

In particular, I should appreciate your comments on: - *(optional bullets as taken from person specification criteria in respect of experience, skills and knowledge)*.

Interviews for this post are to be held on * , and it would be very much appreciated if you could treat this as a matter of some urgency. If at all possible, I would be grateful for your reply by *. You may wish to reply by fax, if so please use fax number +44 (0) 1603 593522.

Please state in your response on what basis you are providing this reference, i.e. current or previous employer or personal friend.

May I ask you please to accept in advance the University's thanks to you for your report on the applicant. I know that the information which you provide will be of assistance to the Interview Panel concerned with this appointment.

Yours sincerely
*

Approved list of Documents to Demonstrate Entitlement to Work in the UK

The following documents are acceptable evidence of the right to work in the UK. You must present **original, valid documents before your first day of work** for one of the criteria listed within List A or List B.

List A

These documents demonstrate a continuous right to work in the UK

- A passport showing the holder, or a person named in the passport as the child of the holder, is a British citizen of the UK and Colonies having the right of abode in the UK.
- A passport or national identity card showing the holder, or a person named in the passport as the child of the holder, is a national of a European Economic Area country or Switzerland.
- A Registration Certificate or Document Certifying Permanent Residence issued by the Home Office to a national of a European Economic Area country or Switzerland.
- A Permanent Residence Card issued by the Home Office to the family member of a national of a European Economic Area country or Switzerland.
- A **current** Biometric Immigration Document (Biometric Residence Permit) issued by the Home Office to the holder indicating that the person named is allowed to stay indefinitely in the UK, or has no time limit on their stay in the UK.
- A **current** passport endorsed to show that the holder is exempt from immigration control, is allowed to stay indefinitely in the UK, has the right of abode in the UK, or has no time limit on their stay in the UK
- A **current** Immigration Status Document issued by the Home Office to the holder with an endorsement indicating that the named person is allowed to stay indefinitely in the UK or has no time limit on their stay in the UK, **together with** an official document giving the person's permanent National Insurance number and their name issued by a Government agency or a previous employer.
- A **full** birth or adoption certificate issued in the UK which includes the name(s) of at least one of the holder's parents or adoptive parents, **together with** an official document giving the person's permanent National Insurance number and their name issued by a Government agency or a previous employer.
- A birth or adoption certificate issued in the Channel Islands, the Isle of Man or Ireland, **together with** an official document giving the person's permanent National Insurance number and their name issued by a Government agency or a previous employer.
- A certificate of registration or naturalisation as a British citizen, **together with** an official document giving the person's permanent National Insurance number and their name issued by a Government agency or a previous employer.

List B: Group 1

These documents demonstrate a right to work in the UK until the expiry date of leave

- A **current** passport endorsed to show that the holder is allowed to stay in the UK and is currently allowed to do the type of work in question.

- A **current** passport or travel document endorsed with a 30 day short validity (travel vignette). Such a document will be valid for 10 days from the date of entry to the UK to allow the holder to collect a Biometric Residence Permit.
- A **current** Biometric Immigration Document (Biometric Residence Permit) issued by the Home Office to the holder which indicates that the named person can currently stay in the UK and is allowed to do the work in question.
- A **current** Residence Card (including an Accession Residence Card or a Derivative Residence Card) issued by the Home Office to a non-European Economic Area national who is a family member of a national of a European Economic Area country or Switzerland or who has a derivative right of residence.
- A **current** Immigration Status Document containing a photograph issued by the Home Office to the holder with a valid endorsement indicating that the named person may stay in the UK, and is allowed to do the type of work in question, **together with** an official document giving the person's permanent National Insurance number and their name issued by a Government agency or a previous employer.

List B: Group 2

These documents evidence a right to work in the UK for 6 months

- A Certificate of Application issued by the Home Office under regulation 17(3) or 18A (2) of the Immigration (European Economic Area) Regulations 2006, to a family member of a national of a European Economic Area country or Switzerland stating that the holder is permitted to take employment which is **less than 6 months** old **together with a Positive Verification Notice** from the Home Office Employer Checking Service.
- An Application Registration Card issued by the Home Office stating that the holder is permitted to take the employment in question, **together with a Positive Verification Notice** from the Home Office Employer Checking Service.
- A **Positive Verification Notice** issued by the Home Office Employer Checking Service to the employer or prospective employer, which indicates that the named person may stay in the UK and is permitted to do the work in question.

ADDITIONAL GUIDANCE

UK, Swiss and Selected EEA Nationals

- Citizens of the UK, Switzerland or the countries below have the right to work in the UK without restriction on the provision of acceptable documents from List A:
 - Austria, Belgium, Bulgaria, Cyprus, Czech Republic, Denmark, Estonia, Finland, France, Germany, Greece, Hungary, Iceland, Ireland, Italy, Latvia, Liechtenstein, Lithuania, Luxembourg, Malta, Netherlands, Norway, Poland, Portugal, Romania, Slovakia, Slovenia, Spain, Sweden.

Non-EEA family members of EEA Nationals

- Non-EEA family members of EEA Nationals will normally need a Residence Card in order to demonstrate their right to work in the UK. Further information can be found here <https://www.gov.uk/apply-for-a-uk-residence-card/overview>

Croatian Nationals

- If you are a **Croatian national** you will need either a blue registration certificate, or a purple registration certificate linked to a sponsorship certificate, in order to

demonstrate a right to work in the UK and you can find further information here <https://www.gov.uk/croatian-national>

ADDITIONAL INFORMATION FOR STUDENTS

UK, Swiss and EEA Students

- You must provide acceptable documents in accordance with List A.

Croatian Students

- You must apply for a yellow registration certificate and you can find further information here <https://www.gov.uk/croatian-national> . You cannot work more than 20 hours a week during semester time.

Tier 4 Visa Holders

- If you are a student on a Tier 4 visa you must provide acceptable documents in accordance with List B and:
 - provide evidence of your semester and vacation dates;
 - if you are a postgraduate research student provide a letter from the PGR office outlining your working periods and annual leave arrangements;
 - must not fill a permanent or full time vacancy;
 - must not work more than 20 hours a week during semester time;
 - if you are a postgraduate research student must not work more than 20 hours a week unless you are on an approved period of annual leave or have been awarded your qualification;
 - must comply with all conditions and requirements associated with your visa.

Appendix A – Summary of Employment Permitted by International Students

Date of Application	Education provider	Course Type	Age of Migrant?	Work conditions
Before 2 March 2010	Any	Any	n/a	Maximum of 20 hours per week during term time. Any duration during vacations. Employment as part of course related work placement (no more than half of total length of course). Employment as Student Union Sabbatical Officer (max 2 years). Employment as a postgraduate doctor or dentist on a recognised Foundation programme. No self-employment. No employment as a professional sports person (including a sports coach) or an entertainer.
From 06 April 2010 to 03 July 2011 (inclusive)	Any	- Degree level (NQF 6 and above) - Foundation degree course (NQF 5)	n/a	Maximum of. 20 hours per week during term time. Any duration during vacations. Employment as part of course related work placement (no more than half of total length of course). Employment as Student Union Sabbatical Officer (max 2 years). Employment as a postgraduate doctor or dentist on a recognised Foundation programme. No self-employment. No employment as a professional sports person (including a sports coach) or an entertainer.
	Any	Below degree level (NQF 5 and below) (excluding foundation degree course)	n/a	Maximum of. 10 hours per week during term time. Any duration during vacations. Employment as part of course related work placement (no more than half of total length of course). Employment as Student Union Sabbatical Officer (max 2 years). Employment as a postgraduate doctor or dentist on a recognised Foundation programme. No self-employment. No employment as a professional sports person (including a sports coach) or an entertainer.

Appendix A – Summary of Employment Permitted by International Students

Date of Application	Education provider	Course Type	Age of Migrant?	Work conditions
On or after 4 July 2011	Tier 4 (General) Students Higher Education Institution (i.e. University) or sponsored by an overseas HEI to undertake a short-term Study Abroad Programme in the UK.	Degree level (NQF 6) or above	n/a	Maximum of 20 hours per week during term time. Any duration during vacations. Employment as part of course related work placement (no more than half of total length of course). Employment as Student Union Sabbatical Officer (max 2 years). Employment as a postgraduate doctor or dentist on a recognised Foundation programme. No self-employment. No employment as a professional sports person (including a sports coach) or an entertainer.
		Below degree level (NQF 5 and below)	n/a	Maximum of 10 hours per week during term time. Any duration during vacations. Employment as part of course related work placement (no more than half of total length of course). Employment as Student Union Sabbatical Officer (max 2 years). Employment as a postgraduate doctor or dentist on a recognised Foundation programme. No self-employment. No employment as a professional sports person (including a sports coach) or an entertainer.
	Tier 4 (General) Students Further Education College	Any	n/a	Maximum of 10 hours per week during term time. Any duration during vacations. Employment as part of course related work placement (no more than half of total length of course). Employment as Student Union Sabbatical Officer (max 2 years). Employment as a postgraduate doctor or dentist on a recognised Foundation programme. No self-employment. No employment as a professional sports person (including a sports coach) or an entertainer.
	Tier 4 (Child) Students (Children under 16 yrs of age may only be educated at independent fee paying schools)	Any	Aged 16 or over	Maximum of 10 hours per week during term time. Any duration during vacations. Employment as part of course related work placement (no more than half of total length of course). Employment as Student Union Sabbatical Officer (max 2 years). Employment as a postgraduate doctor or dentist on a recognised Foundation programme. No self-employment. No employment as a professional sports person (including a sports coach) or an entertainer.
			Under 16	No work allowed.



DOCUMENT 5.11

CONFIDENTIAL

[Name of School or Department]

[Title of Post]

PRESENTATIONS: [Date]

Please note: some candidates may not want their current employers to know they are exploring employment elsewhere. Therefore please ensure that you keep the names of those attending the presentation and interview confidential.

Any comment which you may wish to make, for use by the Selection Committee at its discretion, should be provided on this form.

PLEASE COMPLETE THE NAME OF THE CANDIDATE CONCERNED and **sign** and date the form.

Please note that the attributes sought of the successful candidate (as stated in the advertisement and further particulars) are:

[department to insert key requirements in bullet point form]

- -----
- -----
- -----

Forms should be placed in the box provided or handed to [-----].

NAME OF CANDIDATE:

COMMENTS:

(please continue overleaf)

Do you have any knowledge of the candidate other than through this event and if so what (eg. prior professional or personal contact)?

YOUR NAME:

POSITION:

SIGNED:

**INTERVIEW ASSESSMENT SUMMARY SHEET
FOR COMPLETION BY THE PANEL CHAIR**

Document 5.13

POST TITLE:						POST REFERENCE NUMBER:		
CHAIR OF SELECTION PANEL:						DATE OF INTERVIEW:		
PANELLISTS' INITIALS →						OVERALL RANKING	COMMENTS (please continue overleaf if necessary)	
CANDIDATES' NAMES ↓	PLEASE ENTER PANELLISTS RANKING (ORDER OF PREFERENCE) BELOW							

Signature of Panel Chair _____

Ranking:

Candidates should be listed in order of preference by each Panel member. These preferences should reflect the individual panel member's interview assessment sheet scores. The final choice of candidate should be based on the majority of first preferences.

Where no majority emerges, and panel members' first preferences are spread across two or more candidates, please provide the rationale for selecting the final choice preferred candidate.

RECOMMENDATION FOR APPOINTMENT FORM

Please complete all sections and return to: *, Human Resources Manager

POST TITLE: POST REFERENCE:		GRADE:
INTERVIEW DATE:	PERMANENT / FIXED TERM:	

DETAILS OF CANDIDATE TO BE OFFERED APPOINTMENT

NAME:
CONTACT ADDRESS IF DIFFERENT FROM APPLICATION FORM
RECOMMENDED SALARY: NB: Appointment must be made on 1 st point of salary scale. If not appropriate, please contact * (Human Resources Manager) prior to discussing salary with successful candidate.
SALARY SCALE:
RECOMMENDED PROBATIONARY PERIOD (if applicable):
START DATE:
LEDGER CODE:
<p>SPECIAL INSTRUCTIONS: Please note an Occupational Health Assessment is required for all staff. Please tick as appropriate</p> <ul style="list-style-type: none"> • Criminal Record Check <input type="checkbox"/> Yes <input type="checkbox"/> No • Verification to work in the UK seen <input type="checkbox"/> Yes <input type="checkbox"/> No • Copies of documents attached <input type="checkbox"/> Yes <input type="checkbox"/> No • Were the Research Thresholds met? <input type="checkbox"/> Yes <input type="checkbox"/> No* <input type="checkbox"/> N/A • Were all the Essential Criteria in the person specification met? <input type="checkbox"/> Yes <input type="checkbox"/> No* <p>* If NO, please provide rationale for the decision to appoint:</p>

PLEASE LIST RESERVES IN ORDER OF PREFERENCE	COMMENTS / SPECIAL INSTRUCTIONS

CAN ALL OTHER CANDIDATES BE REJECTED AT THIS STAGE? Yes No

Signed by Chair **Date**

HUMAN RESOURCES DIVISION

RECOMMENDATION FOR APPOINTMENT FORM

This form must be received by the Human Resources Division at least one working week prior to the commencement of employment.

School/Faculty/
Department

DETAILS OF PERSON RECOMMENDED FOR APPOINTMENT

Full Name

Tick as appropriate

Male

Female

TITLE

Dr

Mr

Mrs

Ms

Miss

Postal
Address

Post Code:

Telephone

Home

Work

Nationality

Email

DETAILS OF PRESENT/LAST APPOINTMENT *(Complete last employment details if person is not currently employed)*

Present
Appointment

Present
Salary £

pa

Last
Appointment

End
date

Last
Salary £

pa

Qualifications
*(if relevant to
the post)*

DETAILS OF THE POST

Post Title

Post
Reference No

Special
Instructions:

DBS
criminal
record check

Y

N

Standard/Enhanced

Occupational Health Assessment is
applicable to all staff

Category of Post *(Tick as appropriate)*

Full-time

Part-time

Fixed Term

If part-time please state: Working hours

Number of weeks to be worked per annum

If fixed term please state expiry date

Grade

Source of
funding

Ledger Codes:

Recommended
starting salary

Research Grant detail:

If appropriate
previous
postholder

Required
starting
date

Authorised
Signature

Date

PLEASE COMPLETE REVERSE SIDE OF FORM

The Human Resources Division is led by [Cécile Piper](#), Director of Human Resources and she is supported by [Diane Whalen](#), HR Administrator. [Sarah Lambert](#) is the HR Support Assistant who covers HR reception and she also deals with the receipt, collation and distribution of all application forms for the University. Myra Hendey is the Administrative Assistant who provides administrative support to the HR Assistants..

Central Units: Estates and Facilities Division (EST), Student Support Service (STS), Information Services Directorate (ISD), Vice Chancellors Office (VCO), Finance, Planning & Governance (FPG), Nursery (NURS), University Safety Services (USS) and Sainsbury Centre for Visual Arts (SCVA).

These areas are the responsibility of [Alison Clements](#), HR Manager, assisted by [Alison Boucher](#), Senior HR Adviser. Alison Boucher is also the first point of contact for queries from Estates and Facilities Division and SCVA. [Jill Rice](#) is the HR Assistant for these areas.

Faculty of Arts and Humanities (HUM), Learning and Teaching Service (LTS), Partnerships (PRT)

[Linda Cole](#) is the HR Manager with responsibility for these areas and she is assisted by [Kirsty Webb](#), Senior HR Adviser. [Natasha Garforth](#) and [Gillian Jaffrey](#) job share the role of HR Assistant for these areas.

Faculty of Medicine and Health Sciences (FMH), and Human Resources Division (HRD).

These areas of the University are the responsibility of [Julie Goodridge](#), HR Manager, with assistance provided by [Fay Tooke](#), HR Adviser and [Julie Wilderoder](#), HR Assistant.

Faculty of Science (SCI), and Research and Innovation Service (RIN)

[Jenny Summers](#) is the HR Manager for these areas of the University and [Amy Meyer](#) is the HR Adviser. HR Assistance is provided by [Karen O'Brien](#) and Jude De'Ath, where Jude is the point of contact for RIN, ADAPT and SCI Technicians.

Faculty of Social Sciences (SSF), and Admissions, Recruitment and Marketing Service (ARM)

These areas are the responsibility of [Santha Forder](#), HR Manager, assisted by HR Advisers [Sophie Forsey](#) and [Amy Meyer](#) who job-share this role. [Tammy Paige](#) and [Jude De'Ath](#) provide HR Assistance, where Tammy is the point of contact for NBS, LAW, DEV, ECO, EDU, SSF Faculty Office and Faculty Finance Office and Jude is the point of contact for ARM, PSY and SWK

HR Systems Team

[Matthew Bond](#), HR Systems Assistant and [Sian Williams](#), HR Data Assistant.