Recruitment Guide for Managers

Contents

Purpose

The purpose of this guide is to provide practical assistance to those involved in any stage of the recruitment and selection process. The guide is to assist you in making the process as effective as possible thus attracting the most suitable candidates.

It is recommended that you read the guide in its entirety prior to planning your recruitment campaign and contact your HR Assistant, to talk through any queries.

Recruitment and Selection training sessions are available via the Staff Development team. For further information, please visit the Staff Development NILE pages. The Recruitment and Selection session is also complemented by the Interview Skills training session.

A web version of this guide is available on the Human Resources (HR) intranet pages.

Equality & Diversity

The University of Northampton is committed to ensuring that all candidates are treated equitably and that every stage of the recruitment process is inclusive. The aim is to attract the best candidate for the job and achieve a diverse workforce that represents the community it serves.

All recruitment processes must adhere to the University's obligations under the Equality Act 2010 and the University's Equality and Inclusion Policy.

The University is also a member of the Disability Confident Scheme (previously known as the two ticks scheme). The scheme aims to ensure that disabled people and those with long term health conditions have the opportunities to fulfil their potential and realise their aspirations.

As a manager you can comply with your obligations by running a fair and consistent process at every stage from identification of a vacancy through to hire, considering at each stage how you might ensure equality at each stage.

Points for you to consider:

- Are you preventing unlawful direct and indirect discrimination from taking place?
- Should you consider any positive action?
- Are you putting any barriers in place that would disadvantage candidates with a protected characteristic?

Unconscious Bias

Unconscious bias occurs when people favour others who look like them and/or share their values. In another form, the halo effect, a positive trait is transferred on to a person e.g. those who dress conservatively may be seen as more capable in an office environment without anything being known about that person.

The recruitment process is vulnerable to influence from unconscious bias. This is a problem because it may lead you to discriminating against people with protected characteristics and it could prevent you from recruiting the best person for the job.

It is important to note that unconscious bias is natural and unintended. However, there are some things you can do to overcome unconscious bias in your decision making:

- Involve others in the recruitment process, particularly at selection stage
- Justify decisions by evidence linked to the person specification at selection stage
- Allow sufficient time to make decisions
- Be aware of unconscious bias and don’t focus on negative stereotypes

The University will be moving to anonymised applications to limit potential bias that could result in inferences being drawn from named applications.

It is recommended that you complete the Unconscious Bias training for a more in-depth understanding.

Positive Discrimination and Positive Action

It is the University’s aim to achieve a diverse workforce and there are actions within our recruitment process that you can employ to help achieve this aim.

It is unlawful to use positive discrimination; however, it is permitted under the Equality Act 2010 to use certain forms of positive action in certain situations. There are general provisions such as encouraging applications from people from under-represented groups. This could take the form of advertising, mentoring schemes, training or open days for people from an under-represented group.

Then there are specific actions whereby, if it is appropriate and proportionate, you may appoint the candidate from the under-represented group where two candidates have performed equally well.

If you think that positive action is required in your area and would like to use positive action in your recruitment campaign please contact HR for further advice.

Planning & Approval

Identifying the vacancy

Before recruiting to a vacancy or a newly created role, it is important to review your requirements. Posts should not be automatically replaced based on what has existed previously and this may be a good opportunity to review your needs.

When considering your vacancy, you should think about the following:

- Is a direct replacement needed?
- Can the work (or part of it) be reallocated?
- Do future changes or uncertainty mean that a fixed term appointment should be considered?
- Has the content of the role changed?
- How does the role fit with the Academic or Service structure?
- What skills and attributes are needed to perform the role? Have these changed?

- Could the role be done on a part-time or job share basis?
- Could the role be offered as an apprenticeship opportunity?

Once you have identified the need to recruit you should begin the approval process. If you have significantly altered the job description or it is a new post this should be sent to your HR Advisor who will undertake a job evaluation exercise to confirm the correct grade.

NB: If you have identified that the post can be covered on a casual or temporary basis, please ensure that you read the Unitemps guidelines.

Job description

The job description is not only a vital part of recruitment, providing candidates with an overview of the role but it will also be used to inform probation and PDR objectives.

Job descriptions are summaries of key tasks and responsibilities, not exhaustive lists of every task a post-holder may have to carry out.

The Job Description template is split into three sections and is preceded by the person specification.

- Overall Purpose - A quick concise summary of the overall purpose of the job. The reason the job exists. What is done, to what or whom and with what result. This should be summarised in a few sentences. (Please note this is different from the advert wording)

- Principal Duties and Responsibilities - A bulleted list which should specify only the highest level of duties in order of importance.

- Generic Duties and Responsibilities – Template bulleted list that applies to all job descriptions. Line management responsibilities are included in the template.

Responsibilities should be distinct and describe an important aspect of the role in which results must be achieved with a focus on what is required, not how it is fulfilled.

These statements should be listed in order of importance, provide a clear picture of what is to be delivered and represent all the major outputs of the role.

Person Specification

The person specification is used to define the specific attributes required to be capable of carrying out the role. This allows candidates to assess their suitability for the role against a set of essential and desirable criteria.

The criteria contained in the person specification should be strictly relevant to the requirements of the job and must be, fair, measurable and clearly justifiable in terms of the ability to perform the duties of that job.

The person specification template is split into the following categories:

- Qualifications

- Skills, Knowledge and Experience
- Personal Qualities

You should include details of the nature and context of each type of experience required – remember that experience does not have to be gained in an identical environment.

Avoid listing qualifications and skills that are not truly necessary to do the job. This may form an additional barrier for disabled people and you could lose some talented applicants.

Avoid specifying a required length of experience, this could be seen as discriminatory against younger workers and women who have taken career breaks. Focus on the type of experience.

Identify how it will be assessed if candidates match the essential/desirable criteria. This will impact on the elements you include at shortlisting stage and the selection methods that you use later on.

Consider how you assess candidates. A panel interview can be difficult for some disabled people. You could therefore think about using a variety of assessment techniques to allow all candidates to fully demonstrate transferrable skills.

It is important to remember that if someone applies for a job and they fail to meet one of the essential criteria listed on the person specification they should not normally be shortlisted for interview.

Job evaluation

The University uses the nationally recognised Higher Education Role Analysis (HERA) scheme to determine the grade of jobs. Job evaluation is a systematic and consistent approach to determine the relative size of jobs that can then be used to develop a fair and coherent grading structure. This scheme provides protection for the University in relation to equality and equal pay issues.

Once you have finalised your job description, this should be sent to your HR Advisor who will determine the grade based on the HERA elements.

Approval

Once the grade of the post is confirmed you will need to seek approval to recruit. To initiate this process, you should send a completed HR Recruitment Approval (HRRA) electronically to the Cost Centre Manager (CCM) for authorisation. The CCM will then code the HRRA and forward to hrrecruitment@northampton.ac.uk.

A HRRA will only be considered if it is fully completed and clearly demonstrates the rationale for a new or replacement post.

Once the HRRA has been approved within HR and Finance, your HR Assistant will contact you to discuss next steps.

Planning your recruitment

If you have not recruited at the University or if you recruit infrequently, it is recommended that you meet with your HR Assistant to plan the recruitment process.

During the meeting the following will be discussed;

- Who are we looking to appoint?
- What are the approximate recruitment timeframes?
- Where the post should be advertised?
- How will candidates be assessed?
- Who will sit on the Interview Panel?

Advertising

Writing your advert

The aim of the job advert is to attract interest and to communicate quickly and clearly the essential, appealing and relevant information.

In writing a good advert you aim to attract a pool of candidates who meet the criteria of the role.

Adverts should include the following information;

- Job title
- Salary
- Whether the job is full or part time (hours included for part time)
- Duration and end date (if fixed term)
- A brief description of duties and responsibilities
- Experience, skills and qualifications required
- Closing date
- Interview date

Advert language should be gender neutral and avoid direct and indirect discrimination. Words such as strong, energetic and dynamic should not be used. Likewise asking for recent graduates, mature individuals or people with x number of years' experience is not permitted.

To write an accessible advert you should:

- Write in plain language
- Make your advert as concise as possible
- Avoid the use of acronyms
- Keep your sentences and paragraphs short and well-spaced
- Utilise bullet points but refrain from using too many

A full list of the essential and desirable criteria applicable to the role is listed within the person specification; however, it is a good idea to detail some of the essential criteria in the advert to ensure you are attracting the right people.

If you are part of a subsidiary company such as the University of Northampton Enterprises Limited, you may wish to include information about your links to the University to pre-empt any queries.

Adverts should not exceed 550 words as this surpasses the limit imposed on us by external job boards.

Advertising your vacancy

Over the last few years we have seen a significant change in the most successful ways to advertise with candidates preferring to search online job boards and company websites rather than looking at print media.

Of all our methods of recruiting, local print media has been the least successful and the University has decided to cease using this method. We will, however, continue to advertise online via JobsToday where appropriate.

An analysis of candidate source has shown that second to the University of Northampton website, jobs.ac.uk is the most effective and inexpensive recruitment channel, therefore it is recommended that, where appropriate, all external vacancies will be advertised using;

- The University website
- JobCentre Plus
- Jobs.ac.uk

Additional media should be considered carefully and discussed with your HR Assistant to ensure that they are suitable and cost effective.

If you choose to advertise internally only, your vacancy will be accessible via the staff intranet pages and will be open to all University staff and any agency workers on a current assignment at the University. Vacancies within UNEL will be accessible via the external University jobs page and will be open to all UNEL staff and any agency workers on a current assignment at UNEL. We recommend that you think carefully about choosing to advertise internally only.

Social media and networking

Remember to also promote your vacancy through any professional, subject-related or work-based networks that you or colleagues are members of - whether through social media such as LinkedIn, Twitter or Facebook; subject or profession related blogs, web sites, newsletters and e-mail alerts; or the more traditional face-to-face contact at meetings and conferences etc. Informal and word of mouth promotion to targeted groups is an effective and no-cost way of widening your pool of suitable candidates.

Cost

HR will fund one online advert from a central budget.

All additional adverts and all print media will be charged to your area.

If the recruitment campaign is unsuccessful all costs incurred in any additional campaigns will be charged to the local area.

How long should you advertise your vacancy?

We recommend that all vacancies are advertised for a minimum period of **2 weeks**; however, a shorter period of 7 days may be agreed in exceptional circumstances. It is recommended that all Academic positions are advertised for 28 days (See below).

Should a successful candidate require a certificate of sponsorship (COS) in order to work in the UK, we are required to demonstrate that we have fulfilled the terms of the Resident Labour Market Test. To meet these conditions, we are required to demonstrate that the job has been advertised for a minimum period of 28 days and provide documentary evidence that it has appeared on a minimum of two websites (UON/Jobcentre Plus). Therefore, it is recommended that all specialist and senior management roles are advertised for this period.

It is possible to break the 28 days into stages and further information can be found here: https://www.gov.uk/uk-visa-sponsorship-employers/job-suitability

The job will cease to appear on the various media at 11.59pm on the closing date. Your HR Assistant will then forward to you:

- All completed applications
- Shortlisting Sheet, Interview Details, Interview Question Bank – please note that these documents are now contained within one Excel spreadsheet
- Job Description & Person Specification

Please note, due to GDPR regulations, we are required to ensure that any documents we send by email that contain more than one person's details are sent in a secure way. Therefore, the application forms will be password protected and the password details will be sent to you in a separate email.

Shortlisting & Interviewing

Interview panels

It is important to approach and secure the availability of your interview panel well in advance of the selection day itself as it is recommended that you shortlist with at least one other panel member.

The composition of interview panels will vary dependent upon the nature of the post, however:

- panels made up of entirely men or women are not permitted
- all interview panels must have at least one member external to the Department/Faculty*
- at least one member of the panel must have completed the Recruitment and Selection training session
- Interviews taking place over multiple days/rearranged interviews must have the same panel members.

* SAS & 1st Degree are permitted to use staff from the department but outside of the recruiting area.

Interviewing on a one-to-one basis should not be undertaken in any circumstance.

Panel Compositions:

Grades 1 – 5:	A minimum of 2 people and a maximum of 4
Grades 6 – 9:	A minimum of 3 people and a maximum of 4
Grade 10:	A minimum of 4 people including the Executive Dean/Director or designated representative. *The Vice Chancellor will be made aware of Grade 10 recruitment once the shortlisting has been conducted. The Vice Chancellor may attend the selection event or nominate an additional panel member.*

Professorial posts: Please refer to the Professorship Scheme guidance

Shortlisting

As previously mentioned the person specification should be used as the foundation for your shortlisting decisions and no other criteria should be applied. Prior to advertising you will be asked to produce a person specification and state against the criteria whether it is essential or desirable and at which point it will be assessed e.g. shortlist stage, interview or test. Candidates who fail to fulfil the essential criteria for the role should not be shortlisted. It is therefore vital that you think carefully about your needs prior to advertisement.

When shortlisting as a panel; each member should assess each application against the relevant criteria. This should be done either as a group or scored independently and then collated. All applications must be seen by each member of the shortlisting panel. It is not acceptable to divide applications across the panel for separate consideration. If it isn't possible to shortlist as a panel, the hiring manager is permitted to shortlist unaccompanied subject to attending recruitment and selection training.

The University offers a guaranteed interview for disabled applicants who indicate that they have a disability AND meet all the essential criteria.

Any candidates to whom this applies will be indicated on the shortlisting form.
What you must do:

- You must assess their application against the essential and desirable criteria as you would any other candidate.
- At the end of the shortlisting process you should invite disabled candidates to interview if they have met all the essential criteria. Even if other candidates have met desirable criteria and the disabled candidate has not.
- There are a limited set of circumstances where it may not be practicable or appropriate to interview all disabled people who meet the essential criteria e.g. high volume, seasonal and high-peak times, the employer may wish to limit the overall numbers of interviews offered to both disabled people and non-disabled people recruitment. If you think this applies to your job please contact the HR Resourcing Team for further advice.
- Be careful of viewing a candidate as over qualified. Disabled candidates may have previously been under employed due to barriers in the recruitment process and workplace.

Some positions attract a high number of applications, therefore it is imperative to allow enough time to review the applications. If it is unfeasible to interview all of the candidates who meet the essential criteria you should then take into consideration the desirable criteria, although note that any disabled candidates who meet all of the essential criteria must be interviewed.

Once shortlisting has been completed it is the responsibility of HR to email candidates and invite to interview. HR will only contact candidates upon receipt of the completed shortlisting form and interview details form. At this stage HR will also contact candidates who are not successful at shortlist stage. (Please see Purpose and Nature of Feedback for internal candidates)

Redeployment Candidates

In line with the University's Redeployment Procedure recruiting managers must give preferential consideration to University employees under notice of redundancy or approaching the end of a fixed term appointment. Employees seeking redeployment in these circumstances should be interviewed before any other candidates where possible provided the applicant is able to meet the essential criteria listed for the job.

Ideally, any such interview should happen before any other candidates are invited for interview. If the interview confirms that the candidate meets all the essential criteria for the post, or could do so with reasonable retraining, they should be offered the post on a trial basis

Purpose & nature of feedback

Feedback is frequently requested by candidates who wish to understand why they have been unsuccessful and ways in which they can improve for any future applications.

Due to the significant number of applications that we receive for each vacancy, the University no longer provides feedback to external candidates who are unsuccessful in attaining an interview. However, all candidates are offered the opportunity to request feedback at interview stage.

Internal candidates (including agency workers) who are unsuccessful in gaining an interview should be offered feedback to enable them to understand why they have been unsuccessful. Where relevant any training and development needs should be identified to support a future application and where applicable should be embedded in to their PDR.

Feedback should normally be given by the Recruiting Manager and/or Chair of the Interview Panel.

When providing feedback:

- Be prepared: - ensuring that you have documents such as interview notes, application form, job description and person specification in front of you.
- Relate the feedback directly to the selection criteria; focusing on areas where the candidate did not meet the criteria
- Give sensitive and constructive advice on how the candidate could improve their application/interview performance
- If a candidate has provided statements without any supporting evidence to verify them, you may want to highlight this
- Try to avoid comparing the applicant to other candidates and do not refer to other candidates by name or other identifiable details.

- If the applicant met the majority of the criteria but did not reach the next stage because competition was high, say this.
- In the rare situation that an applicant becomes emotional or irate when receiving feedback, listen to their views but be careful not to get drawn into an emotional argument. If necessary, end the discussion politely and ask the applicant to put their concerns in writing which you can then respond to.
- Try to end the feedback on a positive note. Thank the candidate for their application and all the interest they have shown in the job and encourage them to look for future job opportunities at the University.

Informing candidates of interview

Once shortlisting has been agreed and the completed shortlisting sheet and interview details form have been returned to the Resourcing Team who will invite candidates to interview.

There should be at least 7 days between the return of your shortlisting and interview date. This is to allow time for interview invites to be sent and provide enough time for candidates to make arrangements to attend. Overseas applicants may require more notice, and the opportunity to be interviewed by Skype if appropriate.

Interview arrangements

It is the responsibility of the Recruiting Manager to ensure that suitable rooms are booked, along with any equipment and hospitality. Interview locations must be accessible and consideration given as to any adjustments that may be needed where candidates have declared a disability. Where possible provide an estimate of interview duration. This may also help a candidate who has chosen not to disclose a disability but would benefit from being able to make return travel arrangements. Also give as much information as possible about the format of any tests.

Candidates must report to, and be collected from, the nominated visitor receptions (e.g. Senate Reception, Newton Reception). Please ensure that you nominate a representative to collect candidates.

In advance of the selection day your HR Assistant will forward to you a set of panel papers that will include:

- Pre-employment Checklist
- Interview Scoring Sheet
- Panel Schedule – *this will indicate which of your shortlisted candidates has confirmed or declined their invitation to interview*
- Job Description
- Recommended Appointment Form
- Batch of Shortlisted Applications in line with GDPR regulations, these will be password protected
- Panel Chair Interview Outcome

In advance of the interviews you should populate the Interview Scoring Sheet with your interview questions (See interview questions).

If you are interviewing any candidates via Skype, you will need to ensure that you have the relevant access and book IT support if required (see skype support).

As a minimum, all shortlisted candidates should attend a 30 minute interview to assess their experience, skills, knowledge and personal qualities against the person specification.

In the event that a candidate is unable to attend on the day it may be possible to reschedule, however, the process must be the same and include the same panel members and should be held within 5 working days of any other interviews for the same campaign. Interviews may not be rescheduled unless all panel members can be present.

If your candidates are attending a full day assessment you must provide lunch – think about your hospitality requirements, such as specific dietary requirements and order in good time. You should also think about allowing time for comfort breaks for the panel.

On the day....

- Ensure the lay out of the room is suitable and inclusive, don't forget to think about heating, lighting, noise and distractions
- Designate a waiting area for candidates
- Provide water for both the candidates and panel members
- Confirm who will act as candidate liaison – Who will meet and greet?
- Who will show them the exit and thank them for attending?
- Confirm who will undertake right to work checks (see right to work documents)
- Ensure you are aware of the full terms and conditions of the role
- Divide questions between panel members in advance of the interviews
- Ensure you have questions that relate to the strategic plan

Be mindful of the following when interviewing a disabled candidate:

- When interviewing a candidate with a disability, listen to what the individual can offer. Do not make assumptions about what they can or cannot do. Always consider the candidate against the essential criteria in the person specification.
- If the candidate is attending the interview with an interpreter speak directly to the interviewee rather than interpreter.
- If the candidate is using a wheelchair be mindful to sit down where appropriate.
- Some candidates may choose to disclose their disability but others may not wish to do so. So be mindful that any candidate may have an unseen disability that they have chosen not to disclose.

NB: the University does not cover travel expenses for candidates. This is expressly stated to the applicant at the start of the application process.

Interview questions

The questions you ask at interview are your opportunity to find out whether the candidate has the skills, experience and attitude required to carry out the job. Here are a few tips for making the most of interview questions:

- Plan the questions in advance

- Questions should be clear and linked to the criteria contained in the Person Specification
- All interviewees must be asked the same questions unless they are probing questions
- You should be able to measure responses objectively
- Avoid questions that could be discriminatory for example questions linked to a person's age or gender etc.
- A broad question such as 'tell us a bit about yourself' may seem like a good opening question to put candidates at ease but may have opposite effect for a candidate with a disability such as autism.
- Experience based questions are a good way of finding out how a candidate would respond in a work environment rather than providing a text book answer. For example you might ask "have you had to deal with conflicting priorities?" "how did you resolve these?" rather than "how do you deal with conflicting priorities"
- You could use probing questions to allow a candidate to develop a point
- Consider the University mission and values. Will your questions ensure that the successful candidate is ready to transform lives and inspire change? Is the candidate able to adapt to new ways of working?
- Beware of setting a question with many parts. This type of question is not recommended in any situation but can be a real barrier for some disabled people.

Lastly, remember that the interview is also a chance for the candidate to decide if they would like to work at the University. Do your best to make it a positive experience for them.

A bank of interview questions has been compiled by HR and is available from your HR Assistant.

Skype interviews

In some instances it may be necessary to conduct interviews via skype, for example, if a candidate is based outside of the UK. In these instances there are a number of points to consider and arrangements you will need to put in place in order to ensure the interview is carried out successfully. These are detailed below;

- Ensure a suitable room has been booked for the interview where you will also have access to a computer that is compatible with skype
- If you do not already have a skype account you will need to set one up, this is free to do. When setting up a new account or using an existing one, please ensure your skype account name is professional e.g. firstname.surname
- In order for video calling to be free the candidate will also require a skype account
- Ensure both parties have arranged a quiet setting for the interview where distractions and disturbances will not occur
- Set aside sufficient time for the interview taking into consideration that loss of connection or technological issues may occur
- It is essential to account for possible time differences.
- If you have not used skype previously, take time to familiarise yourself with the system
- Prior to the interview conduct a test call to ensure that the computer, skype, webcam and microphone are working

- Skype interviews should be treated the same as a formal face-to-face interview process and should therefore follow the same format.
- At the beginning of the interview establish procedures if the call is cut off due to poor connection
- Finally, during the interview ensure communication between both parties is clear and concise. There may be time lapses in the video and as such either party may speak over one another occasionally.

If you experience problems with University IT equipment or connection issues during your skype interview please contact the IT Service Desk Team on ext. 3333.

Selection methods

To ensure that you are able to successfully assess the candidates suitability against the essential and desirable criteria it is imperative to use appropriate selection methods. You are required to detail the selection methods in the person specification and therefore must be decided prior to advertisement.

Selection methods include:

- **Psychological testing** e.g. Personality Profile Assessment (PPA) and General Intelligence Assessment (GIA) – these assessments would be administered prior to interview
- **In-tray exercise** e.g. following instructions, responding to emails and writing a letter – this exercise would be suitable if candidates are required to have strong prioritisation skills
- **Delivering a lecture or presentation –** should be relevant to the role and cover a subject/area all candidates are required to know
- **Practical tests** e.g. undertaking a simple experiment

You may also wish to utilise second interview stages, especially for senior roles.

If you would like to use any of these methods, please speak to your HR Assistant.

Interview Outcome & Offer

Making a decision and offer

After each interview and at the conclusion of the final interview, each panel member must individually record whether, in their opinion each candidate is appointable or not, based on the criteria outlined in the person specification. Each question should be scored and the total recorded on the summary page.

After the final interview, the panel should discuss each candidate in turn and agree whether or not each candidate is appointable or not, based on the person specification, and for all appointable candidates, the order of preference. The Chair should facilitate this discussion and has the casting vote in the event of any difference of opinion.

The Chair should be aware of regulations regarding the appointment of non-EU residents as this may have an impact on the order of preference (See Resident Labour Market Test). If you wish to appoint a non-EU resident or someone who has presented a Tier 2 Visa, please contact your HR rep before making an offer.

The Chair should summarise the reasons for the decisions made in relation to all candidates using the interview decision form which will be submitted to HR along with all of the panels interview notes.

Staff involved in conducting visits to the department or in testing candidates are not part of the interviewing panel and may not be involved in the decision making process for selection of a candidate, but may provide information to the panel to enable them to make a decision.

Making an offer

The Chair of the interview panel should not make an offer until they have reviewed the candidate's right to work in the UK and have read the starting salaries procedure.

Please remember that a verbal offer is binding.

The chair of the panel should inform the candidate that they have been successful, however, no offer of salary should be made until the starting salary has been approved. (see below)

Salary

All starting salaries must be agreed with an HR Business Partner prior to offering a salary to the successful candidate using the Recommended Appointment Form.

The starting salary for all new appointments and internal promotions will normally be based on the knowledge, skills and experience of the appointee which are directly relevant to the position and must be objectively justified.

If the appointee is new to the job and has little or no relevant experience, knowledge or transferable skills they should be placed on the grade minimum.

If the appointee has relevant experience, in the same or a similar job or has transferable knowledge and/or skills relevant to this job then it may be appropriate to place them on a spinal point above the grade minimum. Advice and guidance should be sought from the HR Business Partner for the area.

Before a decision is made to offer a starting salary above the grade minimum consideration should be given to any potential inequalities that may arise as a result. These may include inconsistencies with staff with equivalent experience already fulfilling the same or very similar jobs, or the risk of appointing two or more people to the same or very similar jobs at different points on the scale where they can demonstrate equivalent experience.

Evidence provided on the application form and at interview in support of the Person Specification for the job should be used to determine starting salary.

Previous level of salary should not be a consideration unless the appointee is coming from a similar/interchangeable role at the same or equivalent grade at another HEI and has demonstrated proven skills and experience in the role.

Once approved the HR Business Partner will return the Recommended Appointment form to allow you to finalise details.

You may wish to point out that the University offers other benefits to its employees such as;

- Pension schemes with generous employer contributions
- minimum of 33 days leave including bank holidays and closed days (Pro rata)
- additional annual leave for length of service (subject to terms and conditions)
- family friendly policies
- excellent training and development opportunities
- lifelong learning culture
- occupational health service
- flexitime scheme for professional and support staff (subject to terms and conditions)
- free transport between campuses
- discounts at local businesses and gyms
- Access to NUS Card (subject to fee)

Adjustments

This would be the appropriate time to discuss any necessary adjustments if you offer the job to a disabled candidate. Please liaise with the HR Team at this stage for further advice.

Start date

A provisional start date should be agreed at this stage to enable HR to produce an offer and contract. Please take into consideration the candidate's notice period and any pre-employment checks such as references and DBS Clearance (if required).

Work schedule (part time staff)

For staff working regular part time hours it is important to confirm a work schedule as this is recorded in the HR system and affects how factors such as leave and sickness are recorded.

For example – 25 hours per week: M – 7, T- 5, W – 6, T – 7, F – 0.

Once the Chair has completed all paperwork including the Recommended Appointment Form, this should be returned to HR. HR will then provide the successful candidate with an offer and contract.

Relocation allowance

Please note that the University does not offer a relocation allowance.

Interview Outcome

Once a decision has been made, the successful candidate should be informed verbally by the Chair. Confirmation of the appointment will be given in a formal offer letter, issued by HR upon

receipt of completed recommended appointment form, scored interview notes and asylum and immigration evidence.
If the candidate declines the offer and the interview panel agreed that there was a second appointable candidate an offer can be made to this candidate. Please keep HR informed of your progress.

If you are unable to appoint any candidates from this selection round, please speak to your HR Assistant who will be able to advise you on next steps.

If there are no appointable candidates, do not be tempted to pick the best of the remaining candidates. It may cause disruption in the short term but appointing the wrong person to a role can have long term implications such as the need to performance manage or failure to successfully pass the probationary period.

Unsuccessful candidates should also be informed promptly by the Chair or another member of the interview panel preferably by telephone once the preferred candidate has accepted the post. If this is not possible, please contact your HR Assistant who will email the candidate with the outcome and details of who to contact for feedback. For unsuccessful internal candidates it is good practice to offer an effective debriefing session on their interview.

Right to work in the UK

The University has a legal responsibility to ensure that only individuals who hold the correct right to work documents and the entitlement to work in the UK are employed by the University.

In the interview invitation issued by HR, all candidates are requested to bring with them proof of their eligibility to work in the UK. Candidates reporting to Senate or Newton Reception areas will normally have their documents copied by the receptionist, however, it is recommended that you check this prior to the candidate leaving campus. For all other venues it is the responsibility of the recruiting manager or nominated individual to copy the evidence, signing and dating the copy. Please see Right to Work – Document Checks guidance for further information.

The most common types of evidence presented at interview are:

Evidence	**What to copy**
UK Passport	Photo page
Full birth certificate together with a document giving a person's National Insurance number	Both the birth certificate and document/card proving NI Number
A document showing that the holder is a national of a European Economic Area country or Switzerland. This must be a national passport or national identity card.	Picture page or both sides of an identity card (even if blank)
Passport from outside the EEA and a Visa	Passport picture page and visa
Biometric Residence Card	Both sides of the card

For a full list of acceptable documents, please visit the [UKVI website] or check if someone has the right to work using this useful [checker].

Successful candidates who fail to provide their original documentary evidence at interview stage must provide it on or before their first day of employment.

Please note that if the employee is only able to bring their documents to you on their first day, the copy must be taken before work commences and the copy should be time stamped.

Record retention

Interview forms and any other notes and documentation relating to the selection process should be returned to your HR Assistant at the end of the process.

They will be retained for the relevant statutory period and can be referred back to if necessary. If you receive a request for feedback from an unsuccessful candidate after the records have been returned, you should contact your HR Assistant.

It is important that personal data is retained securely to comply with Data Protection legislation, and to enable you to respond to any 'data subject access requests' from unsuccessful candidates. Remember that under the Data Protection Act, candidates have the right to see what interviewers have written about them in their interview notes. Therefore, ensure that notes can be justified as relevant and necessary for the recruitment process, and can be used to defend the process in the event of a challenge.

Offer & Beyond

HR will provide the Recruiting Manager with a copy of the offer letter once this has been sent to the new starter. Practical information for the employee such as annual leave entitlement, probation review dates and IT set up information will also be included.

It is important to keep in contact with your new starter, especially those on longer notice periods.

Prior to your new starters arrival you should ensure that you are familiar with the UON Induction Guidance and the Probationary Procedure.

References

References can be a valuable way of verifying what a candidate has stated on their application form. However, it is now common practice for employers to confirm only the job title and dates of employment. Caution should therefore be exercised as to how much reliance is placed on references when making recruitment decisions.

External candidates

Two references will be requested. Where possible the current/most recent employer will be contacted and the second referee could be character/academic or another employer.

If the references are a cause of concern, then please discuss with your HR Advisor.

Please note that if the time between the offer and start date is limited then references may not have been obtained prior to the candidates start date.

In the event that references are not forthcoming, the HR Assistant will contact the referee on one further occasion. If the reference is still not received the hiring manager will be informed. If the lack of two references causes any concerns, please contact your HR Advisor.

Internal candidates

References will not be requested for internal candidates. Where a candidate has been working for Unitemps immediately prior to their appointment it is at the manager's discretion as to whether references are requested.