

APPOINTMENT OF PROFESSIONAL SERVICES STAFF REGULATIONS

INTRODUCTORY NOTE

These Regulations are made by the Court under the Articles of Association. They relate to the appointment of all Professional Services University staff (here after all staff), except those Senior Staff whose appointments are made directly by the Court.

1 General Provisions

- 1.1 Responsibility for the appointment of all staff except senior posts as defined in the Articles is delegated to the Vice-Chancellor. The Executive Director of People will administer recruitment procedures and will normally sign offers of appointment on the Vice-Chancellor's behalf.
- 1.2 Except in the circumstances set out at paras 1.3 and 1.4 below, staff vacancies will in the first instance be advertised internally for one week throughout the University via the University Vacancy Bulletin so that existing staff will have the opportunity to apply before the post is advertised externally.
- 1.3 Vacancies may be advertised internally and externally in parallel if one or more of the following conditions apply:
 - the vacancy is in a main recruitment grade for academic staff;
 - the vacancy is in an area of specialist expertise where internal staffing resources are limited; or
 - the vacancy is in an area which has a high level of staff turnover.
- 1.4 Short-term appointments will be advertised as set out above in paragraphs 1.2 and 1.3.
- 1.5 The Court shall approve procedures governing the arrangements for the advertising of vacant posts, the selection of candidates to be interviewed, the arrangements for interviews and the making of formal offers of appointment.
- 1.6 On behalf of the Vice-Chancellor, the Executive Director of People shall ensure that adequate records are maintained within the University in respect of all staff appointed to the University's service.
- 1.7 On behalf of the Vice-Chancellor, the Executive Director of People shall ensure that appointment and promotion procedures and staff records conform

to current legislation affecting the relationship between employer and employee, to any other relevant legislation and to the University's Equality and Diversity Policy Statement.

2 Selection Panels

- 2.1 In making appointments to the permanent staff, the Executive Director of People acting on behalf of the Vice Chancellor shall set up selection panels responsible for making appointments. The panels shall normally be composed as follows:

Selection Panels:

Pro Vice-Chancellors and Directors

- Vice-Chancellor (Chair)
- Deputy Vice-Chancellor, Pro Vice-Chancellor (PVC) or Secretary and Registrar
- External Assessor
- Executive Director of People

Professional Services Staff Posts

- PVC/Director in which the vacancy occurs or an appropriate nominee (Chair).
- Line manager
- External member of staff from outside of the Faculty/Directorate of a higher grade

- 2.2 Panel will normally comprise of at least three members including the Chair.

- 2.3 For all panels, arrangements may be made for a member of the People Team to be in attendance, as appropriate.

STAFF RECRUITMENT AND SELECTION PROCEDURES

1. INTRODUCTION

- 1.1 The recruitment of good quality staff is essential to the continuing success of the University. The following procedure aims to promote best employment and equal opportunities practice through selection based on the individual merit and ability. The e-recruitment system manages the recruitment process and the link can be found at <http://www2.gre.ac.uk/jobs>. It is a requirement for all those responsible for recruitment to complete the Recruitment and Selection Training modules- see link: <http://www.gre.ac.uk/offices/hr/staffdev>.

A flowchart detailing the recruitment process is attached (Appendix 1). The People Directorate can provide advice at any stage of the recruitment process.

2. APPROVAL

- 2.1 The e-recruitment system Online Staff Request Form (OSRF) is the first stage in creating a new vacancy request for approval. A job description and person specification, advertisement and business case where relevant must be attached to the OSRF. The selection criteria and additional information must be provided. 'User Guidance' is available on the OSRF page.
- 2.2 All requests are subject to an approval process with final approval by a Panel consisting of the Vice Chancellor, Directors of Finance and People.

3. THE JOB DESCRIPTION AND PERSON SPECIFICATION

- 3.1 The Job Description and Person Specification should follow the standard [University template](#).

4. ADVERTISING

- 4.1 **Advertising Costs** - The People Directorate holds a central recruitment advertising budget, which meets the cost of Web based advertisement for posts. The cost of advertising in additional media should be met from departmental budgets. Faculties and Directorates should consider placing advertisements in specialist media where this may help to produce a wider range of applicants.

5. CONSTITUTION OF THE SELECTION PANEL

- 5.1 The relevant Faculty or Directorate is responsible for convening panels and for ensuring that they are properly constituted to meet Court regulations.
- 5.2 Panel members should be representative of the wider community and operate a fair and inclusive recruitment process.
- 5.3 The composition of interview panels is defined in the University's Regulations for the Appointment of Staff – paragraph 2.1.

A full guide to Shortlisting is available on the system in [User Guidance](#). Interview arrangements are made on completion of this stage and a detailed guide is on the system for reference.

- 6.1 All applications received by midnight on the published closing date will be logged on the system and the responsible manager will have access

throughout for the shortlisting process. Candidates who wish to apply but who have for any reason insufficient time to submit a full application must notify the University in writing of their intention to apply by the published closing date in order to be considered. The shortlisting panel may consider additional information if it is received before shortlisting is complete. Late applications will not normally be considered. A minimum of one week should be allocated for shortlisting most roles.

- 6.2 Shortlisting must be conducted by at least two people who are named as members of the interview panel on the system. The PVC/HoD/Director should arrange for this to happen.
- 6.3 The Shortlisting process should be conducted independently online and full details are in the Shortlisting User Guidance notes. Applications should be treated as confidential until this stage is complete.
- 6.4 For initial shortlisting, only the essential criteria entered on the e-recruitment system should be referred to. Where the number of applicants who meet the essential criteria exceeds that which can reasonably be shortlisted, the Panel should discuss and agree how the “long list” should be reduced. At this point account may need to be taken of how closely the desirable criteria are met. The overriding need is to reach a balanced judgement which is objective and assesses the strength of the applications relative to the experience and skills required to undertake the duties as stated in the job description and person specification. Where, as a result of all the essential criteria being met, it is necessary to make judgements based on the desirable criteria an appropriate written explanation of the way in which the judgement was made for each application meeting all the essential criteria should be given.
- 6.5 Those shortlisting should reach a collective decision on a final shortlist, which should normally not exceed four to six candidates

7. INTERVIEW ARRANGEMENTS

- 7.1 Once the shortlist has been finalised and updated, interviews can be set up. The system automatically sends an email to unsuccessful applicants at the shortlist stage.
- 7.2 Managers intending to use selection tests should obtain advice from the People Directorate before including them in the recruitment process. The formal interview panel will normally have a 30 minute pre-meeting in order to agree interview questions that address the central criteria. Interviews will be scheduled for a minimum of 30 minutes and would not normally exceed 45 minutes.
- 7.3 Informal interactions which take place during a visit should not form part of the candidates’ assessment, since these are likely to lead to subjective judgements by individuals who are not part of the formal selection panel.

- 7.4 Arrangements may be made for each applicant to give a short presentation to a group of colleagues from the Faculty/Department to which they have applied. Details must be clear and included in the OSRF approval request.
- 7.5 The interview arrangements details must be completed on-line. The People Directorate will send interview invitations to shortlisted candidates, together with details of the programme of events, and information to assist applicants with a disability. Each panel member will receive an Interview Panel.

Pack by email, usually three days in advance, containing a schedule of the shortlisted applicant's forms, the job description and person specification. This information must be viewed confidentially.

8. INTERVIEW EXPENSES

- 8.1 Candidates may claim reasonable travelling expenses within the **UK** and the cost of hotel accommodation associated with their attendance for selection exercises. All expenses require prior agreement and Panel Chairs are provided with the appropriate claim forms for individuals to complete and return. The back of the claim form has a list of approved interview expenses for guidance. Where meals or refreshment is provided as part of a selection programme timetable, costs are charged to the hospitality budget of the relevant Faculty/Department.

9 SELECTING THE SUCCESSFUL CANDIDATE

- 9.1 Panel members should record their personal assessment on the interview notes forms provided with the online Panel. There should be no discussion between panel members until all the candidates have been seen. The panel should then decide collectively and the Chair should record, which candidates met each of the selection criteria using the Chair's Interview Notes Sheet. The final selection decision should be based on which candidate met all the essential criteria. Where more than one candidate meets the essential criteria, selection should be on the basis of the candidate who most closely meets the desirable criteria.
- 9.2 Having reached a decision to offer, the Panel Chair must complete the relevant information on the Offer Details Screen. No offer of salary can be made without the approval of the People Directorate. It should also be agreed with the Panel which member will make an oral offer to the successful candidate and negotiate a starting date. The successful candidate should be advised at this point of any conditions attached to the offer, such as references, medical clearance, and fixed term appointment or salary assessment details. Further advice on the assessment of starting salary is detailed in Appendix 2. Once the Panel Chair has submitted the Offer Details online to the People Directorate, a formal offer of appointment will be sent to the.

10. FEEDBACK TO UNSUCCESSFUL CANDIDATES

- 10.1 The Chair is responsible for providing all interview feedback. All candidates, both internal and external, will be informed of the outcome of the interview by email.
- 10.2 If feedback on interview is requested this may be given orally or by email. Feedback must not include reference to other candidates and should relate solely to performance against the selection criteria as recorded on the Chair's summary interview notes

11. IMMIGRATION AND WORK PERMITS

- 11.1 It is a legal requirement placed upon employers for all employees to comply with the provisions of the Immigration, Asylum and Nationality Act 2006. The legislation requires employers to verify that any person selected for employment is eligible to work in the United Kingdom. The University is required to see and take a copy of appropriate documents before employment commences.
- 11.2 Applicants must confirm their immigration status on their application form. The University is legally obliged, wherever possible, to appoint to vacant posts from amongst the resident UK/EEA workforce.
- 11.3 When candidates are invited to interview they are asked to bring with them proof of their eligibility to work in the UK. This should be their passport (plus visa where appropriate). Those candidates who would require sponsorship will also need to produce their passport as passport details are required as part of the sponsorship process. It is the responsibility of the chair of the panel to ensure that copies are taken of these documents, that these copies are certified and sent to the People Directorate. No offer of employment will be issued by the People Directorate until these certified copies are received.

12. EQUALITY, DIVERSITY AND INCLUSION

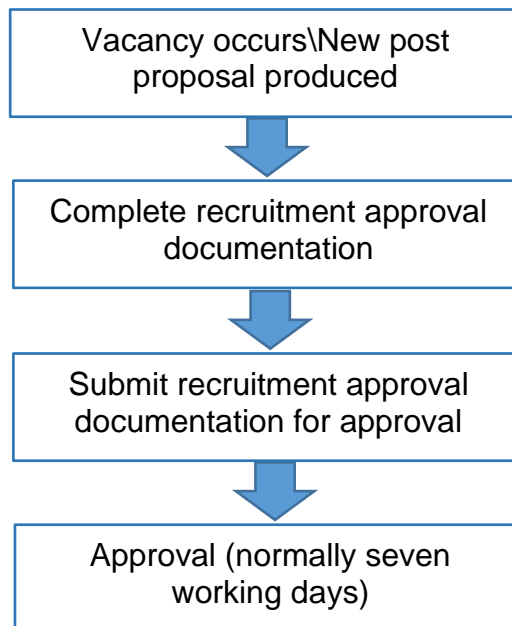
- 12.1 The University is fully committed to promoting Equality, Diversity and Inclusion, and provides relevant guidance and training for all staff.
- 12.2 The Equality Act 2010 states that we have a responsibility to ensure that no unlawful discrimination occurs in the recruitment and selection process on the grounds of sex, race, disability, age, sexual orientation, religion or belief, pregnancy and maternity, marriage and civil partnership and gender assignment. There is a positive duty on the employer to make reasonable adjustments to working arrangements in order to support the employment of

people with disabilities. Further guidance on equality in the recruitment process is available from the People Directorate.

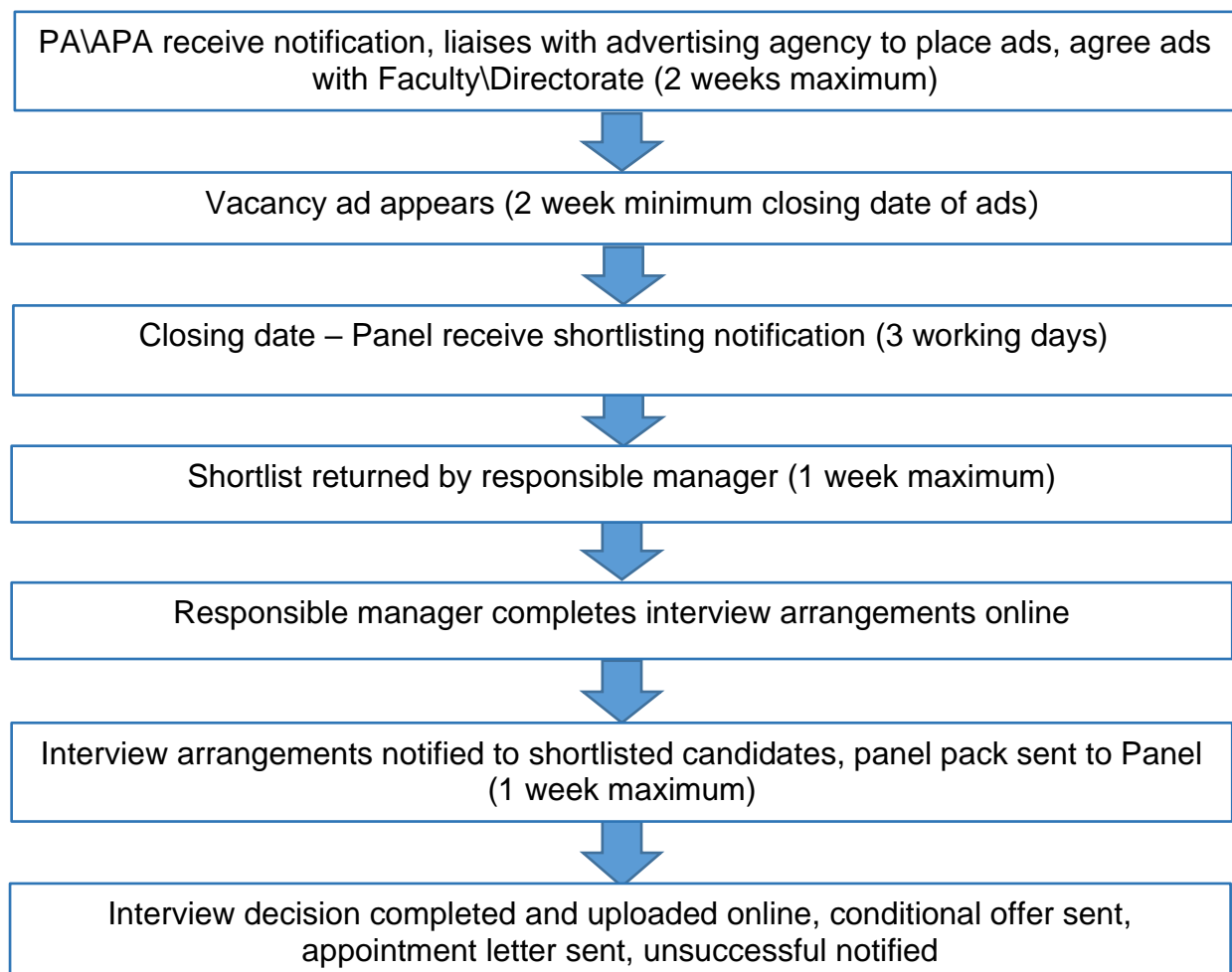
APPENDIX 1:

September 2017

PRE RECRUITMENT PROCESS



RECRUITMENT PROCESS



APPENDIX 2

Guidelines for Chairs of Appointment Panels on the Assessment of Starting Salaries

1. The Chair of the Appointments Panel is responsible for making a recommendation for the starting salary on appointment, and should do so on the basis of the guidance set out in paragraphs 2-7 below.
2. The base line for assessment should be the minimum point of the payscale for the grade to which the appointment is being made. However, a balanced judgement should be made, taking into account a number of factors, each of which may give rise to a recommendation for a starting salary above the scale minimum. These factors are set out in paragraphs 3-6 below.
3. Where candidates for appointment have acquired working experience or academic profile at an equivalent level to the grade to which they are being appointed, account may be taken of this in awarding increments above the scale minimum, generally on a year for year basis.
4. The objective will normally be to offer the successful candidate a premium on their existing salary as an incentive for them to accept the offer of appointment. For this purpose, the recommended starting salary may include additional increments beyond those which would otherwise be produced by applying the principle at paragraph 3 above. This additional incentive will normally be limited to one increment but may exceptionally exceed this where special considerations apply, for example, if the candidate has highly marketable skills and/or the area is one of special recruitment and retention difficulty. However, account should always be taken of internal pay relativities within the Faculty/Directorate concerned, and the advice of the Pro Vice-Chancellor should be sought on this point before such flexibility is recommended.
5. In making salary comparisons, care should be taken to compare like with like so that, for example, the existing salary of staff moving from outside London should be compared with the basic University salary, not inclusive of any London Weighting which may be payable. Similarly, account should be taken of incremental dates where these differ from those applied within the University.
6. Newly appointed teaching staff joining the Lecturer grade will in any event not be appointed on less than spine point 29.
7. The Panel Chair should include the starting salary recommendation with the Offer details including a brief explanation of why the proposed salary level\point was chosen and any reasons for any additional increments recommended under paragraph 4 above.
8. The People Directorate will review the salary recommendation and where there are any queries to be raised about it the Chair will be contacted and the matter discussed.

9. The salary offer will form part of the offer of appointment made to the successful candidate which will be wholly managed by the People Directorate. Discussion with candidates concerning starting salary should not take place without the prior agreement of the People Directorate. Following the offer, if there are any circumstances where further discussions/negotiations with the candidate concerning a higher salary offer are required, this will be the responsibility of the Panel Chair and only by prior agreement with the People Directorate.