RESOURCING/

RECRUITMENT PROCEDURES:

Staff Grades 1 - 10

1. Introduction

1.1. This procedure is intended to be read in conjunction with the Recruitment and Selection Policy.

1.2. In all cases, a lead manager, usually the hiring manager, will be responsible for progressing the recruitment and selection of staff in line with this procedure. The role of the Panel Chair, who may be, but not always, the hiring manager, is also described in this procedure.

1.3. All recruitment is undertaken through our online e-recruitment system. Guidance on the system can be found here.

1.4. More detailed advice and guidance is available on the HR Staff Recruitment web pages and also by contacting your Resourcing contacts.

2. Vacancy Arises

2.1. When a vacancy first arises, regardless how it arises, it is important to carefully evaluate the continuing need for the role in the context of the school/department and strategic plans.

3. Timetable for Recruitment and Selection Process

3.1 The Resourcing Service Level Agreement (SLA) provides further specific timescales for tasks in the recruitment and selection process and a framework to ensure a consistent, effective and efficient Resourcing service from start to finish. The SLA can be found here.

3.3 Resident Labour Market Test – to be able to sponsor a candidate who requires a visa to work at the University of Kent we must meet the Resident Labour Market Test (RLMT). The RLMT requires us to advertise for a minimum of 28 days on our website and jobs.ac.uk

3.2 A recruitment plan including timescales will be agreed with your Resourcing contact.

4. Job Description and Person Specification

4.1. The hiring manager is responsible for producing a job description which includes key accountabilities and the person specification.

4.2. The person specification should include both essential and desirable criteria relating to the knowledge, experience, skills and abilities that are required for the job. All criteria should relate to the job and should not include criteria that may have the effect of indirectly discriminating against certain groups of applicants.

4.3. The person specification will also detail at what stage(s) of the process the criterion will be assessed – application, during interview and/or via test or presentation at interview stage.

4.4. The job description template and guidance on writing a job description in the Hay format can be found on the HR website

4.5. Any new posts or revised job descriptions may be subject to Job Evaluation, which may take approximately two weeks from submission. Please discuss this with your Resourcing contact.

5. Recruitment Authorisation

5.1. Before recruitment can commence, the hiring manager must complete the online Recruitment Authorisation form on the e-recruitment system and upload a current, job evaluated Job Description.

5.2. The vacancy will be authorised using the Finance Authorisation process.

5.3. The hiring manager will be able to track progress of the authorisation process via the e-recruitment system and will be sent an email confirmation of whether the vacancy has been approved or not.

6. Convening the Appointment Panel

6.1. The hiring manager is responsible for ensuring that suitable dates for shortlisting and interview are input into the e-recruitment system.

6.2. The hiring manager should nominate other members of the panel and confirm who will act as the Panel Chair. The hiring manager (or their nominee) is responsible for checking panel member availability.

6.3. The panel should comprise of:
- At least two members;
- Wherever possible, all panels must comprise of mixed gender and larger panels should have a gender balance composition (unless agreed with your Resourcing contact);
- At least one member of the panel to have received University recruitment and selection training within the last five years;
- At least one member of the panel to have completed the University unconscious bias training[1] (this could be the same member who is recruitment and selection trained).

6.4 Any changes to the panel once a vacancy has gone live must be communicated immediately to your Resourcing contact.

7. Advertising the Role

7.1 All adverts should be discussed and agreed between the hiring manager and their Resourcing contact.

7.2 Advice on advertising options, relevant publications and approximate costs can be obtained from your Resourcing contact. Advertising costs are met by the hiring department/school.

7.3 Where there is an under-representation of people with a particular protected characteristic, steps can be taken to encourage applications by the use of Positive Action Statements in adverts. Advice on the usage of Positive Action Statements can be obtained from your Resourcing contact.

8. Using Filter and Shortlisting Questions

8.1. The e-recruitment system enables the use of shortlisting and filter questions at the application stage to help create a list of quality candidates. Further advice will be provided by your Resourcing contact.

8.2. Filter questions
  8.2.1 Filter questions (also known as killer questions) are factual questions requiring a simple yes or no answer. They can be a useful means of screening out applicants who do not meet a key essential criterion before those applicants go on to complete an application.

8.3. Shortlisting questions/statements

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[1] There will be a transition period until January 2020 to enable appropriate training to take place.

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> 8.3.1 Shortlisting questions/statements reflect key criteria from the person specification. The question invites the applicant to demonstrate how they meet the criteria, which aids the shortlisting process.

9. Shortlisting

9.1. Shortlisting is undertaken online via the e-recruitment system and can commence as and when applications are received. Shortlisting should be completed as soon as possible after the advertisement for a post has closed

9.2 Shortlisting can take place virtually with each member of the panel individually scoring the applications online and submitting to the Chair before a final shortlist decision is made and confirmed by the Chair.

9.3. Shortlisting can still take place as part of a meeting with the Chair collating the scores and ensuring the shortlisting decisions are entered onto the e-recruitment system.

9.3. The final shortlist will be submitted by the Chair (or on behalf of the Chair) to their Resourcing contact via the e-recruitment system. Shortlisting scores, decisions and notes must be recorded online. Guidance on how to score and shortlist applications using the system is available here. Further assistance, if required, can be given by your Resourcing contact.

9.4. In the event of a challenge to our processes, candidates can request copies of our recruitment paperwork/notes and therefore, any paperwork completed as part of the shortlisting process must be kept and uploaded to the e-recruitment system afterwards. The Chair is responsible for ensuring all paperwork is uploaded onto the system.

9.5. Any candidate who is a redeployee will be given priority over other candidates for interview. Redeployees should be interviewed before any other candidates, provided the application arrives within seven calendar days of the job going live and the redeployee is able to meet the essential criteria listed for the post. Refer to the Redeployment Policy & Procedure for further information.

9.6. The University is a Disability Confident employer. If a candidate who has declared a disability displays that they meet the essential criteria, they are guaranteed an interview, irrespective of where that applicant might rank in the wider field. When the Chair (or person acting on behalf of the Chair) submits the shortlist for confirmation, the e-recruitment system will warn if there is anyone who should be included on the shortlist (i.e. where a disabled candidate meets the essential criteria but was not initially shortlisted).

10. Inviting Candidates to interview and/or other assessment

10.1. Resourcing will invite successful candidates to interview, based on the details provided by the Chair (or person acting on behalf of the Chair) under the interview details section of the e-recruitment system.

10.2 All candidates invited for interview will be asked to bring right to work documentation on the day. The hiring manager is responsible for ensuring that a right to work check is carried out by an appropriately trained individual.

11. Selection

11.1. The selection process is decided by the interview panel and could include one or more selection methods. Appropriate assessment methods may include, but is not restricted to, one or more of the following:

- Structured interviews
- Work simulations such as "in-tray" exercises
- Candidate group discussions
- Presentations

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- Practical assessments (e.g. to assess technical capability)

Please discuss with your Resourcing contact.

11.2. The interview structure and questions should be consistently applied to all candidates and based on the person specification although this does not prevent follow up questions being asked to obtain more detail that are specific to an individual candidate.

11.3. The Chair is responsible for ensuring that the overall assessment of each candidate is recorded, noting reasons for selection/rejection in accordance with the selection criteria. This information needs to be recorded on the e-recruitment system and any interview notes scanned and uploaded onto the system as well. These tasks can be undertaken on behalf of the Chair.

Panel members are reminded that no comments should be written that they would not wish to be disclosed to applicants. An applicant can request to see this information through Data Protection/Freedom of Information. This information needs to be recorded on the e-recruitment system and any interview notes uploaded onto the system as well.

11.4. Notes of the interview and any other notes on candidates taken during the recruitment process need to be kept for a minimum of one year following the selection process. In some circumstances these may be required to be retained for a longer period if the successful applicant is a non-EEA citizen worker who needs sponsoring by the University. This is in accordance with the HR Data Retention Schedule.

11.5 If the interview decisions and offer form (see 12 below) are completed on behalf of the Chair, the Chair will still be required to approve the offer via the e-recruitment system.

11.6. Resourcing will inform any unsuccessful candidates of the outcome of the interview.

12. Making an offer

12.1 The Chair or hiring manager would normally make a conditional verbal offer to the successful candidate. All offers are conditional until a number of satisfactory checks have been completed (see 13 below). ***Please note that verbal offers are legally binding.***

12.2. Any offers which fall outside the University normal guidelines (see 12.3) needs to be discussed with your Resourcing contact before any verbal offer is made.

12.3 For new employees to the University, the first spine point of the grade is usually offered, unless otherwise agreed. Successful internal candidates will start at the minimum of the relevant new pay grade, unless the staff members' current spine point is higher than the minimum (in which case they will move up to the next spine point in the new pay grade).

12.4 The online Offer Detail form along with the uploaded scanned verified copies of the right to work documentation need to be submitted via the e-recruitment system by either the Chair or on behalf of the Chair.

13. Post Interview

13.1 HR Operations will issue conditional contracts of employment to the successful candidate.

13.2 Employment cannot start until the successful candidate's eligibility to work in the UK has been established.

13.3. All appointments are conditional on the following:
- Right to work in the UK has been confirmed;
- Receipt of satisfactory references;
- Evidence of qualifications; and,
- Clearance from the Disclosure & Barring Service (if applicable).

14.   Responsibilities

In addition to what has been outlined in the above procedure:

14.1   Panel Members and all those involved in recruitment and selection are responsible for ensuring confidentiality of information supplied by applicants and others involved in the recruitment and selection process will be respected at all times. Passwords to the e-recruitment system must not be shared and if applications are downloaded/printed, it is the individual's responsibility to ensure they are kept securely and confidentially destroyed after shortlisting/interviewing.

14.2   **Resourcing** are responsible for:
- Providing advice and guidance on the recruitment and selection procedures and processes;
- Placing recruitment advertisements;
- Providing informal coaching to those staff who will be involved in the recruitment and selection processes but have not been able to attend the University's recruitment and selection training;
- Coordinating communication to candidates throughout the recruitment process (including sending rejection emails and invites to interview);
- Co-ordinating the feedback process for non-successful candidates;
- Monitoring and ensuring that standards required by this procedure are met and maintained.

14.3   The **Hiring Manager (School/Department)** will be responsible for ensuring:
- Appropriate rooms are booked for candidate test/interview;
- Arranging for any equipment to be available e.g. laptop/Skype;
- Arranging refreshments/lunch as appropriate;
- Allocating a guide to each candidate to show them around the department (where appropriate);
- Arrangements are made to check eligibility at interview stage. For further information to verify the document please visit: hr/immigration/right-to-work/checking-documents ;
- Processing all claims for interview expenses;
- Additional expenses to cover refreshments and lunch, where required;
- All reasonable travel expenses are met by the department in accordance with the expenses policy: hr/staffinformation/policies/Interview-expenses

14.4   The **Chair** will be responsible for:
- Ensuring that the selection panel meet prior to start of interviews to discuss and agree interview questions, use the interview assessment form and will be responsible for leading the interview process.

14.5   The **HR Operations team** will send out the formal conditional offer of employment to the successful candidate and ensure the HR system is updated with the relevant information.