

EMPLOYEE RECRUITMENT, SELECTION AND APPOINTMENT POLICY AND PROCEDURE

1. Introduction

- 1.1 Newman University (hereafter referred to as the University) is committed to promoting and maintaining high standards and best practice in recruitment and selection to ensure:
- consistent standards across the University;
 - compliance with employment legislation, in particular the Equality Act and associated regulations, and the University's policies and procedures; and
 - promotion of a positive corporate image for the University.
- 1.2 The Articles of Government place the responsibility for appointment of staff (other than those reserved for the Council) on the Vice-Chancellor. The purpose of this document is to set down the procedures that will be adopted in the recruitment, selection and subsequent appointment of members of academic, professional and support staff.

2. Scope

- 2.1 This procedure will apply to all recruitment activity and will normally only be curtailed as described in the following circumstances:
- To assist in the identification of suitable alternative employment for an employee who is (or likely to become) designated as 'at risk' of redundancy;
 - To identify a post for an employee who has become disabled/impaired and is no longer capable of carrying out the main duties of their current role;
 - Internal interim arrangements (which may include secondment) where expressions of interest may be sought;
 - Where an agreement exists for certain posts identified for apprentices or training posts for newly qualified personnel.
- 2.2 These procedures apply to all full-time, part-time (fractional), permanent, or temporary and fixed-term appointments except: -
- 2.2.1 the appointment of the Vice-Chancellor and senior staff (for whom the appointment authority is the Council);
 - 2.2.2 short term appointments of 3 months or less;
 - 2.2.3 casual and hourly paid (including teaching) appointments
- 2.3 Transfer to a full-time or fractional appointment is not normally permissible without following the procedures set out in this document.

3. General Principles

- 3.1 These procedures are designed to ensure that:

- 3.1.1 the University strives to make good individual staff selection decisions to enhance its overall performance and its ability to achieve corporate objectives;
 - 3.1.2 selection decisions are made consistently and fairly against relevant, reasonable, agreed criteria for individual appointments;
 - 3.1.3 applicants receive fair and equitable treatment in the selection process and are given every reasonable opportunity to present their candidature;
 - 3.1.4 the University operates in a professional manner, complies with good practice and other agreed complementary policies including Equal Opportunities and enhances its reputation as an employer in the community; and
 - 3.1.5 processes are as efficient and cost-effective as possible.
- 3.2 The Director of Human Resources is responsible for overseeing the application of the policy and procedure and will ensure all appropriate training is provided to ensure that the practices contained herein are understood and undertaken.
- 3.3 Managers have prime responsibility for managing the recruitment and selection of staff in their area/s ensuring the process complies with University policy and procedure, best practice and employment legislation; and will be advised and supported by Human Resources staff.
- 3.4 The normal expectation is that all staff involved in this process are fully trained in recruitment and selection practices and in the application of University policy and procedure. External panellists must confirm that they have completed approved recruitment and selection training within the last 3 years.

THE PROCEDURE IN OPERATION

4. Vacancy Review

- 4.1 Prior to applying for authorisation to recruit to a vacancy or new post, managers are expected to carry out a vacancy review as the first step of the recruitment process. This exercise should precede the submission of a Staffing Request Form via the Staffing Request Process for new, replacement and/or a redesigned post within the current staffing establishment.

The vacancy review may include consideration of the Exit Questionnaire and or Exit Interview process.

- 4.2 The vacancy review should be conducted by the relevant recruiting manager and take account of the role and function of the post, exit interview where applicable, the working arrangements, grading and any other conditions affecting it. This is an opportunity to assess existing or related job descriptions or person specifications and align them with the expectations of the post following the vacancy review process. **No post will be advertised or made available for appointment until it has been properly defined by the raising of a Job Description and Person Specification.**
- 4.3 Following the identification of a staffing requirement or a new or replacement post (but also in respect of requests for other changes which impact on salaries, for example, honorariums, increases in contracted hours,

extensions of fixed term contract and re-gradings) a Staffing Request form should be completed by the Faculty/Department recruiting manager (this is usually the line manager, countersigned by the relevant University Operations Team (UOT) Member) and submitted for consideration via the formal Staffing Review Process which is as follows:

Stage One

The Recruiting Manager (for academic areas, this must be the appropriate Associate Dean) should complete all of the details requested in Section One of the Staffing Request Form, including a full and proper Business Case. They must also ensure that the request is countersigned by their UOT Member (for academic areas, this must be the Executive Dean) at Section Two. Electronic signatures will be accepted.

Stage Two

The Recruiting Manager will email a Microsoft Word version of the Staffing Request Form (with Section One and Two fully completed)) to the HR Advisor with a copy to the Deputy Director of HR together with a job description and organogram.

Stage Three

The HR Advisor will allocate a unique reference number to the request and add it to the Staffing Request Form as indicated. They will then email the Staffing Request Form to the Management Accountant.

Stage Four

The Management Accountant will complete all of the required fields in Section Three of the Staffing Request Form, to confirm whether the request is within budget and is approved (or not) in terms of budget. If not approved, the Management Accountant will add the reasons why to Section Three of the form. The Management Accountant will then email the form back to the HR Advisor with a copy to the Deputy Director of Human Resources.

Stage Five

The HR Advisor will record of the details of the received Staffing Request Form and will keep a record of the date on which the staffing request will be considered at the next available Staffing Request Meeting. The Staffing Request Form will then be forwarded on by the HR Advisor for consideration at the next available Staffing Request Meeting.

Stage Six

If the Staffing Request Form does not have confirmed budgetary approval, the HR Advisor will advise the UOT Member accordingly. If the UOT Member still wishes to proceed with the request, they will confirm this via email to the HR Advisor together with an additional written business case for the request to go ahead in the absence of budgetary approval. The staffing request form and additional business case will then be forwarded on by the HR Advisor for consideration at the next available Staffing Request Meeting.

Stage Seven

Following the Staffing Request Meeting, the Director of Human Resources will complete Section Four of the Staffing Request Form to confirm the outcome of the request and any advisory notes to be taken forward. The HR

Advisor will then record the outcome of the staffing request, and will advise the UOT Member of the outcome e.g. approved/not approved/further information is required.

- 4.4 Section 4.4 may be curtailed by the Vice-Chancellor in the event that recruitment activity is suspended, for example where a vacancy freeze is implemented. Under these circumstances separate operating procedures will be adopted within a prescribed timescale and reviewed as appropriate.

5. Advertisements

- 5.1 All posts covered by the procedure will normally be advertised externally as well as internally; with the exception of those described in section 2. External media may include the local and national press, professional and specialist journals, and social media/fora as appropriate. Additionally, a corresponding advertisement on vacant posts will be generated on the University website. Departure/s from this procedure will be exceptional and require the authority of a University Leadership Team (UOT) member. Closing dates will normally be 14 calendar days from the date of the last appearance of the advertisement in the selected media.
- 5.2 Wherever possible and if known, it is recommended that the interview date is published as part of the advertisement. The published interview date must be at least 3 weeks from the closing date of the post. This gives the greatest likelihood of candidates being able to attend and the best opportunity for them to demonstrate their knowledge and skills as it allows them to prepare for any tests.
- 5.3 The media and the advertising schedule to be used will be agreed with Human Resources, taking advice as appropriate.
- 5.4 All advertisements will conform to the approved corporate 'house' style, design or format as authorised on behalf of the Vice-Chancellor and will be placed by the Human Resources via the appointed advertising agents.
- 5.5 Advertising copy will be drafted by the appropriate line manager or recruiting manager and approved by Human Resources before submission.
- 5.6 Once the copy has been approved, Human Resources will be responsible for arranging publication in the agreed media.
- 5.7 Candidates will normally be expected to submit a completed University Application Form. Where curriculum vitae are presented they will normally only be considered alongside a completed Application Form, unless otherwise stated. Human Resources to advise.

6. Information for Applicants

- 6.1 Each job advertisement will be supported by an appropriate job pack; copies will be available on the Newman University website. This pack will normally contain the job description and person specification; details about the University; and information relating to the terms and conditions of appointment. Advertisements will not be placed until all these documents are available.

- 6.2 The primary document in every job pack will be a Job Description and Person Specification. All Job Descriptions and Person Specifications will follow the standard University format and will specify the essential and desirable criteria for that post including formal qualifications experience, skills, knowledge and aptitude. In the case of academic posts, the expectation to be research active will be specified as clearly as possible.

7. Closing Date

- 7.1 All applications received by or on the closing date will be considered. Applications not completed in the standard format or arriving after the closing date will only be considered at the discretion of the relevant chair of the interview panel on the advice from Human Resources.
- 7.2 The University reserves the right to remove/close advertisements in exceptional circumstances, should this be required.

8. Short Listing and Interview Panels

- 8.1 The University could be legally challenged regarding its recruitment practice. A short-listing process has been devised and will be managed by Human Resources to ensure principles of good practice and legal compliance.
- 8.2 The short-listing process will be based on the criteria set out in the person specification where appropriate. **All members of the appointments panel, excluding external panellists, students and assessors, will normally be expected to carry out the short-listing of applicants for interview.** Short-listing forms must be returned to the Human Resources Department for monitoring and recording purposes. The Chair of the recruiting panel is responsible for ensuring all views of the short-listing panel are considered. The Chair is responsible for the final list of short-listed candidates presented for interview.
- 8.3 The reasons for not short-listing candidates will be retained by the Human Resources Department for 6 months in accordance with the retention of data requirements. These documents will be used for statistical and monitoring purposes and for further reference in the case of query or challenge by applicants.
- 8.4 Internal candidates not short-listed will be offered feedback on the reasons for this decision. This will be the responsibility of the Chair of the panel or nominated person.
- 8.5 Feedback to external candidates will be given by the Chair of the panel or nominated person upon request.
- 8.6 The Chair of the appointment panel is normally required to hold, at minimum, the formal qualifications and experience outlined in the job description. They should also hold a more senior position than the post for which they are chairing.
- 8.7 Special arrangements apply for appointments to the post of University Chaplain in that candidates must be practising Roman Catholics and the appointments panel should include a nominated representative of His Grace the Archbishop of Birmingham.

- 8.8 Non-UK candidates are subject to the current immigration requirements and sponsorship procedures in force as governed by the Home Office. Advice on the recruitment of non-UK nationals (post Brexit) must be sought from Human Resources before non-UK candidates proceed to the short-listing stage.
- 8.9 The appointments panel would normally consist of a Chair, who would be the immediate line manager and/or the person with overall responsibility for the particular area or their nominee; and a minimum of two other panel members. A member of Human Resources reserves the right to sit on an appointments panel if deemed appropriate for monitoring purposes.
- 8.10 All appointment panels will be diverse in their composition and the membership will include as a minimum, panellists with a mix of genders, and from Black, Asian and minority ethnic groups. Where, after all attempts to proceed with a diverse panel have been tested and the best endeavours of all parties exhausted, the Director of HR may by exception permit contingencies to expedite the impasse.
- 8.11 The normal composition of panels for academic staff appointments is as follows:
- 8.11.1 Posts at Level of Executive Dean of Faculty
Vice-Chancellor
Deputy Vice Chancellor
Director of Human Resources
Nominated senior member of the relevant Faculty
An external panellist/assessor appointed by the Vice-Chancellor (optional)
Student (optional)
- 8.11.2 Posts at Level of Associate Dean and Head of Subject/Programme
Deputy Vice Chancellor
Executive Dean of Faculty relevant
Nominated senior member of the relevant Faculty
Member from Human Resources
An external panellist/assessor (optional)
Student (optional)
- 8.11.3 Senior Lecturer Posts
Associate Dean of Faculty
Head of Subject or Programme Leader
Member of the subject/programme area
Student (optional)
A member of Human Resources (Optional)
- 8.11.4 Lecturer Posts
Associate Dean of Faculty
Head of Subject/Programme Leader
Senior Lecturer from a relevant subject/programme area (optional)
Student (optional)
A member of Human Resources (Optional)

8.12 The normal panel composition for Professional and Support staff is as follows:

8.12.1 Director (University Operations Team (UOT) Member)

Vice-Chancellor
ULT Member responsible for area
Director of Human Resources
Nominated Director from UOT
An external panellist/assessor appointed by the Vice-Chancellor (optional)
Student (optional)

8.12.2 Deputy Director and Head of Service Area/Department

Director (member of UOT)
Nominated Director from UOT
Nominated member of the service and or other department/area
Student (optional)
A member of Human Resources (Optional)

8.12.3 All other Professional and Support Posts

Director (member of UOT) or Deputy/Head of service, or the Recruiting Manager
Nominated member of the service and or other department/area x2
Student (optional)
A member of Human Resources (Optional)

9. Use of Other Selection Techniques

9.1 Other techniques of selection may also be used to assist the process of decision making (e.g. verbal presentations, or specific skill / aptitude tests). These should only be used where they are considered valid methods of testing relevant abilities / skills specifically requested for the post and where they are to be taken into proper account in decision making. Arrangements must be such as to ensure that each candidate has a fair and equal opportunity to demonstrate their ability.

9.2 Where candidates make open presentations (other than to the appointments panel) the constitution of the presentation panel and or the audience must be agreed beforehand between the Chair and Human Resources. Guidelines will be provided through Human Resources.

10. Pre-Interview Arrangements

10.1 Candidates invited for interview may be given the opportunity to see the relevant area in which they would be based if appointed. The recruiting manager will be responsible for arranging any pre-interview visits and or tours of the site. Any arrangements for pre-interview selection will be made known to candidates.

10.2 It is the responsibility of the Chair of the appointments panel to ensure Human Resources are provided with details and logistics of the selection process in a timely manner to ensure subsequent processes are actioned and/or communicated to all parties involved in the recruitment process. This will include:

- Interview questions

- Presentation title and constitution of the presentation panel (if applicable)
- Selection test/s
- Schedule of the running order
- Equipment requirements

This is not an exhaustive list and other issues or items may be considered at this point

- 10.3 The Chair of the appointments panel has the particular responsibility of allocating roles of panel members at interview, convening any pre-meetings and organising lines of questioning. Questions will be agreed before the interview process by the Chair. Human Resources will include the interview questions as part of the interview pack to panel members, if received a minimum of 48 hours before the interview commences, if not received before this time the Chair will be responsible for ensuring they are prepared in compliance with the standard interview form.

11. Conduct of Interviews

- 11.1 The Chair of the appointment panel, following advice from Human Resources, is responsible for ensuring interview arrangements are appropriate and satisfactory. All Panel members are charged with the responsibility of familiarising themselves with the particulars of the post, the relevant procedures set out in this document, and the documentation submitted by the candidates interviewed. The proceedings, references, applications etc. of candidates must be kept confidential to Panel members at all times before, during and after the interview process.
- 11.2 All panel members will be required to record their interview notes on the interview form and return them to the Human Resources department at the end of the interview process. They will be expected to take account of the guidelines on the interview scoring form following their post interview deliberations.
- 11.3 Irrelevant or improper questions (e.g. relating to family circumstances) are precluded and if asked may invalidate the appointment process. It is the Chair's responsibility to ensure the appropriate conduct from panellists in accordance with normal interview etiquette.
- 11.4 The normal expectation is that interviews (and other selection methods such as presentation and test/s) take place at the University and at the candidate's expense. Where remote interviews and/or presentations may be utilised for candidates the Chair will seek advice from Human Resources on local operating protocols devised through HR and IT Services. There is no automatic right for candidates to request remote facilitates as these are provided at the discretion of the University; except where reasonable adjustments are required for candidates with a declared disability.
- 11.5 Typically, a scheduled interview would not be re-arranged where a candidate is unable to attend at the allotted time, irrespective of the reason. This applies even where the reason may not be of the candidates making and whether or not the interview arrangements have been published in the advertisement (see section 5.2). However, at the discretion of the Chair

alternative arrangements may be agreed, subject to the availability of all the members of the appointments panel.

- 11.6 Where the panel deems it appropriate candidates may be expected to present evidence of their qualifications and professional registration at the interview stage; in order that original copies of certificates and other related documentation may be verified.

12. Offers of Appointment and Starting Salaries

- 12.1 Typically, the Chair of the appointments panel will facilitate the discussion and deliberations on the merits of each candidate as measured against the person specification. Where there is significant disagreement amongst members of the panel or disagreement with an external panellist or assessor, the Chair's decision shall be final.
- 12.2 The Chair or a nominated member of the appointments panel will make the initial verbal offer of appointment to the successful candidate. Offers of appointment will be confirmed in writing through the Human Resources Department on receipt of the duly completed 'Checklist for Chair of the Interview Panel' form.
- 12.3 Decisions on the salary and benefits offered to successful candidates will normally be taken by the Chair. Usual practice is to offer the post at the bottom of the pay grade, however the Chair may agree to appoint above bottom spinal column point in recognition of previous service and relevant experience, skills and knowledge.

When the Chair wishes to make an offer above the bottom point of the pay grade, they must first refer to the 'Recruitment and Selection Process; Managers Guidance,' provided by the Human Resources Department. This guidance explains the factors which must be considered by the Chair before making this decision, to ensure consistency and equity in the application of starting pay levels.

When a salary is offered above the bottom of the pay grade, the Chair must provide their written justification for this decision on the 'Checklist for Chair of the Interview Panel' document, which the Chair is required to complete and pass to Human Resources following the interview process to confirm the appointment of the successful candidate.

Further advice and guidance regarding starting salaries, including market supplements, for successful candidates is also available from the Human Resources Department.

13. References and Pre-Employment Clearances

- 13.1 Confidential written references will be sought by the Human Resources Department for the successful candidate/s. The references will be available for inspection by members of the Appointment Panel (in confidence). Appointments must not be confirmed without prior receipt of at least two satisfactory written references, one of which must be from the present employer of the appointee (or last employer where the appointee is not employed, or for example from an official of School, College or University if the appointee has never been in employment).

- 13.2 Successful candidates will be expected to undergo medical clearance procedures in association with Occupational Health prior to an offer of employment being confirmed.
- 13.3 In cases where the successful candidate is not a UK national, the offer of appointment is subject to clearance from the UK Visa & Immigration Agency in accordance with the application of the current immigration requirements and sponsorship procedures in force as governed by the Home Office.
- 13.4 Where deemed appropriate by the University, certain posts will be subject to the Disclosure and Barring Service (DBS) clearance, in accordance with guidelines governing the DBS and Safeguarding procedures.
- 13.5 All offers of appointment are subject to satisfactory pre-employment clearances.

14. Induction and Orientation

- 14.1 Human Resources will ensure the successful candidate is informed in their commencement letter that they are required to attend mandatory training as a condition of their probation which includes: Health and Safety, Equality & Diversity, Appraisal, Corporate Induction, GDPR and Prevent (safeguarding) training. Line managers are also required to undertake additional designated management training. Other specialist and/or technical training required in order to undertake the role will be communicated to the successful candidate by the recruiting manager and managed through the probation process.
- 14.2 The Chair of the appointments panel will ensure that the recruiting manager prepares a local induction and orientation for the successful candidate, this may include the nomination of a mentor and any other intervention deemed necessary during their probationary period.
- 14.3 The recruiting manager should ensure that notification of the prospective employee's commencement date is made as soon as is practicable to their team and or immediate colleagues.

15. The Disclosure & Barring Service

- 15.1 There will be certain "relevant" posts in the University where it is a condition of employment that the post-holder is vetted by the Disclosure & Barring Service (DBS) in accordance with University policy. Any false declarations or any findings from the disclosure or registration could affect an applicant's suitability for employment.

16. Unsuccessful Candidates at the Final Stage of this Procedure

- 16.1 Reasons for the non-appointment of interviewed candidates or candidates who reach the final stages of the procedure will be recorded in brief following the interview on a standardised proforma.
- 16.2 The Chair, or a nominated member of the appointments panel, will inform unsuccessful applicants of the outcome of the interview and selection process. Feedback will be provided by the Chair of the appointments panel or a nominated member of the panel.

17. Applicant Records

- 17.1 In addition to recording information on the reason for the non-short-listing and non-appointment of candidates, various other information will be recorded for monitoring and statistical purposes for each post that is processed through the procedure. Information recorded will include for example, the names of all applicants, their gender, ethnic origin, physical disabilities, and which media attracted their application.
- 17.2 Applications will be treated in strict confidence and will only be seen by those staff responsible for recruitment and by members of the appointment panel in accordance with the General Data Protection regulations (GDPR). Any summary information documents produced for wider circulation will be limited to basic data such as name, present post, qualifications, other career history, publications and other academic (or similar) achievements.

18. Equality and Diversity Monitoring

- 18.1 Newman University is an equal opportunities employer and its policy is to recruit staff solely on merit and in accordance with the provisions of the Equality Act 2010 and the nine protected characteristics. This is the case except where a genuine occupational requirement (GOR) exists, for example, in section 8.7 above. To enable the University to monitor the effectiveness of its Equality and Diversity Policy we request all applicants to complete an equality monitoring form. This information will be held on a computer record for statistical purposes. All information provided will remain totally confidential.
- 18.2 The equality monitoring form, and the first page of the application form which contains the name, address and contact details of each applicant, will be removed from the application form before the short-listing and selection process takes place. The equality monitoring form will be held by the Human Resources Department and the data will be used for statistical purposes in accordance with the Data Protection Act. Only the Chair of the interview panel will receive the first page of each candidate's application form as part of their interview pack; other panel members will not have this information included in their interview pack. However, the names of all shortlisted candidates will be included on the interview schedule, which is included in the interview pack for every panel member.
- 18.3 Applicants will be treated with courtesy, and every effort will be made to ensure the recruitment process is not unnecessarily delayed or lengthy, and that decisions at each stage will be conveyed as quickly as possible.

19. Policy Review

- 19.1 The policy and procedures relating to this document will normally be expected to be reviewed on a three yearly cycle, unless otherwise directed by the Vice-Chancellor.