

Recruitment and Selection Procedure

Purpose and Context

The University's ability to attract and recruit the best people is fundamental to our success and long-term future. A strategic, professional approach to recruitment is essential to ensuring the best candidate is appointed.

The purpose of this procedure is to provide an overarching framework for the recruitment and selection of staff to ensure the process is conducted in a manner that is efficient, effective and promotes equality of opportunity.

The principles outlined below will enable the University to meet its staffing requirements through a range of routes and whilst allowing for flexibility of approach, will ensure compliance with relevant legislation.

Scope

This procedure covers all activities that form part of the recruitment and selection process and is applicable to all staff recruitment except where redeployment procedures apply or for executive search, agency appointments and the appointment of Part Time Hourly Paid Academics and Students via the Pool.

Core Principles

- The University has a principle of open competition in its approach to recruitment.
- The University will seek to recruit the best candidate for the job based on merit.
- The University supports the recruitment of staff with disabilities and will make reasonable adjustments at all stages of the recruitment process and as required in order for a successful candidate with a disability to undertake the post.
- The University will ensure that the recruitment and selection of staff is conducted in a professional, timely and responsive manner and in compliance with current employment legislation.
- The University will provide appropriate training and support to those involved in recruitment and selection activities in order to meet this core principle. All members of staff involved in recruitment and selection activities are required to have completed both Recruitment and Selection, and Unconscious Bias training in the last two years.
- Recruitment and selection is a key public relations exercise and should enhance the reputation of the University. The University will treat all candidates fairly, equitably, and efficiently, with respect and courtesy, aiming to ensure that

the candidate experience is positive, irrespective of the outcome.

- The University will promote best practice in recruitment and selection. It will continuously develop its recruitment and selection practices to allow new ideas and approaches to be incorporated.
- The University will ensure that its recruitment and selection process is cost effective.
- If a member of staff involved in the recruitment process has a close personal or familial relationship with an applicant, they must declare this as soon as they are aware of the individual's application and avoid any involvement in the recruitment and selection decision-making process.
- All activities will be undertaken in line with current legislative requirements.

Stages of the Recruitment & Selection Procedure

• **Identifying a Vacancy**

- A potential vacancy may exist following the receipt of a resignation, confirmation of a retirement, confirmation of extended leave such as family leave, long term sickness, secondment or sabbatical leave or where a new post is created.
- The recruitment and selection process should not commence until an evaluation of the need for the role against the area's strategic plans and budget have been considered.
- Consideration should be given as to whether the vacancy should be filled as a like for like replacement or whether there may be a change to the nature of the post.
- Formal authorisation to recruit to a post should be sought via the monitoring process before commencing the recruitment process.

• **Job Descriptions**

- A job description must be produced or updated for each vacancy.
- A job description is a clear statement of the main duties and responsibilities of a job. It should be written in straightforward language and not contain jargon, abbreviations or initials. The University has standard job description available on the Human Resources website for academic and research roles, along with a job description template and guidance for professional support staff roles.
- The job description should accurately reflect the elements of the post and contain enough information about the post for the applicant to make an informed decision about their suitability for the role. It must also enable the manager to develop the person specification; this is used as the main source of reference during the selection process.

• **Person Specifications**

- A person specification must be produced or updated for each vacancy.

- Recruiting managers should ensure that all agreed minimum qualification requirements for the role are included in the person specification.
- The person specification sets out the essential qualifications, experience, knowledge, abilities, and personal qualities that are required to carry out the job successfully. These requirements form the criteria for selection and must be drawn from the main duties and responsibilities for the post and applied equally to all applicants. The criteria should reflect the minimum required to carry out the job at a standard level of performance. Care should be taken when writing the person specification to ensure that criteria do not directly or indirectly discriminate against certain groups of applicants. It must be possible to measure the candidates against the criteria on the person specification. Criteria must not be included unless they are necessary to do the job from the start.

• Advertising

- Once a monitoring request has been approved, an advert, job description, person specification and additional information document must be uploaded to the online monitoring system, to enable the Human Resources team to commence the advertising process.
- Vacancies should be advertised on the University's website and externally. There are some exceptions to this, for example where the funding source specifically names a researcher or if the post has been identified as a redeployment opportunity.
- All adverts must be placed through the Recruitment and Selection Team in the HR Department, except where alternative arrangements have been formally agreed in advance with the HR Department.
- All advertised vacancies will be placed on the University's website from which supporting documentation can be viewed and an online application completed and submitted. CVs may also be accepted, but only in addition to the standard application form.
- The advertisement should be as accessible as possible, using clear language and avoiding jargon, advert templates can be downloaded from the HR website.
- Where appropriate, Recruitment Open Days will be held, for example for vacancies within Cleaning Services.
- It is not normal University policy to use recruitment agencies to recruit for permanent or fixed term vacancies. However, where there has been a demonstrable difficulty in filling a post of a particular nature, it may be that an agency would be the most cost-effective and efficient means of providing a pool of candidates. In these circumstances, the manager is required to contact the Head of HR to seek approval.

• Diversity

- The University welcomes applications from diverse backgrounds and strives to be an accessible, inclusive employer, removing barriers for all. The University has an Equality, Diversity and Inclusivity Policy that reflects the requirements of the Equality Act 2010 and Public Sector Equality Duty.

- **Job Evaluation**

- All posts must have been subject to job evaluation prior to being advertised.

- **Recruitment Packs**

- The Recruitment Pack provides the applicants with sufficient information to enable them to decide whether they would like to work for the University and whether they meet the requirements of the post. HR will ensure recruitment packs are available for applicants to download from the University website for each role.

- **Selection Process**

- The selection process should be agreed, for example whether the candidates will be required to undertake a test, for example an in-tray exercise, excel test, or case study exercise; or prepare a presentation. All stages of the assessment process should relate directly to the person specification.
- Application forms and supporting statements should be used to create a shortlist of candidates to invite for an interview. At least two members of the appointment panel should shortlist.
- All candidates (internal and external) should be assessed objectively against the selection criteria set out in the person specification, and only candidates who meet all the criteria should be short-listed. Assumptions about the qualities of internal candidates should not be made.
- The University is committed to the Disability Confident Scheme and undertakes to shortlist for interview all applicants declaring a disability who meet the criteria.
- Human Resources should be notified of the outcome of the shortlisting stage and following notification will contact all applicants, confirming whether they are successful or unsuccessful.
- All candidates will be asked whether they have any reasonable adjustment requests. Examples of adjustments can be found on the [HR website](#).
- All selected candidates should receive reasonable notice of the interview and test / presentation arrangements. Candidates should be told in advance if the selection process will include a test or presentation. The panel assessing the tests or presentations does not need to be the same panel as the interview panel. However, the presentation panel should have a constant membership throughout the presentations and have a means of collecting the views of all members of the presentation panel to feedback to the interview panel.
- The same questions, as far as possible, should be asked of all candidates however it is permissible to ask follow up questions which are likely to differ between candidates. Examples of competency-based interview questions can be found on the [HR website](#).
- For all posts, a minimum of 3 panel members is required.
- Selection panels must meet the minimum composition requirements, as outlined in our [Panel Requirements guidance](#) and should be of mixed gender,

with due consideration to the promotion of Equality and Diversity.

- If a panel member is ill or unavailable for other good reason at the interview stage, a replacement should be sought, to ensure there are a minimum of three panel members.
- The panel should convene before the first interview to confirm the process to be followed at the interviews, including establishing the questions.
- Generally, interviews will take between 30 and 45 minutes, depending on the type of job and seniority. Interviews lasting beyond 60 minutes should be avoided. Schedules should allow 5 to 15 minutes between each interview for the panel to compile notes.
- The interview room should be quiet and free from interruption. Waiting rooms should be comfortable and convenient. Candidates should not be kept waiting too long without explanation. Interview rooms should be arranged sensitively, making provision for personal belongings, light, comfort etc.
- Decisions should be recorded and fully documented so that any complaints regarding failure to be selected can be investigated.
- Notes of the interview and any other notes on the candidate taken during the recruitment and selection process should be passed back to HR following the selection process and will be kept for a minimum of 6 months following the selection process.

- **Offers of Employment**

- A member of the panel should contact the successful candidate to offer the post. All offers of employment must be made subject to necessary clearances. The panel should notify Human Resources of the decision. Human Resources will notify unsuccessful candidates and will process the formal offer of employment and make necessary contractual arrangements.
- An employer's reference, current or most recent should be obtained for the successful candidate before any offer of appointment is confirmed. Employer references should include factual information regarding salary, dates of employment, work duties, attendance, disciplinary and capability records, health record and ability to meet the person specification for the post. Human Resources will arrange for relevant employer references to be requested.
- Employer references should cover the last five years of employment where possible.
- Proof of the preferred candidate's qualifications will be requested by HR as part of the appointment process.
- Where a candidate requires a Certificate of Sponsorship (COS) in accordance with the UKVI Points Based System, this will be issued Human Resources. A COS enables the candidate to apply for entry clearance or further leave to remain in the UK. Employment may not commence until evidence of clearance has been provided.

- All applicants for posts which may involve contact with children and young people under the age of 18, or in the case of apprenticeships under the age of 19, or working with vulnerable adults, will be subject to disclosure requirements. The University of Huddersfield complies fully with the Disclosure and Barring Service Code of Practice and undertakes to treat all applicants for positions fairly.
- Some appointments require evidence of professional body membership/registration. Where this is the case evidence will be checked by Human Resources at the formal offer of employment stage.

- **Recruitment Monitoring**

- On completion of the recruitment process Human Resources will record monitoring information relating to gender, ethnic origin, disability, age and sexual orientation. Information is used to analyse recruitment trends, monitor the impact of the University's equal opportunities policy on the composition of the workforce and inform future policy, procedures and practice. Annual headcount equality statistics on both recruitment and staff numbers are reported to the University Council on an annual basis.

- **Feedback**

- All unsuccessful candidates should be given the opportunity to request feedback from the Recruiting Manager at both the shortlisting stage of the process and following interview.
- Feedback will be offered to all applicants and in the event that this is requested, this should be provided by the dedicated feedback contact identified by the School/Service. All requests should be dealt with in a timely manner. Unsuccessful candidates should be dealt with courteously and sensitively.
- If a candidate is not satisfied with the reasons given, a written complaint should be sent to Human Resources who will consider the complaint and investigate further where necessary.

Summary of the Stages of the Recruitment Procedure

1	Review Vacancy	Should the vacancy be replaced? Should the post be changed or modified?
2	Write Job Description	Is the existing job description suitable? Should the job description be updated? Is this a new job – what are the main tasks/who does this person report to/who reports to them?
3	Write Person Specification	What knowledge, experience, skills and ability will someone need to do this job?
4	Draft Advertisement	Where should I advertise to attract the best field? How can I make the post look interesting to attract a wide field?
5	Determine Selection Process	How many stages? Will I use tests and/or exercises? If so, what do I want to test?
6	Carry Out Selection from Application Form	How many people are involved? Meeting to agree selection?
7	Inform Human Resources	Documentation returned Arrangements for next stage(s) confirmed
8	Provide feedback to Unsuccessful Candidates	Notify unsuccessful candidates of opportunity to receive feedback (feedback should focus on identifying those areas of the person specification that were not matched/insufficient match).
9	Carry Out Selection Process	Agree format for selection process Determine reception and hospitality arrangements Agree interview questions
10	Select Successful Candidate	Offer the post to the successful candidate subject to the standard checks
11	Inform Human Resources	Documentation returned
12	Provide feedback to the Unsuccessful Candidates	Notify unsuccessful candidates of opportunity to receive feedback (feedback should focus on identifying those areas of the person specification that were not matched/insufficient match).

POLICY SIGN-OFF AND OWNERSHIP DETAILS

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REVISION HISTORY

Version	Date	Revision description/Summary of changes	Author
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V1.2	November 2019	Formatting updates (minor amends not requiring committee approval) and transference to new template	HR Manager
V1.3	November 2021	Minor amends to incorporate best practice and legislative changes	Head of HR
V1.4	July 2023	Inclusion of EDI statement	Head of HR
V.2	November 2023	Formal Review Changes to terminology, formatting and layout of document and web links	Recruitment & Selection Manager