



Human  
Resources

Updated July 2019

# RECRUITMENT GUIDELINES

Previously updated

March 2019

## 1. Introduction

This document is based on research into best practice in recruitment and selection procedures and users of the document are advised to follow the guidelines and principles in the majority of situations.

However, it is accepted that there will be some occasions where strict adherence would not be reasonable. In these cases a clear rationale for not following the guidelines will be provided.

It is also accepted that some variances will not be allowed such as the requirement to undertake training and demonstrate competence in order to participate in recruitment and selection processes.

**1.1** The University is committed to ensuring a fair and transparent process is undertaken when recruiting and selecting all permanent and temporary employees.

The University is committed to a comprehensive policy of equal opportunities in which the individuals are selected for their skills, knowledge and abilities.

This policy is intended to reflect these commitments through innovative advertising to attract a diverse pool of skilled applicants to select and retain the most suitable candidates using the most effective, efficient and open methods.

**1.2** The University expects staff who are involved in this process to have a thorough understanding of their responsibilities. The following policies should be read in conjunction with this document:

- *Job Evaluation Procedure*
- *Competency Framework/Panel Members Guide*
- *Eligibility to Work in the UK*
- *Procurement and Management of Temporary Workers*
- *Age Discrimination*
- *Disability*
- *Sexual Orientation*
- *Employment of relatives or close friends*

**1.3** Any individual who has no knowledge or experience of recruiting should attend the Masterclass on Effective Interviewing and should only be part of the recruitment process with the support of either Human Resources (HR) or their line manager. In addition all panel members will normally be expected to have completed the 'Diversity in the Workplace' e-learning module before taking part in recruitment and selection.

**1.4** As part of the University's Athena Swan initiative all staff will have received Unconscious Bias training and it would normally be the case that all members of any interview panel will have completed this training. The Chair of the Panel is ultimately responsible to ensure appropriate make-up of their panel with the help of HR.

This policy and procedure does not form any part of any employee's contract of employment. It may be amended from time to time with appropriate consultation with recognised trade union representatives.

## 2. Process

A vacancy arises when someone leaves the post or a new post is created with no previous job holder, or when someone has reduced their hours, creating a job share or similar.

### 2.1 Pre Recruitment

- 2.1.1** Once the vacancy has occurred or has been identified, a job purpose will need to be developed, reviewed or amended. If the review results in little (less than 30%) or no change to the job profile, following consultation with your HR representative, section 2.2 applies.
- 2.1.2** In the event the role is a new one or requires significant change (i.e. a difference of more than 30% in responsibilities), reference should be made to the '*Job Evaluation Procedure*' which will explain the process. Your HR team will be able to advise of the monthly dates and process for the Job Evaluation panel.
- 2.1.3** Once the role has been evaluated and agreed, a decision may be taken as to the most appropriate route for recruitment, including media choices. This may include using a Recruitment Agency who share our values for Equality and Diversity but this should be a last resort for any roles without prior permission from the Head of Department (See Agency Recruitment Section 8) and in particular for roles lower than a level 6. It should also be noted that there is no central budget and any costs incurred will be from the department/school budget.
- 2.1.4** In most instances a role must be advertised on the University website for a minimum of 10 days, although for internally advertised positions, a one week advert is acceptable. For any role which may attract applicants who require a visa (see *Eligibility to Work in the UK* Policy) the role must be advertised for a minimum of 4 weeks in a minimum of two locations, which includes the University website and jobs.ac.uk.
- 2.1.5** Whilst the University is committed to the development of all its current employees, there may be a business reason as to why a role may not be advertised. In this case a full justification should be sent to the Director of HR (or delegated deputy) to decide if the business case is robust and justifiable.

Reasons would include, but are not exclusive to:

- An individual has been in the role for more than 6 months and has performed at a level expected of that role.
- An individual has been so closely involved in a project that their skills and experience would be a match in the role going forward or the skills are so specific as to be identified and required within another independent project.
- Where there are 'named researchers' on a grant or an academic position is part of a funding agreement at the end of a fellowship.

## **2.2 During Recruitment**

- 2.2.1** Once the job purpose/role profile is confirmed at the right level, a case will need to be submitted by the line manager onto the Surrey Recruit System.
- 2.2.2** Surrey Recruit is the University's e-recruitment system which must be completed and the appropriate authorisations given prior to any role being advertised.
- 2.2.3** The system requires certain information which is readily available from HR but the main requirement is a business case justifying why the post is required.
- 2.2.4** There is also the opportunity to set out a prepared recruitment campaign and arrangements (such as panel members/rooms) as well as clear guidance to HR on what criteria they wish to use to shortlist on from the job purpose/ role profile in order to ensure correct set-up.
- 2.2.5** The Chair of the Panel, in conjunction with HR, should decide upon how many assessment stages will be involved, and how many applicants could be expected at each stage.
- 2.2.6** Once all the authorisations have been obtained, a discussion should take place between the recruiting manager and HR in relation to the advertising of the post.

## **2.3 Advertising**

- 2.3.1** There are a number of advertising options, however it should always be recognised that an advert should not be confined unjustifiably to those areas or publications which would exclude or disproportionately reduce the numbers of applicants of a particular minority group.
- 2.3.2** It is important that the advert truly reflects the University of Surrey brand and projects a positive impression, aiming to attract high calibre individuals.
- 2.3.3** Agreed options for advertising may include one or more of the following:
  - Internet advertising – inc. specialist websites
  - External advertising – inc. media and trade journals (although the use of paper media advertising should be carefully considered as costs are high and returns are increasingly reduced)
  - Placing vacancy with recruitment agencies or executive search organisations
- 2.3.4** Consideration must be given to target markets to establish primary, secondary and tertiary recruiting markets.
- 2.3.5.** The HR Team will have a bank of adverts which can be used and have been written by our own internal brand team of experts, however it is the responsibility of the recruiting manager to write advert text (in conjunction with HR). Adverts can be written by a copy writer at a small cost to the department (speak to HR for further information).
- 2.3.6.** HR can offer advice and guidance on which may be the most appropriate ways in which to advertise a role, and which options may provide best value for money.

**2.3.7.** For Academic and Researcher roles the University can offer sponsorship under a tier 2 visa, but to comply with the guidance, clear salary ranges must be advertised. Other payments (see Appendix 4) may also be included as part of the salary package and this is reviewed on a case by case basis.

## ***2.4 Shortlisting and Interview Preparation***

**2.4.1** Shortlisting should be undertaken on Surrey Recruit once the advert has closed. It is vital that scores are objectively allocated. If you have personal knowledge of the candidate that could be material to the decision to appoint, or you have a conflict of interest, this must be flagged to the Panel Chair ahead of the interview commencing and/or you scoring the application.

**2.4.2** Applications should be treated as confidential. Applications will be stored on Surrey Recruit for a period of 12 months and then deleted unless there is a requirement to keep them longer due to UK Visa and Immigration requirements.

**2.4.3** Once the panel members have submitted their shortlisting scores the Chair of the Recruitment Panel should submit their final shortlisting decisions on Surrey Recruit.

**2.4.4** If feedback is requested by an unsuccessful candidate, this responsibility lies with the Chair of the Panel or suitable nominee. Advice should be taken from the relevant HR representative.

**2.4.5** The Chair of the Panel, in conjunction with HR, should decide upon how many assessment stages will be involved, and how many applicants could be expected at each stage.

**2.4.6** There is no minimum or maximum number of candidates required for short-list or assessment; however, it is recommended that a maximum of four candidates be assessed in one full day.

**2.4.7** On occasion, telephone or Skype interviews can be used. In such cases a telephone with international access may be required.

### **2.4.8 Head of Department/School (Academic) Recruitment:**

- All recruitment for the role of Head of Department/School should be notified to the Provost as soon as a resignation has been received; this is to ensure appropriate time can be allocated for the forthcoming recruitment process.
- The Provost will take an active role in long-listing, short-listing and final interview panel which they will normally Chair.
- The Provost will also take an active lead in the recruitment of any strategic positions as directed by Executive Board and Vice-Chancellor.

#### **2.4.9 Ratification Panel:**

In the event that there has been no external advert (e.g. through direct approach to transfer research funding or Fellowship requirements where an academic post is required following end of term), the panel structure should be in line with the requirements for recruitment of that level as in Appendix 1.

### **2.5 Panel Make-Up**

- 2.5.1** The Chair of the Recruitment Panel is responsible for ensuring that the selection decision is based upon objective evidence gathered throughout the selection process.
- 2.5.2** As part of the University's commitment to equal opportunities, it is recommended that, where possible, the recruitment panel should be appropriately representative of the diverse staff groups and will not normally consist of more than 75% of either male or female members.
- 2.5.3** In all cases HR will support the interview process, in accordance with Appendix 1, but it shall be a normal principle that HR will only be present on the interview panel if acting as a full panel member.
- 2.5.4** The Faculty/Department HR representative is responsible for ensuring that short-listed candidates are invited to assessment. This will normally be done via e-mail on Surrey Recruit.
- 2.5.5** Prior to the interview the Chair of the Recruitment Panel should ensure that interview questions are determined and that all essential criteria in the Person Specification are tested either through the application, interview or other form of assessment.
- 2.5.6** Tests or assessments are an added selection tool to the interview. They must be based on the role of the job and the person specification, where the evidence produced by the candidate can be objectively measured and scored. It is best practice for assessors to be independent of the interview panel. Care in designing assessment centres must allow for candidates who may be disadvantaged by the type of test and expert advice to ensure a level playing field for all candidates taking the assessment is essential. For further advice on assessment methodology contact your local HR Department.
- 2.5.7** As part of the interview process, presentations will be required for all academic appointments. These should be tailored to the role advertised and candidates should be advised in advance of all components of the interview process as noted in Appendix 2.
- 2.5.8** Recruitment Panel members are responsible for taking their own notes in the interview in order to enable them to actively participate in the decision making process at the end of the interviews. It is advised that care be taken when writing these notes as it is within the rights of the candidate to request to see them and they should be returned to the Chair at the end of the interview.

**2.5.9** The Chair of the Recruitment Panel is responsible for completing the Interview Decisions on Surrey Recruit (that summarises the ratings jointly discussed and agreed upon by the Panel) as well as justifying why a non-EEA candidate has been offered the role.

**2.5.10** Psychometric Tests are a useful tool in some recruitment processes particularly that of senior managers and are a robust and objective measure of personality. The University is committed to using these as an integrated part of the recruitment process and they will not be used for any other purpose other than part of the decision making process. Where possible the tests will be administered internally and feedback offered following any final decision. The use of psychometric tests in recruitment interviews must be agreed with HR in advance.

### **3. Post interview**

**3.1** A decision to make an offer may be made following an appropriate selection process. All offers must be made by the Faculty/Department HR team only, unless expressly agreed by the Executive Dean/Head of Department.

For professorial and Level 7 Professional Services appointments, see section 4.2.

**3.2** HR will ensure that all unsuccessful candidates are notified of the outcome appropriately via Surrey Recruit and are provided with feedback, if requested, by the Chair or nominated member of the Recruitment Panel.

**3.3** Internal candidates must receive feedback from the Chair or a nominated member of the Recruitment Panel.

### **4. Salary**

**4.1** The Faculty/Department HR Representative must be consulted to provide detailed guidance and advice on determining appropriate salary levels. When deciding upon an appropriate salary to be offered, consideration will normally be given to the following objective criteria:-

- current University salary scales;
- the level, breadth, depth and complexity of the individual's knowledge and understanding of different aspects of the job and, as appropriate, expert, professional and theoretical knowledge;
- the level and breadth of existing relevant skills;
- qualifications and length of relevant experience of the successful candidate;
- current salary and monetary benefits (e.g. bonus, travel allowance) of successful candidate;

- comparative salaries of existing employees in similar roles/grades within the Faculty/Department and University;
- equal pay principles that all staff should receive equal pay for the same or broadly similar work, for work rated as equivalent and for work of equal value;
- current market forces (e.g. areas of skill shortages) and local labour competition;
- any budgetary restraints.

#### **4.2 Professorial and Level 7 Professional Services Salary Setting**

Executive Deans of Faculty, supported by HR Management, will make recommendations to the Provost and Director of HR for the remuneration of new hires, whether such hires are promoted from within (either applications for a vacancy or through the promotion round) or hired external to the University. Remuneration will be set in accordance with the underlying principles for senior staff remuneration and for professors will be subject to approval by the Director of HR and/or the Provost prior to formalisation in any offer process. For Professional Services Level 7 staff approval will be required from the Director of HR and relevant EB Director. Remuneration in excess of £100k pa will require the additional approval of the Director of HR and Vice Chancellor.

Where necessary the Director of HR will provide benchmark data to help establish the appropriate level of remuneration for senior promotions or new hires. Remuneration levels will take into account the individuals' current remuneration, perceived performance, perceived potential, equality and diversity matters, internal relativities and market benchmarks.

### **5. Formal Offer**

- 5.1** Once a mandate has been approved, the HR Representative may make a provisional verbal offer to the successful candidate, which will be followed up in writing via Surrey Recruit. This should happen as soon as possible after the selection decision is made. For more senior posts where negotiation may be required, the Executive Dean/Head of Department may make the initial call following a discussion with the local HR Manager.
- 5.2** It must be explained to the candidate that the provisional offer is subject to all necessary checks required, as part of the selection process, to verify and validate evidence already gathered (this may include references, medical clearance, eligibility to work in UK, qualification checks, Disclosure and Barring Service check etc.).
- 5.3** HR will ensure that a formal offer letter and relevant details, as appropriate, including a pre-employment medical questionnaire, are sent out to the successful candidate.



## **6. Post Recruitment**

- 6.1** If not already provided, the names and contact details of at least two referees (one of whom must be the current/most recent employer) must be taken and notified to HR. References should cover at least the last 3 years of employment.
- 6.2** References are required to be considered as part of the selection process and will be used to check, verify and validate objective evidence already gathered during the selection process, or to identify new evidence not identified in the selection process which is relevant to any appointment decision.
- 6.3** If references contain unexpected or negative information (which may be inaccurate), the candidate may be recalled for a further interview. Any specific points can also be investigated further with the referee.
- 6.4** The start date can be agreed before references/Occupational Health clearance/CRB is received, although the University of Surrey reserve the right to terminate employment with immediate effect should these be unsatisfactory, or to delay the start date if receipt of these is delayed.

## **7. Eligibility to Work**

- 7.1** Prior to the commencement of employment all candidates must prove their right to work in the United Kingdom – see the University's *Eligibility to Work in the UK* policy for further details.
- 7.2** If a visa is required, employment cannot start until the appropriate documentation is in place. An application for a Tier 2 visa must be made through the Faculty/Department HR Representative.
- 7.3** On the first day of employment ALL new starters must not commence work until they have provided HR with their eligibility to work either via a passport or visa or other approved documentation set out in the *Eligibility to Work in the UK* policy. If by 12pm the new starter has not visited HR, it will be assumed they have not started as originally agreed and the start date will be delayed until proof is given and UKVI will need to be informed.
- 7.4** The HR Department will also provide the line manager with a Managers' checklist for anyone on a visa which outlines the responsibilities of a manager for an employee who requires eligibility to work here.

## **8. Agency Recruitment**

- 8.1** In the event that the recruitment of a specific role is either particularly challenging or very specific, the use of a recruitment agency may be appropriate. Agency recruitment should not be seen as the first step, but rather a supportive option or alternative path.

The University has an agency agreement which should be discussed with any external agency. HR can help with advice on approaching agencies and

securing the appropriate payment levels. This may also include a discussion with Procurement.

- 8.2** Any costs incurred regarding agency fees will be charged to the department/school budget and not centrally funded.
- 8.3** In the event that an agency is used for short-term, hourly paid contract, this must still be authorised via Surrey Recruit and HR should be notified when the appointment is made in order to ensure all records are kept up to date.

## **9. Housekeeping**

- 9.1** A list of relevant responsibilities of who should organise which part of the recruitment process is attached as Appendix 3.
- 9.2** Interview notes and records of the successful applicant will be kept on their HR file.
- 9.3** All other applications and relevant interview notes will be held by the Faculty/Department HR representative for a period of twelve months unless the University is required to keep them for longer by UK Visas and Immigration. After this date, records will be destroyed.

## **10. Unitemps**

- 10.1** For short term contracts it may be appropriate to utilise the on-site agency Unitemps. Individuals **MUST** be fully registered prior to commencement of any contract and full agreement approved through Surrey Recruit. Any assignment required for longer than 3 months with Unitemps must receive authority through the Surrey Recruit process.

## **11. Freedom of Information**

Accurate notes based on the evidence given by candidates during the selection process should be kept. At any stage in the process any information gathered on candidates including external information from references can be requested to be viewed or copied by the candidate who is the subject of such data. Candidates have no rights to view data concerning other candidates.

## Appendix 1

### Recruitment Panel

These panel nominations are considered to be standards of excellence and best practice. However it is recognised that panels may need to vary because of operational constraints and a suitable deputy will step in. All panellists must be competent in interviewing best practice.

#### **Appointment of:**

Executive Dean of Faculty

#### **Recruitment Panel:**

1. President and Vice-Chancellor
2. Vice-President and Provost
3. Executive Dean of another Faculty
4. Vice President at Executive Board level
5. Additional members as directed by the VC

Head of School/Department/Exceptional Recruitment

1. Provost (or nominated representative)
2. Director of HR (or delegate)
3. Executive Dean of Faculty
4. A senior member of the professoriate external to the Faculty or an external assessor
5. Additional member as directed by the Executive Dean or Provost

*Followed by an informal meeting with the VC, including for internal HoDs pre extension/appointment*

Professor

1. Provost (or nominated representative)
2. Executive Dean of Faculty
3. Head of relevant Department, Division or Centre
4. An external assessor or a senior member of the professoriate external to the Faculty in the event an external assessor is not available
5. Additional member as directed by the Executive Dean or Provost
6. Faculty HR Manager

*If the Provost has not chaired the Panel, this will be followed by a Ratification interview for the preferred*

*candidate, by the Provost, post Panel interview.*

*NB-if the Provost is unavailable for the Ratification interview this could be delegated to VP Research & Innovation/Education & Students*

Reader and Senior Lecturer/  
Principal Teaching Fellow, Principal  
Research Fellow.

1. Executive Dean of Faculty (or nominated representative)
2. Head of relevant Department, Division or Centre
3. Representative from another Faculty at professorial level
4. Additional member as directed by the Executive Dean

*If the Executive Dean is not chairing the Panel, a Ratification interview, by the Executive Dean, post Panel interview for the preferred candidate*

Lecturer/Teaching Fellow

1. Head of Department
2. At least two members of the Department.
3. At least one additional member as directed by the Executive Dean from outside the Department

*A Ratification interview will be conducted by the Executive Dean, post Panel interview, for the preferred candidate*

Researcher

1. Head of Department, Division or Centre
2. Project Supervisor
3. Additional member as directed by the Head of Department, Division or Centre

Professional Services (L6/7)

1. Chief Operating Office (or nominated individual)
2. Director of HR (or nominated individual)
3. Appropriate panel members who are relevant to the post recruited.

All Other Staff

1. Line Manager
2. At least *one* additional member

## Appendix 2

### Interview Process for Academic Appointments

#### **For Heads of Departments/Schools/Research Centres:**

(who report directly to the Executive Dean)

##### Part 1 (Presentation)

15-20 minutes presentation to staff in the Department/School/Research Centre, plus Q&A  
The presentation should cover an assessment of the unit, strategy and individual contributions

##### Part 2 (Formal Interview)

10 minute high level vision and strategy presentation at the start (PowerPoint is optional)  
45 minute structured interview on the key attributes required for the role

#### **For Heads of Departments/Schools/Research Centres:**

(who do not report directly to the Executive Dean)

##### Part 1 (Presentation)

15-20 minutes presentation to staff in the Department/School/Research Centre  
The presentation should cover an assessment of the unit, strategy and individual contributions

##### Part 2 (Formal Interview)

45 minute structured interview on the key attributes required for the role

#### **For Professors (who do not fall into one of the above two categories) and For all other academic staff:**

##### Part 1 (Presentation)

15-20 minutes presentation to staff in the Department/School/Research Centre  
The presentation topic will be tailored to the role whether it be Teaching only or the traditional Research/Teaching blend

##### Part 2 (Formal Interview)

45 minute structured interview

### Appendix 3:

**To ensure the smooth running of interview days for candidates considering employment at the University of Surrey, we have drawn up a list of common recruitment and selection activities and recommended allocation of duties between HR and Departments/Schools:-**

#### HR

- At notification of Vacancy, provide advice on grading of posts, content of role profiles/job purposes, advertising and appropriate salary levels.
- Once vacancy approved (through SurreyRecruit authorisation chain), place job adverts.
- Print off and archive copy of internet advert on first day of campaign in accordance with UKVI regulations.
- Arrange the panel (with attention to gender representation and panel requirements for each grade/employment category)
- Agree presentation title
- Book the interview room.
- Arrange the tours for senior appointments (if requested).
- Provide panel members with advice in shortlisting, with particular focus on equality issues and redeployment requirements. A maximum of 4 candidates recommended to be shortlisted per post –plus reserves.
- Ensure all shortlisting completed on Surrey Recruit.
- Invite shortlisted candidates.
- Send regret correspondence to candidates not shortlisted, including follow up with feedback to any individual requests.
- Ask all shortlisted candidates to save their presentations on a memory stick and bring them with them. On occasions candidates may be asked to provide the memory sticks in advance.
- Provide parking permits to candidates if requested.
- Arrange accommodation for long-distance candidates (if requested).
- For Skype interviews, request from candidates their Skype ID and add as contact to HR laptop. Offer Skype support where panel/PA not yet confident with this application.
- Send panel packs to panel members electronically – panel pack includes interview schedule (not a separate one) and all shortlisted candidate applications.
- HR advise Reception of the interview date to ensure they are aware in advance of our pending visitors.
- HR available on the day of the interview to rearrange schedule if any last minute changes i.e. due to late arrivals or to provide advice to candidates if requested.
- Invite candidates to attend HR Office at any time during their interview day so that they can have passport and certificate checks and provide advice on relocation, terms and conditions, interview expenses etc.
- After interview, HR send regret correspondence to unsuccessful candidates, including follow-up feedback to any individual requests.
- The chair of the panel feeds back to HR the outcome of the selection process (including handing over written records of the panel) and confirms with HR whether they would like to make an offer. If all documentation in place to proceed, the Chair contacts the candidate to share the good news and let them know that they will be receiving a formal offer from HR. (There is no discussion around salary and they advise that the discussions are subject to the formal offer from HR).

- HR agree appropriate grade and salary with Chair, benchmarking salaries to skills, experience and internal reference points (where necessary seeking salary /grading confirmation from the Executive Dean/VC/HRD). Once this conversation has taken place, HR make formal offer (including salary).
- If offer accepted, HR take up references and conduct Occupational Health, DBS checks/ registration checks etc.
- Complete UKVI application (two stage process to obtain Certificate of Sponsorship) if necessary.
- Send out full contract of employment.
- Create personnel file and ensure signed contract is obtained promptly.
- Notify DHE if new appointee requires Grad Cert.
- Notify colleagues across the Faculty of agreed start date to enable room allocation, IT, facilities, etc. including Reception if new starters are meeting with HR on their first day.
- On-boarding process / booking on University induction

#### Department/School level

- If printed copy of panel pack is required by a panel member, this can be printed off locally by the panel member.
- Where an audience is required, Department/School PA/Administrator sends presentation invites (removing candidate names) to School colleagues.
- If (by exception) a candidate sends their presentation in advance, HR send to Department/School PA/Administrator who ensures it is uploaded onto laptop in interview room.
- Department/School PA/Administrator in attendance on the day of interview to prep interview room (in desired table format, with name plates if desired, with refreshments/water etc. /assist with Skype/phone conference).
- Department/School PA/Administrator coordinates with Reception to ask them to phone named Department/School contact when each candidate arrives.
- Named Department/School contact collects candidate from Reception and escorts to relevant interview room/tour/spare office/Department/School waiting area if lengthy period between sessions.
- Department/School PA/Administrator to ensure that candidate has any additional info they might like about the Department/School before they leave and then point them in the right direction of the station/car park etc.
- Once candidate has accepted job offer, set up department specific local induction programme (several Department/School level introduction meetings as directed by the Head of School/Department) in addition to HR one.

N.B. In the case of catering, technician, Faculty Administration roles and/or senior appointments, individual arrangements may apply and should be discussed with the HR team for each appointment.

#### Line manager

- Identify how a new post will be funded and ensure all budget information and codes are available.
- Complete Online Staff Request Form on Surrey Recruit.

- Complete advert and role profile/job purpose – if this is a new role (and not on the academic track), it may have to go through job evaluation before it can be advertised.
- Agree with HR which recruitment channels will be used and how any additional costs will be covered.
- Propose interview dates, rooms and relevant panel members to HR.
- Complete shortlisting on Surrey Recruit within specified deadline.
- Prepare interview questions with panel members in advance of the interview.
- Print off interview pack (if hardcopy preferred) or access online.
- Meet with HR after interview to feedback outcomes and agree on salary for preferred candidate and process for feeding back to candidates.
- Complete 'Make interview decisions' section on Surrey Recruit.



#### Appendix 4:

### Guidance on Requirements for RLMT Published Salaries

Under the terms of the University's UKVI sponsorship licence many of its vacancies need to satisfy the Resident Labour Market Test (RLMT) before positions can be offered to non EU/UK nationals.

For the avoidance of any doubt the objective of the RLMT advertisement is to provide essential information for EU/UK nationals to decide whether they have the skills, aptitudes and experience to apply for any advertised vacancies. Salary will be a key determinant in making a decision to apply or not and the published salary must reflect the range of salary on offer to the candidate that is finally selected. If an audit reveals that a non EU/UK national was paid a salary in excess of the advertised salary then in all probability it will fail the RLMT.

As a rule of thumb any payments that are contractual and regular over base salary should be included in the calculation of the package. Payments that are one off or discretionary might be appropriate to exclude. However if in doubt whether to exclude or include then it would be better to err on the side of caution and include.

The following table should be used to determine what should be included in calculating the salary package on offer and advertised.

Type of Payment	Include	Consideration
Annual and monthly salary payable after deductions.	Yes	Regular, contractual.
PRP, All staff bonus.	No	Irregular, not contractual and not guaranteed
Incremental range	Yes	Contractual and normally guaranteed to a certain level
Market related supplement	Yes following consideration.	Only applicable to candidates who exceptionally exceed the advertised brief. However whilst not obligatory if awarded as a regular payment would be prudent to include a supplementary statement to the advertised salary.
Signing on fee	No	Payable as a one off payment. Discretionary. May be used to cover relocation expenses. Not contractual.
Research Grant	No	Discretionary and not guaranteed regular payment.
Loyalty Bonus	Yes	Contractual as dependent on service qualification. Whilst a one off payment is not dependent on output or other condition which will decide whether loyalty bonus is paid or not.