

Recruitment Procedure

Enabling Policy Statement; Executive Owner; Approval Route:	Our Colleagues – Chief Operating Officer - Operations Committee
Is the Procedure for internal use only (Non- disclosable) ?	Disclosable
Associated Policy Statements:	N/A
Authorised Owner:	Director of HR
Authorised Co-ordinator:	Associate Director (People Services)
Effective date:	23 September 2025
Due date for full review:	23 September 2028
Sub documentation:	N/A

Approval History

Version	Reason for review	Approval Route	Date
1.0	Migration to POPP	Operations Committee (Chair's Action)	23 Sept 2025

1. Purpose

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 equality, diversity and inclusion ensuring individuals are selected for their skills, knowledge, and abilities. The University is committed to sustainability in recruitment and, where practical, a more sustainable approach to recruitment should be adopted.

2. Scope and Exceptions to the Procedure

This procedure applies to all University employees including those employed via a University Subsidiary.

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

- *Job Evaluation Procedure*
- *Recruitment and Competency Framework*
- [Use of AI in Recruitment](#)
- *Eligibility to Work in the UK Procedure*
- [Unitemps](#)
- *Equality Procedure*
- *Employment of relatives or close friends Procedure*
- *Freedom of Speech Code of Practice*

Any individual who has no knowledge or experience of recruiting 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 are expected to have completed the “Diversity at Work” and “Unconscious Bias” e-learning modules before taking part in recruitment and selection.

This procedure does not form any part of any employee’s contract of employment. It may be amended from time to time, informing our recognised trade union representatives.

3. Definitions and Terminology

'Internal candidate' - an individual who is currently employed by the University or one of its subsidiaries on a permanent or fixed-term contract and who applies for a vacancy. This includes employees who are on secondment, maternity/paternity leave, or long-term absence, provided their contractual employment remains active

'External candidate' - an individual who is not currently employed by the University or one of its subsidiaries in a permanent or fixed-term capacity at the time of applying for a vacancy. This includes agency workers, contractors, consultants, members of the public and/or current or recent students of the University.

4. Procedural Principles

A vacancy arises when someone leaves an existing 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.

4.1 Preparation

- 4.1.1 Once the vacancy has been identified, a role profile addendum/job purpose will need to be developed, reviewed, or amended by the Recruiting Manager with approval from HR Business Partners when required. If the review results in little (less than 30%) or no change to the job profile, following consultation with your HR Contact, section 4.3 applies.
- 4.1.2 In the event the role is new or requires significant change, reference should be made to the 'Job Evaluation Procedure' which will explain the process. The HR team will be able to advise of the monthly dates and process for the Job Evaluation panel.
- 4.1.3 Once the role has been evaluated and agreed, HR, in partnership with the Recruiting Manager, will decide on the most appropriate route for recruitment, including media choices. Whilst we aim to deliver recruitment in-house, there may be a requirement to use an agency (see section 4.11).
- 4.1.4 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, taking into consideration market factors.
- 4.1.5 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, or consideration may be given to an expression of interest process. In the event that an expression of interest is deemed appropriate, candidates should be asked to supply a cover letter outlining their suitability for the post for consideration. The Resourcing Team do not support expressions of interest processes and therefore this should be managed locally by the relevant department. However, the recruiting manager should provide evidence that a formal process has taken place with internal candidates, either by uploading the necessary information onto Surrey Recruit or via email to HR Operations.
- 4.1.6 All recruitment for the role of Head of Department/School should be notified to the PVC and Executive Dean of Faculty as soon as a resignation has been received or a minimum of 6 months before the end of tenure approaches; this is to ensure appropriate time can be allocated for the forthcoming recruitment process.
- 4.1.7 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 HR Business Partner (or delegated deputy) to decide if the business case is robust and justifiable.

4.2 Endorsement Panel

If 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.

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.

4.3 Authorisation

- 4.3.1 Once the job purpose/role profile is confirmed at the right level, an Online Recruitment Request Form (OSRF) will need to be submitted by the Recruiting Manager onto the Surrey Recruit System.
- 4.3.2 Surrey Recruit is the University's e-recruitment system which must be completed, and the appropriate authorisations given, prior to any role being advertised.
- 4.3.3 The system requires certain information including a business case justifying why the post is required, which must be completed by the Recruiting Manager. Market supplements and other additional payments should be recorded here.
- 4.3.4 The Recruiting Manager will also need to include the correct entity (e.g. Surrey Sports Park, Operate Surrey etc.), the job description, addendum (if required), selection criteria as needed, draft advert, and panel members/interview dates/interview format if known.
- 4.3.5 Once all the authorisations have been obtained, if additional media advertising is required a discussion should take place between the Recruiting Manager and HR (for some senior posts or larger scale campaigns this may occur prior to authorisation as part of planning). If no additional media is required, the role will automatically be advertised via our usual channels e.g. jobs.ac.uk.

4.4 Advertising

- 4.4.1 Most roles will be placed on Jobs.ac.uk, Times Higher, LinkedIn and Indeed. Additional media can be used to reach more specialist skillsets with consideration given to channels that can help to positively impact diversity (at a local cost to the department).
- 4.4.2 It is important that the advert truly reflects the University of Surrey brand and projects an inclusive positive impression, aiming to attract diverse and high caliber talent. In most cases adverts will be run through a gender decoder tool to remove any subtle bias from the advert.
- 4.4.3 Agreed options for advertising may include one or more of the following:
 - Digital advertising.
 - Social media.
 - External advertising – inc. media and trade journals.
 - Diversity websites – targeting underrepresented colleagues.
 - Placing the vacancy with recruitment agencies or executive search organisations.
- 4.4.4 It is the responsibility of the Recruiting Manager to provide the information for the advert text, however HR can provide support as required. For the University's subsidiaries, the correct terms and conditions should be referenced, where these differ to University of Surrey terms and conditions.

- 4.4.5 For roles that meet the necessary criteria, the University can offer sponsorship for overseas workers but to comply with the guidance, clear salary ranges must be advertised.

4.5 Shortlisting

- 4.5.1 Shortlisting should be undertaken on Surrey Recruit once the advert has closed.
- 4.5.2 It is vital that scores are objectively allocated. If those shortlisting have personal knowledge of the candidate that could be material to the decision to appoint, or they have a conflict of interest, this must be flagged to the Panel Chair and HR ahead of the interview commencing and/or the scoring of the application.
- 4.5.3 Where an applicant declares an unspent conviction, the Recruiting Manager should seek HR advice. The applicant should not be rejected based on the conviction alone. The panel, with HR support, should assess the relevance of the conviction in relation to the role applied for and might take into account the nature and circumstances of the offence, the time elapsed since the conviction, and any evidence of rehabilitation. The presence of an unspent conviction should not automatically exclude a candidate from consideration. A risk assessment may be undertaken to inform the decision, and all information will be handled in strict confidence and in accordance with data protection legislation.
- 4.5.4 Once the panel members have submitted their shortlisting scores the Chair of the Recruitment Panel should submit their final shortlisting decisions on Surrey Recruit. In the event the group score together, the Chair should submit the final score and submit the decision.
- 4.5.5 Feedback is not typically offered to external candidates who have not been shortlisted to interview. If an unsuccessful internal candidate requests feedback, this should be offered. It is the responsibility of the Panel Chair (or suitable nominee) to provide this feedback. Advice can be taken from the Resourcing Team if needed.
- 4.5.6 There is no minimum or maximum number of candidates required for short-list or assessment; however, it is recommended that a maximum of five candidates be assessed in one full day.
- 4.5.7 Recruiting Managers can choose to hold interviews online or in person. Due consideration should be given to cost and climate impact where candidates would be travelling a significant distance to attend or where there is a high volume of candidates shortlisted. If a two-stage process is used, Microsoft Teams should be used where possible for first stage interviews and face to face or Teams for second stage. A combination of virtual or face to face should be avoided for the same stage if possible, appreciating that there are sometimes practical reasons why this may be necessary. It is important that the interview experience is as consistent as possible for all candidates. For example, all candidates should be asked the same questions, and any tasks or presentation topics should be the same for all.
- 4.5.8 Head of Department/School (Academic) Recruitment:
- The PVC and Executive Dean of Faculty will take an active role in long-listing, short-listing and final interview panel which they or the Provost will normally Chair.
 - The PVC and Executive Dean of Faculty or the Provost will also take an active lead in the recruitment of any strategic positions as directed by Executive Board and Vice-Chancellor.

4.6 Panel Make-Up

- 4.6.1 The Chair of the Panel is ultimately responsible for ensuring appropriate make-up of their panel with the help of HR.
- 4.6.2 The Chair of the Recruitment Panel is responsible for ensuring that the selection decision is based upon objective evidence gathered throughout the selection process.
- 4.6.3 As part of the University's commitment to equality, diversity and inclusion, it is recommended that, where possible, the recruitment panel should be appropriately representative of the diverse staff groups and will not consist of more than 75% of either male or female members. It is the responsibility of the Recruiting Manager to ensure the availability of their panel members. Placeholder invitations should be placed in panel members' diaries by a faculty representative or HR.
- 4.6.4 HR will support the interview process, and normally HR will only be present on the interview panel if acting as a full panel member, asking relevant pertinent questions and an integral part of the formal decision-making process.
- 4.6.5 HR is responsible for ensuring that short-listed candidates are invited to interview. This will normally be done via e-mail on Surrey Recruit.
- 4.6.6 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. Advice and support can be provided by HR.
- 4.6.7 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. Thoughtful design of assessment centres is essential to ensure fairness and inclusivity. It is important to consider candidates who may be disadvantaged by certain types of tests and to seek to create a level playing field for all participants. For further advice on assessment methodology, please contact the Resourcing Team.
- 4.6.8 As part of the interview process, presentations may be required, particularly for 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. If specific equipment is required, the Recruiting Manager or faculty representative should advise HR of an appropriate room for face to face interviews.
- 4.6.9 Recruitment Panel members are responsible for taking their own notes in the interview 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. Once the Chair has consolidated feedback, panel member notes should be locally destroyed.
- 4.6.10 The Chair of the Recruitment Panel is responsible for completing the interview decisions on Surrey Recruit (that summarises the views and ratings jointly discussed and agreed upon by the Panel).
- 4.6.11 Psychometric Tests are a useful tool, as long as they form part of a wider recruitment process and are not fully depended upon. They should not be used for any other purpose other than obtaining an understanding of the candidates' working preferences and development areas. 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. Additional costs may be incurred locally.

4.7. Offer

- 4.7.1 The decision to make an offer may be made following an appropriate selection process. All offers must be within the authorised salary range and must be made by the Recruiting Manager or HR representative, unless expressly agreed by the PVC and Executive Dean/Head of Department. Before an offer is made, a conversation should be had with the Resourcing Team to determine whether the start date is realistic.
- 4.7.2 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.
- 4.7.3 Internal candidates must receive feedback from the Chair or a nominated member of the Recruitment Panel. Feedback is an essential part of an individual's personal development and standard rejection emails should be avoided for internal candidates, where possible.

4.8 Salary

- 4.8.1 The relevant HR Business Partner must be consulted to provide detailed guidance and advice on determining appropriate salary levels if this has not been defined on the original OSRF. Most roles will be offered at the entry point of the banding, however for more senior posts and hard to fill roles 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 depth of relevant experience of the 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.

Professorial and Level 7 Professional Services Salary Setting

- 4.8.2 For professorial roles the PVC and Executive Deans of Faculty, supported by HR Business Partner and the Resourcing Team will make recommendations for approval by the Provost and HR Director for the remuneration of new hires, whether such hires are promoted from within or hired externally to the University. Remuneration will be set in accordance with the underlying principles for senior staff remuneration and are subject to approval.

- 4.8.3 Professional services hires are subject to approval by the relevant EB Lead. However, the full scope of the salary parameters should be agreed ahead of recruitment and approved on appointment of the hire. Remuneration in excess of £100k pa will require the additional approval of the Vice-Chancellor.
- 4.8.4 Where necessary the HR Business Partner will provide benchmark data to help establish the appropriate level of remuneration for internal senior promotions or new hires. Remuneration levels will consider the individuals' current remuneration, perceived performance, perceived potential, equality and diversity matters, internal relativities and market benchmarks.

4.9. Offer to Successful Candidate

- 4.9.1 Once the offer has been approved, the Recruiting Manager or HR will 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 PVC and Executive Dean/Head of Department may make the initial call following a discussion with the HR Business Partner or Resourcing Team.
- 4.9.2 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 the evidence already gathered; for example references, eligibility to work in UK, qualification checks etc.
- 4.9.4 Once the verbal offer has been accepted the Resourcing Team will issue the provisional offer including a pre-employment medical questionnaire. Once this has been formally accepted, the details will be passed on to the HR Operations Team who will issue the contract of employment via DocuSign.

References will be sought from two referees (one of whom must be the current/most recent employer) and must be from a professional email address.

If references contain unexpected or negative information (which may be inaccurate), this should be discussed with the Recruiting Manager. Any specific points can also be investigated further with the referee.

- 4.9.5 The start date can be agreed before references/Occupational Health /DBS is received, although the University of Surrey reserve the right to terminate employment with immediate effect should the reference or DBS clearance be unsatisfactory, or to delay the start date if receipt of these is delayed.

4.10. Eligibility to Work

- 4.10.1 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 Procedure* for further details.
- 4.10.2 If a visa is required, employment cannot start until the appropriate documentation is in place. Any visa applications must be made through the HR Operations Team.
- 4.10.3 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 Procedure*. If by 12pm the new starter has not visited HR, (if

they have not previously provided documentation), 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 be informed.

- 4.10.4 HR 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.

4.11 Temporary/Agency recruitment

- 4.11.1 Where temporary staffing is required, Recruiting Managers should first consider using Unitemps, the University's on-site internal agency. Any Unitemps appointment expected to last 4 weeks or longer (with the exception of Ambassadors, Catering and externally funded roles) must be submitted for approval via SurreyRecruit. Individuals **must** be fully registered prior to the commencement of any assignment including in every case undertaking the relevant right to work checks. Failure to do so could result in non-payment.
- 4.11.2 The use of any other external recruitment agency, for example where the role is niche or hard to fill, must be discussed in advance with the relevant Business Partner to ensure alignment with University policy and budget considerations. External agency engagement should only proceed following BP approval.
- 4.11.1 In the event that the recruitment of a specific role is either particularly challenging or very specific, the Resourcing Team may be able to support by providing additional intervention such as a search service, building a comprehensive campaign and identifying additional media.

Under some circumstances the team will activate a dual approach of directly sourcing candidates alongside an agency to maximise reach and expedite recruitment.

For senior and hard-to-fill roles there may also be occasions where an agency or executive search firm are contracted to run the campaign solely on behalf of the University. In this case, the Resourcing Team contact will act as a point of liaison between the agency and recruiting manager, ensuring all University policies and processes are followed.

Any costs incurred regarding agency fees will be charged to the department/school budget and not centrally funded. Any cost should be pre-approved by the Department/School/Faculty.

4.12. Housekeeping

- 4.12.1 A list of relevant responsibilities of who should organise which part of the recruitment process is attached as Appendix 3.
- 4.12.2 Interview notes and records of the successful applicant will be kept on their HR file.
- 4.12.3 All other applications and relevant interview notes should be destroyed with the master notes being recorded in Surrey Recruit by the chair.

4.13 Freedom of Information

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.

5. Governance Requirements

5.1. Implementation: Communication Plan

- All staff need to be aware of this procedure
- The Procedure will be shared on the HR Procedures site on SurreyNet

5.2. Implementation: Training Plan

There have been no significant changes to this procedure to warrant additional training. Support will be provided to colleagues implementing the procedure when required.

5.3. Review

This procedure will be reviewed every 3 years or sooner if required by a change in legislation or practice.

5.4. Legislative Context and Higher Education Sector Guidance or Requirements

N/A

5.5. Sustainability

This procedure supports the United Nations Sustainable Development Goals (UN SDG's) by promoting inclusive and equitable hiring practices that support employee growth, gender equality, and decent work opportunities within the organisation (e.g. SDG 5 and SDG 8).

6. Stakeholder Engagement and Equality Impact Assessment

6.1. An Equality Impact Assessment was completed on 19 June 2025 and is held by the Authorised Co-ordinator.

6.2. Stakeholder Consultation was completed, as follows:

Stakeholder	Nature of Engagement	Request EB Approval (Y/N)	Date	Name of Contact
Governance	Review of version 1.0	N	21/07/25	Kelley Padley, Governance Officer
H&S	Review of version 1.0	N	07/07/25	Matt Purcell, Director of Health and Safety
Sustainability	Review of version 1.0			
Freedom of Speech	Review of version 1.0	N	22/07/25	Joshua Anderson

Appendix 1: Recruitment Panel

The panel compositions detailed below are meant as guidance only, it is recognised that panels may need to vary because of operational constraints / availability and a suitable deputy will step in. All panelists must be competent in interviewing best practice.

APPOINTMENT OF	RECRUITMENT PANEL
PVC and Executive Dean of Faculty	<ul style="list-style-type: none"> • President and Vice-Chancellor (Chair) • Provost and Senior Vice-President • Executive Dean of another Faculty • Vice President at Executive Board level • Additional members as directed by the VC
Associate Dean	<ul style="list-style-type: none"> • PVC Executive Dean (Chair) • EB Relevant to Specialism • Faculty HRBP • Another Associate Dean from another Faculty • Another HoD/HoS from another Faculty
Head of School (reporting direct to PVC Executive Dean)/ Head of Department (reporting directly to PVC Executive Dean) / Exceptional Recruitment	<ul style="list-style-type: none"> • Provost and Senior Vice-President (Chair) • PVC Executive Dean of Faculty • Faculty HR Business Partner • Another Head of Department/school • Additional members as directed by the PVC Executive Dean external to Faculty. <p><i>Where appropriate an informal meeting with the VC, including for internal pre extension/appointment</i></p>
Professor/Head of Department (who reports to Head of School)/Professorial Research Fellow	<ul style="list-style-type: none"> • PVC Executive Dean of Faculty (Chair) • Provost (or PVC Academic or PVC Research and Innovation) • Head of relevant Department, School, Division or Centre (professor) • Additional member as directed by the PVC Executive Dean external to Faculty • Faculty HR Business Partner. <p><i>Where appropriate if the Executive Dean is not chairing the Panel, a Ratification interview, by the Executive Dean, post Panel interview for the preferred candidate</i></p>
Associate Professor and Senior Lecturer/Principal Research Fellow	<ul style="list-style-type: none"> • Head of relevant Department, Division or Centre (Chair) Representative from another Department (where possible)

	<ul style="list-style-type: none"> • Additional member within the Department
Lecturer A and B, Researcher A and B	<ul style="list-style-type: none"> • Head of Department/School (Chair) • At least two members of the Department/Faculty.
Senior Research Fellow	<ul style="list-style-type: none"> • Principal Investigator/ Head of Research Centre (Chair) • Two Additional members as directed by the Principal Investigator/ Head of Research Centre
Professional Services (L6/7)	<ul style="list-style-type: none"> • Relevant EB member (or nominated individual) (Chair) • HR Director (or nominated individual) • Up to 2 appropriate panel members who are relevant to the post recruited.
Professional Services Levels 1- 5/Technical and Operational	<ul style="list-style-type: none"> • Line Manager (Chair) • At least one additional member, no more than two.

Appendix 2

Interview guidance for Academic Appointments

It should be noted that the process outlined below should be used as guidance, some circumstances may require adaptation due to market forces, or as a result of particular circumstances. In the event of a two stage process we should consider Teams as the primary option for stage one.

PVC and Executive Dean of Faculty and Head of School

The interview would normally be in two stages, however in the event there is a smaller field of candidates, a one stage interview can be considered and would be conducted ideally face to face adopting the stage 2 format.

Stage 1 – 45 minute interview should be conducted via Teams.

10 minute presentation to panel, plus Q&A

The presentation should cover a chosen topic as directed by the Chair or Provost.

Stage 2 – (it is desirable that this is conducted face to face, however recognising for overseas candidates this is not always possible).

Main panel

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.

Academic and professional services stakeholder panels (optional)

Stakeholder panels provided with themes / area to explore. A Chair should be appointed who is responsible for feeding back to the main panel.

Lunch and Campus Tour (optional)

Lunch with an appropriate stakeholder and option for a campus tour, ideally tour conducted by faculty colleague. Stakeholder should provide feedback to the Chair of main panel.

For Professors/Heads of Departments/ /Research Centres:

One Stage Process – (face to face or via Teams) structured interview with main panel 45 minutes. 10-20 minutes presentation to staff in the Department/School/Research Centre, plus Q&A or presentation to main panel.

The presentation should cover an assessment of the unit, strategy and individual contributions or other similar topic. Chair should be assigned to consolidate feedback to be provided to the Chair of main panel.

For all other academic staff:

One stage process – (face to face or via Teams) structured interview with main panel 45 minutes, 10-20 minute presentation to main panel or to staff in the Department/School/Research Centre, plus Q&A.

The presentation topic will be tailored to the role whether it be Teaching only or a Research/Teaching blend.

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:

Recruiting Manager

- Identify how a new post will be funded and ensure all budget information and codes are available.
- Complete Online Staff Request Form (OSRF) on Surrey Recruit.
- Populate draft content for the advert, for Resourcing Team to finalise if required.
- Complete role profile/job purpose, create addendum – 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 Resourcing Team 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. Support can be provided by Resourcing if required.
- 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.
- Line manager to complete onboarding items on onboarding check list.
- Line manager to provide interview feedback to rejected candidates who have attended for interview as requested by the Resourcing Team.

Resourcing Team

- At notification of Vacancy, provide advice on content of role profiles/job purposes, advert writing, advertising, appropriate interview and assessment methods including panel make-up, and appropriate salary levels with HR Business Partner approval.
- Once vacancy approved (through Surrey Recruit authorisation chain), support in advert creation and place job adverts.
- Confirms agreed panel (with attention to gender representation and panel requirements for each grade/employment category).
- Confirm presentation title/task details with Recruiting Manager (if using).
- In conjunction with the Faculty/Department PA, supports the arrangement of the campus tours for senior appointments (if requested).
- Provide panel members with advice in shortlisting, with particular focus on equality issues and redeployment requirements.
- Ensure all shortlisting completed on Surrey Recruit.
- Informs the line manager of any Visa implications.
- Invite shortlisted candidates to interview.
- Send regret correspondence to candidates not shortlisted, including follow up with feedback to any individual requests made by internal staff members

- Provide parking permits to candidates if requested.
- In conjunction with the Faculty/Department PA support on accommodation for long-distance candidates (if requested).
- Send invites to candidates via email for any Microsoft Teams interviews.
- Send panel packs to panel members via Surrey Recruit – panel pack includes interview schedule (not a separate one) and all shortlisted candidate applications.
- If appropriate advise reception of any face to face interview dates to ensure they are aware in advance of our pending visitors.
- Ensure a member of the Resourcing Team is available on the day of the interview to rearrange schedule for any last minute changes i.e. due to late arrivals or to provide advice to candidates if requested.
- After interview 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). 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 PVC Executive Dean/VC/HRD). Once this conversation has taken place, HR make provisional offer (including salary) (subject to references and pre-employment checks).
- If offer is accepted, issue formal offer and send on to the HR Operations team who then issue the contract of employment and take up references and conduct Occupational Health, DBS checks/ registration checks etc.

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.
- Identifying and booking interview room containing the right equipment.
- 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).
- 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.
- Department/School PA/Administrator supports booking meeting rooms for interviews and in organising travel and providing cost code for travel expenses.
- Once candidate has accepted job offer, keep in touch with candidate during notice period, 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.

Appendix 4: Resourcing and HR Operations Service Level Agreement

Section	Responsibility	Activity	Timescales
Resourcing Team			
Preparation	Hiring Manager/HR Contact	Campaign Planning	Prior to or after OSRF is raised.
	Hiring Manager / Approvers	OSRF Approval	2 working days to approve, overall authorisation target = 10 days
	Hiring Manager	Interview Details including panel composition	Prior to approval being completed or submission to HR
Authorisation	HR Contact	HR to contact recruiting manager upon fully approved OSRF	Within 3 working days of receipt
Advertising	HR Contact	Advert posted live NB this assumes HR has all information to do so e.g. JD, agreed advert, application method etc.	Within 1 to 3 working days for adverts not requiring additional media, (agreed timescales for larger campaigns).
	HR Contact	Advertising Time	Recommendations but with discussion with resourcing contact: Internal minimum 1 week, 2-3 weeks external, 4 weeks senior / executive roles & some academic
Shortlisting	Panel Members	Scoring by Panel	Maximum 1-5 working days after post closes
	Panel Chair	Submission of scores / decision	In time to enable interviews to be set up and appropriate notice given to shortlisted candidates.
Interview	HR Contact	Notify candidates of outcome (shortlisted or rejected or reserved)	Withing 2 working days of submission of scores.
	Panel Chair	Provide HR contact with details of the interview e.g. panel members, date, length of interview, venue, task or presentation details	Prior to interview invite being sent, so at least one week before the date of the interview.

	HR Contact	Email invites to interview	At least one week before interviews take place.
	Panel Chair	Provides the interview questions if not already provided.	3 days prior to the interview
	HR Contact	Panel Packs	Available on Surrey Recruit system but also emailed to managers minimum of 2 days prior to interview.
Selection/Offer	Chair / Panel Members	Interview decisions	As soon as possible after interview
	Panel Chair with HR Contact	Agree details of the offer, including salary and start date	As soon as possible after interview
	Panel Chair	Offer Details entered onto Surrey Recruit system	1 working day after details of offer agreed.
	Hiring Manager / HR Contact	Verbal offer	1 day following offer details submission
	HR Contact	Offer email	1 working day
	HR Contact	Once candidate formally accepts offer the Resourcing team will handover all the offer details to HR Operations	1 working day
HR Operations Team			
Onboarding	HR Contact	HR ops contact will make contact with candidate	3 working days
	HR Contact	Contract of employment	Within 3-5 working days dependent on visa and start date
	HR Contact	References	Within 2 working days
	HR Contact	Welcome Email / Line Manager Email	Within 3 weeks of start date (1 week for HR and 2 weeks for IT to arrange equipment)
	HR Contact	Right to Work Check	On or before start date
	HR Contact	First Day Welcome Email	On start date
	Line Manager	Regular Check Ins if notice period is long	Regular intervals – e.g., monthly
	Line Manager	Departmental Induction Plan	Before start date