



Human Resources

**RECRUITMENT CODE OF PRACTICE**

JUNE 2005

(Updated June 2015)

1. Introduction
2. Job Evaluation, Job Purpose and Person Specification
3. Recruitment Options
4. Advertising
5. Use of Recruitment Agencies
6. Short-listing
7. Recruitment Panel Constitution
8. Selection and Interview Process
9. Making an Offer
10. Induction
11. Probation
12. Record Keeping
13. Evaluation

## 1. INTRODUCTION

1.1 This document outlines the process to be followed for the effective recruitment and selection of all permanent and temporary employees (on University contracts) into the University.

### ***1.2 Objective***

1.2.1 The University's Recruitment and Selection Procedure aims to provide a framework which will assist managers to ensure that the University attracts, selects and retains the most suitable candidates by using the most appropriate, efficient, fair, open and effective methods. Its commitment to achieving equal opportunities is clearly defined throughout the recruitment and selection procedure..

### ***1.3 Benefits***

1.3.1 The existence of a systematic framework to ensure soundly based and justifiable selection decisions will help fulfil the University's legal obligations and should help avoid unnecessary Employment Tribunals or else improve their success when cases cannot be avoided, reducing any consequential costs and bad publicity.

### ***1.4 Purpose***

1.4.1 Everyone involved in the recruitment and selection of staff has a responsibility to ensure that candidates are treated fairly and decisions are made objectively and in line with the University's commitment to Equal Opportunities.

1.4.2 This document describes the process for recruiting and selecting staff to vacant posts within the University.

1.4.3 All relevant documentation can be found in attachments to this document or on the HR website.

## ***1.5 Issuing Arrangements***

1.5.1 The Human Resources department will hold responsibility for controlling this document and relevant attachments and will ensure that it is available and accessible directly, upon request, from the Human Resources department or via the Human Resources web site.

1.5.2 Attachments may be used freely for use without the associated document. However, this document may not be revised, amended or updated without the Vice-President, HR's approval.

## ***1.6 Other Policies and Procedures***

1.6.1 The following University policies, procedures and guidance notes are referred to within the Recruitment and Selection Procedure and it is recommended that this document is read in conjunction with the following:

- Guidelines for Academic Staff on Probation;
- Job Evaluation
- Competency Framework
- Eligibility to Work in the UK
- Procurement and Management of Temporary Workers Policy.

## 2. JOB EVALUATION, JOB PURPOSE AND PERSON SPECIFICATION

### *2.1 Establishing a vacancy – review whether recruitment is the most appropriate solution.*

2.1.1 This process should begin as early as possible (as soon as a resignation is received, a job move agreed or within the last three months of a temporary contract). If you are looking to replace a temporary contract, please speak to your Faculty/Department's HR team.

2.1.2 The Faculty/Department HR representative can provide detailed advice and guidance on a number of possible options, including:

- reorganising work distribution;
- increasing an existing employee's responsibilities;
- redesigning or automating job tasks;
- restructuring within the related area or department;
- redeployment;
- secondment opportunities;
- using a contractor/agency temporary staff for short-term assignments.

2.1.3 In cases of short-term appointments of less than twelve weeks duration, where it may not be appropriate to follow the full Recruitment and Selection Procedure, the advice of the Faculty/Department HR representative should be sought as to the most appropriate cost-effective method of filling short-term requirements.

### *2.2 Specify the Job Requirements in a Job Purpose or Role Profile*

2.2.1 Consideration should be given to exactly why the job exists and what the job entails. This will involve carrying out a mini analysis of the current job and the context in which the job is done. This may involve:-

- identifying the purpose of the job within the related area or department;
- identifying the duties and responsibilities of the job;
- examining the related area or department to identify possible minor internal adjustments;
- interviewing the current job holder or line manager.

2.2.2 The job analysis provides the basis for the completion of a Job Purpose or Role Profile (*Appendix A*).

2.2.3 Ensure an up-to-date Job Purpose or Role Profile is completed.

2.2.4 The Job Purpose or Role Profile provides a detailed description of the job and should include:

- Faculty/Administrative/Service Department;
- Job Title;
- Job Family & Job Level;
- Responsible to;
- Responsible for;
- Job Purpose Statement;
- Problem Solving, Accountability and Dimensions of the role;
- Background Information/Relationships;
- Person Specification (incorporating competencies);
- Organisational Information;
- Key Responsibilities or Main Responsibilities/Activities.

2.2.5 For further guidance, please refer to Job Evaluation Procedure,

2.2.6 The Person Specification describes the competencies needed to perform the job. It provides the basis for the advertisement and specifies the selection criteria to be used during short-listing and assessment. It should include:

- Qualifications and Professional Membership (differentiating between essential and desirable);
- Technical Competencies (Experience and Knowledge);
- Special Requirements;
- Core Competencies.

2.2.7 Selection criteria in the Person Specification must be objective and relevant to the requirements of the job and must adhere to requirements under the Equality Act 2010.

2.2.8 It is important not to overstate the qualifications and experience demanded by the job and to avoid being too prescriptive as this may reduce the pool of potential applicants unnecessarily.

2.2.9 It is important to set appropriate standards for each selection criteria (e.g. “good educational background” – what is considered “good?”).

### ***2.3 Draft appropriate Justification, if required***

2.3.1 Ensure that an appropriate detailed justification for the vacancy is drafted via a request on SurreyRecruit, the University’s e-recruitment system, which will normally be expected to include:-

- clear, well-defined reasons why the job exists;
- current departmental organisation chart;
- whether the job is within the agreed headcount budget;
- whether funding (internal or external) is available for the required duration of the vacancy;
- whether the advice of Human Resources has been sought and an exploration of suitable alternatives has been carried out;
- how the vacancy may possibly be filled (e.g. by internal advertisement or as a potential redeployment opportunity). The Faculty/Department HR representative

can provide advice in this regard which may be included in the justification;

### 3. RECRUITMENT OPTIONS

- 3.1 As soon as the Recruitment Authorisation has been approved on SurreyRecruit, the recruitment plan should be discussed between the Faculty/Department and the HR representative; agreed upon and documented. This will involve reviewing available options and deciding on the most appropriate approach to attract applications from suitable candidates.
- 3.2 Agreed options may include one or more of the following:-
  - internet advertising – including specialist web sites;
  - external advertising – media and trade journals;
  - targeting specific groups of potential applicants where specialist skills may be required;
  - placing vacancy with recruitment agencies or Executive Search organisations from preferred supplier list;
  - deciding whether to seek written references as part of the initial application (e.g. as an endorsement to research projects or publications).
- 3.3 The University is committed to the development of its current employees; therefore advertising of all vacancies is mandatory.
- 3.4 Consideration must be given as to the target market to establish primary, secondary and tertiary recruiting markets (e.g. local; regional or international market).
- 3.5 As part of the University's commitment to equal opportunities, recruitment advertisements 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.



3.6 Human Resources will take a proactive approach when attracting applicants. They will use existing knowledge of the target market to advise upon and implement the most appropriate and cost-effective method.

#### 4. ADVERTISING

4.1 The completed Job Purpose or Role Profile & Addendum should form the basis of the recruitment advert.

4.2 Authorisation to Recruit via SurreyRecruit should be in place prior to advertising. If this is not the case, please speak with your Faculty/Department HR representative.

4.3 When drafting the recruitment advert, it is important to:

- ensure the heading clearly defines the job title; salary and working hours where appropriate;
- include the key job information as detailed in the Job Purpose or Role Profile & Addendum, ensuring the advert accurately reflects the job;
- include the key “short-listing” criteria from the Person Specification. It is important to ensure that the essential, short-listing criteria are included (i.e. qualifications, experience, expertise and key skills);
- project a positive impression of the Faculty/Department and University by emphasising the key selling points wherever possible;
- avoid using terminology or “jargon” that may not be easily understood by the target population;
- check that you have not included, even implicitly, any text which seems to favour or disadvantage a particular race, gender, disability, age group, sexuality or religion (e.g. “attractive appearance”);
- avoid any references to a requirement for an applicant to be able bodied or any reference which may lead to an inference that a disabled person may be discriminated against because he/she will not be suitable for the post;

- as a general rule, use no more than 140 words for advertisements – further details, including the Job Purpose, Person Specification should be provided via a link to <http://www.surrey.ac.uk/jobs/index.htm>;
- where it is possible the successful candidate may require a visa to work in the UK, the post must be advertised in the appropriate media for a minimum of 4 weeks. Further information can be found in the Eligibility to Work in the UK Policy.
- where there are ‘Named Researchers’ on a grant, there is no need to advertise the post, however, an interview is required;
- all adverts must be placed via the Faculty/Department HR representative using the University’s advertising agency where appropriate. If a member of staff is contacted by a publication offering recruitment advertising space they must be referred to the Faculty/Department HR representative;
- all jobs may appear on [jobs.ac.uk](http://jobs.ac.uk);
- all jobs are to be advertised for a minimum of one week on the University website. This can be concurrent with external advertising;
- where possible, include the proposed interview date(s) within the advert.

4.4 External advertising should only be considered where internal advertising and external websites are considered to be insufficient to attract enough suitable candidates.

## 5. USE OF RECRUITMENT AGENCIES

Where the use of a recruitment agency is being considered for non-academic posts at Levels 2 to 4, the University's Preferred Supplier of Temporary Workers should also be used to source permanent staff, where possible. Please refer to the Procurement and Management of Temporary Workers Policy.

5.1 For non-academic posts at Levels 5 to 6, the following sequential steps should be followed:

- Step 1 – Consider running recruitment by the University without using recruitment agencies. Any CVs from agencies can be considered but against standard University terms which reflect a lower fee for less effort by the agent, re-payment of fee if applicant leaves within 6 months and excludes direct applicants who might also be registered with that agent.
- Step 2 – Consider using recruitment agencies on a “contingency” basis where the agency gets paid upon appointment by the University of a suitable candidate. The University has appointed a number of such agencies against University standard terms as summarised in Step 1.
- Step 3 – Consider using a recruitment agency on a “retained” basis where the agency will manage the advertising, search, initial sifting and due diligence elements of the process. The University has appointed a single preferred agency for “retained” assignments for posts at these levels.

5.2 For non-academic posts at Level 7, the University will generally consider using a recruitment agency on a “retained” basis. The University has appointed a single preferred agency for “retained” assignments at this level.

5.3 Please refer to the Finance webpages for details of all preferred agencies and terms of engagement.

5.4 Different arrangements may apply for academic posts – please consult Faculty HR staff for guidance.

## 6 SHORT-LISTING

6.1 All applications received, will be on SurreyRecruit. The recruitment panel can view applications as they are received.

6.2 Each Panel member should review the applications and submit their shortlisting scores on SurreyRecruit against the selection criteria already defined.

6.3 Desirable criteria should be used to reduce large numbers of applicants who appear to meet all the essential criteria.

6.4 Selection criteria should not be changed or new criteria introduced at this stage.

6.5 Applications should be treated as confidential Applications will be stored on SurreyRecruit for a period of 12 months after the appointment of the successful candidate unless there is a requirement to keep them longer due to UK Visa and Immigration requirements.

6.6 Once the panel members have selected their shortlisting scores the Chair of the Recruitment Panel submits their final shortlisting decisions on SurreyRecruit.

6.7 If feedback is requested by an unsuccessful candidate, this responsibility lies with the Head of Faculty/Department or suitable nominee. Advice should be taken from the relevant HR representative.

6.8 Decide upon how many assessment stages will be involved, and how many applicants could be expected at each stage.

6.9 There is no minimum or maximum number of candidates

required for short-list or assessment; however, it is recommended that a maximum of six candidates be assessed in one full day.

6.10 The Faculty/Department HR representative can advise on, or assist with the design of, appropriate assessment methods to gather evidence to assess the key skills as defined in the Person Specification.

6.11 Appropriate assessment methods may include one or more of the following:-

- structured interview(s); formal and informal;
- work simulations such as role plays or “in-tray” exercises;
- candidate group discussions;
- presentations or “teaching” simulations (e.g. for academic candidates);
- psychometric testing (i.e. ability tests or personality questionnaires – this can be done at additional cost to the Faculty/Department);
- practical assessments (e.g. to assess technical capability).

6.12 Once the assessment and selection strategy is agreed, it is important to establish the resources required (e.g. interviewers, venues, materials) needed at each stage and to arrange this as soon as practicably possible.

6.13 On occasions, telephone or Skype interviews can be used. In such cases a telephone with international access may be required.

## 7. RECRUITMENT PANEL CONSTITUTION

7.1 All interview panel members who are employed by the University must have attended the Recruitment and Selection training or, if deemed appropriate by Human Resources, a briefing or re-fresher briefing provided by Human Resources.

- 7.2 As part of the University's commitment to equal opportunities, the training will include awareness of current anti-discrimination and equal opportunity legislation.
- 7.3 It may be possible to involve other nominated representatives during part of the assessment process (e.g. as part of an audience to a presentation), however, the recruitment panel are responsible for ensuring that the selection decision is based upon objective evidence gathered throughout the selection process.
- 7.4 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. All members of these panels will be expected to have undertaken the online Diversity in the Workplace module which includes Unconscious Bias training
- 7.5 It is recommended that, where possible, the recruitment panel should include a nominated representative from a "neutral" associated area.
- 7.6 There is no maximum number of interviewers required, however, where possible, the minimum number of interviewers is shown below.
- 7.7 In all cases HR will support the interview process, but it shall be a normal principle that HR will only be present on the interview panel if acting as a full panel member.

<b>Appointment of:</b>	<b>Recruitment Panel:</b>
Dean of Faculty	<ol style="list-style-type: none"> <li>1. President and Vice-Chancellor</li> <li>2. Vice-President and Deputy Vice-Chancellor</li> <li>3. Dean of Faculty</li> <li>4. Director at Executive Board level</li> <li>5. Additional members as directed by the VC</li> </ol>
Professor	<ol style="list-style-type: none"> <li>1. Dean of Faculty or as determined by the President and Vice-Chancellor or Vice-President and Deputy Vice-Chancellor</li> <li>2. Head of relevant Department, Division or Centre</li> <li>3. A senior member of the professoriate external to the Faculty or an external assessor</li> <li>4. Additional member as directed by the Dean or VC</li> </ol>
Reader	<ol style="list-style-type: none"> <li>1. Dean of Faculty or nominated representative</li> <li>2. Head of relevant Department, Division or Centre</li> <li>3. Representative from another Faculty at professorial level</li> <li>4. Additional member as directed by the Dean</li> </ol>
Senior Lecturer/ Lecturer/Teaching Fellow	<ol style="list-style-type: none"> <li>1. The relevant Dean of Faculty or nominated representative</li> <li>2. Head of relevant Department, Division or Centre</li> <li>3. At least one additional member as directed by the Dean</li> </ol>
Researcher	<ol style="list-style-type: none"> <li>1. Head of Department, Division or Centre</li> <li>2. Project Supervisor</li> <li>3. Additional member as directed by the Head of Department, Division or Centre</li> </ol>
All Other Staff	<ol style="list-style-type: none"> <li>1. Line Manager</li> <li>2. At least two additional members</li> </ol>

## ***7.8 Agree Time-scales***

7.8.1 Provisional dates for short-listing and assessments should be agreed and notified to Faculty/Department HR

representative.

7.8.2 It is recommended that, where practicable, the agreed short-listing date should be within five working days of the closing date.

7.8.3 Candidates should be notified as soon as practicably possible after the short-list has taken place.

7.8.4 It is recommended that, where practicable, the assessment date should be at least five working days after candidates have been notified.

7.8.5 However, time-scales can allow for flexibility (e.g. if all applicants are internal, time-scales can be shorter whereas if external applicants are nationwide, time-scales may need to be longer).

7.8.6 Ensure sufficient time has been allowed to design or order any non-standard assessment material in liaison with the Faculty/Department HR representative.

## 8. SELECTION INTERVIEW PROCESS

### ***8.1 Invite Short-listed Candidates to Assessment***

8.1.1 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 SurreyRecruit. The following documentation or information, where applicable, should be included:-

- details of the assessment process; the methods to be used; date and time;
- a contact name and telephone number for the candidate to confirm their attendance if they cannot confirm on-line;
- a request for the candidate to bring evidence of their qualifications and identification to the interview /assessment. This should include their eligibility to work



in the UK – see the University’s Eligibility to Work in the UK policy for further details;

- a copy of the Job Purpose or Role Profile & Addendum (if not already sent to applicants);
- a clear map of the assessment venue location;
- any other supporting information relevant to the role; department or University;
- a request to let us know if they need any additional support at the interview/assessment stage.

## ***8.2 Prior to the Interview***

8.2.1 It is recommended that all members of staff who take part in Recruitment Panels attend the University’s Recruitment & Selection training.

8.2.2 The Faculty/Department HR representative will email a Panel Pack via SurreyRecruit to all all Recruitment Panel members . This will contain copies of the candidates’ applications, the appropriate Job Purpose or Role Profile & Addendum and the appropriate interview notes sheet

8.2.3 All Recruitment Panel members should familiarise themselves with the candidates’ applications and the requirements of the post as specified within the Job Purpose or Role Profile & Addendum.

8.2.4 Prior to the interview the Chair of the Recruitment Panel should ensure that interview questions are determined and that all criteria in the Person Specification are tested either through the application, interview or other form of assessment.

## ***8.3 During the Interview and Making the Final Selection***

8.3.1 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.

8.3.2 After the assessment, the Recruitment Panel members should review candidates' performances during the selection process and reach their decision based on the evidence gathered.

8.3.3 The decision should be reached:

- systematically and objectively, on the basis of evidence obtained throughout the selection process;
- without making assumptions or stereotyping;
- keeping all the information in context; not focusing only on one or two issues;
- each candidate should be assessed on their own merits first so it is an independent assessment, before a comparison of ratings and candidates takes place.

8.3.4 The Chair of the Recruitment Panel is responsible for completing the Interview Decisions on SurreyRecruit that summarises the ratings jointly discussed and agreed upon by the Panel.

8.3.5 Selection decisions recorded must be fair and objective, based on the requirements of the job, as specified in the Job Purpose or Role Profile & Addendum.

8.3.6 All panel members should return all documentation and notes made during the interview to the HR representative (or to the Chair who will take responsibility for returning it all to HR).

## 9 MAKING AN OFFER

- 9.1 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.
- 9.2 If there are several suitable candidates, it may be appropriate to “hold” rather than reject these until the outcome of the offer to the most suitable candidate is known.
- 9.3 Ensure all unsuccessful candidates are notified of the outcome appropriately via SurreyRecruit and are provided with feedback, if requested, by the Chair or nominated member of the Recruitment Panel.
- 9.4 Internal candidates must get feedback from the Chair or a nominated member of the Recruitment Panel.
- 9.5 If ability tests or personality questionnaires are used, feedback on these should always be offered to all candidates.
- 9.6 *Determining Appropriate Salary*
- 9.6.1 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.

## ***9.7 Make Offer***

9.7.1 The HR representative may make a provisional verbal offer to the successful candidate, which will be followed up in writing via SurreyRecruit. This should happen as soon as possible after the selection decision is made.

9.7.2 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, Criminal Records Bureau Disclosure etc.).

9.7.3 If not already provided, the names and contact details of at least two referees (one of whom should be the current/most recent employer) must be taken and notified to Human Resources. References should cover the last 3 years of employment.

## ***9.8 References***

9.8.1 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.

9.8.2 Human Resources will immediately take up at least two references via SurreyRecruit for the short-listed candidate (one of whom should be the current/most recent employer). A Job Purpose or Role Profile & Addendum will be provided to referees to improve the quality of references.

9.8.3 If references contain unexpected or negative information (which may be inaccurate), the candidate may be recalled for a second interview. Any specific points can also be investigated further with the referee.

9.8.4 Original copies of references will be held by the Faculty/Department HR representative as confidential documents.

### ***9.9 Issue Contract and Associated Documentation***

9.9.1 Human Resources will ensure that a formal offer letter, a Statement of Particulars and relevant details, as appropriate, including a pre-employment medical questionnaire, are sent out to the successful candidate.

9.9.2 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.

9.9.3 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.

9.9.4 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.

9.9.5 If not already checked at the interview stage the successful

candidate will be required to provide evidence of any qualifications/professional memberships that are essential criteria for the post.

## 10. INDUCTION

10.1 The University is committed to ensuring that new employees receive an appropriate induction that will familiarise them with the organisation, their Faculty/Department and their role. It is the responsibility of the Faculty/Department in ensuring that a full induction is given.

10.2 All new starters are encouraged to look at the Staff Development website and attend the centrally organised induction events. The Staff Development website is the first point of reference for the majority of SD activities.

10.3 It is recommended that all new starters look at their job role and identify any development areas they may have and review the training provision offered by Staff Development for ways of addressing this.

10.4 All new staff will be required to undertake the relevant E-learning introductory modules on Diversity in the Workplace, Data Protection and Anti-bribery. For more details on this please see the Staff Development website.

10.5 All employees involved in recruitment and selection must undertake the relevant training provided.

## 11. PROBATION

11.1 The University has a Probation Scheme which may be applicable to the successful candidate.

## 12. RECORD KEEPING

12.1 Interview notes and records of the successful applicant will be kept on their HR file. 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.

## 13. EVALUATION

### *13.1 Key Performance Indicators*

13.1.1 Human Resources will endeavour to monitor and evaluate the effectiveness of the Recruitment and Selection Procedure and where practicable, statistical analysis of the process will take place and be reported upon by Human Resources on a regular basis. :

### *13.2 Feedback*

13.2.1 Any feedback received, during or after the process, from the Faculty/Department, Recruitment Panel Chairperson or internal/external candidates will be used, wherever possible, to evaluate the effectiveness of the process.