

Recruitment and Selection

UPR HR21 version 01.0

Policies superseded by this document

This is the first version of this document, effective from 22 October 2021.

Summary of significant changes to the previous version

This is the first version of this document and should be read in full.

Glossary

A glossary of approved University terminology can be found in [UPR GV08](#).

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1 Policy Statement

- 1.1 The University of Hertfordshire is a committed equal opportunities employer and promotes a fair and transparent recruitment process.
- 1.2 The University of Hertfordshire aims to provide a consistent approach across all Strategic Business Units (SBU's) to the recruitment and selection of University employees. In so doing the university meets its legal obligations and follows best practice.

- 1.3 Training and practical guidance is provided to line managers on how to conduct and manage the recruitment process to ensure that the best candidates are selected for appointment to posts within the University.
- 1.4 This Recruitment and Selection Policy (UPR HR21) applies to University of Hertfordshire employees who are responsible for the recruitment of staff and should be read in conjunction with the Recruitment information available on [HertsHub](#)¹ which contains detailed descriptions of the steps to be taken at each stage of the recruitment process.

2 Purpose

- 2.1 The purpose of recruitment is to:
- i source the best candidate available and to discover as much about them as possible that is relevant for employment at the University;
 - ii evaluate whether candidates are suitable for a particular vacancy;
 - iii reduce the risk of a failed appointment and enable successful appointments.
- 2.2 The University aims to:
- i source and appoint the best candidates whether from internal or external sources;
 - ii ensure all roles and posts are advertised with a job description detailing main duties and responsibilities, management responsibilities, budget management and non-standard working arrangements;
 - iii ensure all roles and posts are advertised with a person specification indicating essential and desirable requirements required for the role.
 - iv ensure that appropriate media and methods of advertising are utilised to communicate the University's commitment to equality and diversity and thereby attract suitable applicants from those groups which are currently under-represented;
 - v ensure that disabled persons have full access to the recruitment and selection process and where necessary make reasonable adjustments to accommodate individual needs;

¹ <https://herts365.sharepoint.com/sites/Jobs-recruitment-and-selection/Shared%20Documents/Recruitment%20and%20Selection%20Process.pdf>

- vi ensure that all applicants are treated in accordance with the above commitment to avoid any form of discrimination;
- vii ensure that selection is based upon individual merit;
- viii enable the appointment of the most suitable candidates;
- ix provide opportunities for flexible and part time working where possible.

3 Guiding principles

- 3.1 All staff involved in any aspect of the recruitment and selection process must comply with the University's current Recruitment and Selection Policy and the process described on [HertsHub](#)². The University will provide training to all staff who are involved in the recruitment process.
- 3.2 It is mandatory that those staff chairing interview panels are required to attend the Recruitment and Selection Compliance Essentials and the Recruitment and Selection workshop.
- 3.3 Staff with responsibility for recruitment and selection are required to ensure that job descriptions and person specifications, once completed, are current, accurate and detail only those requirements that are necessary and justifiable to fulfill the position.
- 3.4 Consideration must be given - should a selection decision involve family members / close personal relationships within a work area - to any potential conflicts of interest that might arise. If required, a neutral manager (not party to the relationship) should deal with all aspects of the recruitment process and employment terms and conditions.
- 3.5 Human Resources will provide support to the Recruiting Manager where jobs are being designed/redesigned and will determine an evaluation and grading of the new/ amended job description.
- 3.6 The Recruiting Manager will submit an online vacancy requisition via the HR System. The requisition will automatically enter the workflow and will require electronic approval (see the **process guidance**³ in HertsHub).

² <https://herts365.sharepoint.com/sites/Jobs-recruitment-and-selection/Shared%20Documents/Recruitment%20and%20Selection%20Process.pdf>

³ <https://herts365.sharepoint.com/sites/Jobs-recruitment-and-selection/SitePages/Advertising.aspx>

- 3.7 Recruiting Managers are required to provide a current job description, person specification and advert (using the template) to HR either attached to the vacancy requisition or via email to HR.
- 3.8 On receipt of the approved vacancy requisition via the HR System, Human Resources will:
- i determine any current employees who are “at risk of redundancy” and proceed with the ‘Redeployment Policy’⁴ prior to proceeding with advertisement;
 - ii advise the recruiting manager of the vacancy ID number (Staff Request number) which will be used for all ongoing communication;
 - iii commence with the recruitment process in accordance with UH standards (see the Process guidance³ in HertsHub).
- 3.9 Recruiting Managers should contact HR to ensure they are able to navigate the University processes and utilise the HR System / CorePortal / My e-recruitment self-service/and My Vacancies systems and processes.

4 Sourcing Candidates

- 4.1 All vacancies are to be advertised on our external recruitment website as standard, however Recruiting Managers can request that a vacancy is advertised internal only.
- 4.2 There are the following exceptions which can be recruited to directly:
- i appointments of 0.2fte or less;
 - ii named research appointments where grant funding is dependent on a named individual;
 - iii appointments of 3 months or less – these should be recruited on an Hourly Paid basis, preferably.
- 4.3 Where a Recruiting Manager requires a vacancy to be advertised for less than 2 weeks, prior approval is required by the Assistant Director of HR and will be agreed in exceptional circumstances only.

⁴ [https://herts365.sharepoint.com/sites/HRpoliciesandemployeerelations/SitePages/Reorganisation,-Restructure-and-Redundancy\(1\).aspx](https://herts365.sharepoint.com/sites/HRpoliciesandemployeerelations/SitePages/Reorganisation,-Restructure-and-Redundancy(1).aspx)

- 4.4 For vacancies of less than three (3) months duration (fixed term) or of 0.2 FTE or less, a secondment opportunity or “acting up” position can be advertised internally across the SBU via an Expression of Interest process. Internal candidates should normally be given a minimum of one week from the date of the advertisement to apply.
- 4.5 HR will ensure interview panel members have access to all applications and will highlight any applicants who wish to be considered under the Disability Confident scheme, any special requirements or any “at risk of redundancy” employee applications.
- 4.6 Shortlisting should be completed within 5 working days of the vacancy closing date.
- 4.7 Recruiting Managers will update the status of both the applicants and the vacancy and update the shortlisting comments against each applicant, detailing the reasons for declining any application and also for an invitation to interview.
- 4.8 Shortlisting documents used outside of the system, must be uploaded to the vacancy in addition to the status’ being updated.
- 4.9 Shortlisted candidates will be invited to interview either by the Recruiting Manager directly or, upon request, by HR (the Recruiting Manager giving HR at least 10 working days’ notice of the request). All invitations to interview should be made using the standard HR template.
- 4.10 The Recruiting Manager will notify unsuccessful internal candidates personally.
- 4.11 The Guiding Principles set out in this policy may necessitate consideration of additional factors where significant operational issues have arisen. Such factors would include:
- 4.11.1 Redeployment
- i Where individuals are “at risk of redundancy”, they will be considered for available suitable alternative vacancies before any other internal or external candidates.
 - ii Where disability prevents an individual from continuing in their present post they will be given priority for suitable alternative vacancies.
 - iii Where, following disciplinary action on the grounds of capability an alternative to dismissal is being sought, an individual will be given priority for suitable vacancies.
 - iv Where a fundamental breakdown in a working relationship has occurred, individuals may be given priority for suitable vacancies.

More details on redeployment are available in the Redeployment Policy⁵.

4.11.2 Organisational Restructuring

Where existing employees may be allocated to restructured posts directly (replacing their existing post) as part of an internal restructuring exercise.

4.11.3 Recruitment Freeze

Where for valid operational or financial reasons a temporary freeze on external recruitment has been imposed across the University or a particular SBU.

5 Assessing Candidates

5.1 All members of the shortlisting and interview panel will have the skills and expertise to conduct a “best practice” recruitment and selection process.

5.2 Selection criteria standards and assessment methods will be used to ensure all candidates are assessed fairly, transparently and objectively.

5.3 Those involved in the selection process (shortlisting, presentation, interviews) should include colleagues that represent the diversity within the University.

5.3.1 Where a panel has not been diverse, the Chair/Recruiting Manager will be required to provide justification of having representatives that do not demonstrate diversity.

5.3.2 Recruiting Managers can request a representative from another SBU or from the University Staff Networks if there are no suitably trained colleagues within the SBU.

5.3.3 If there are no suitable internal colleagues due to expertise or specialism, recruiting managers should consider external contacts.

5.3.4 Junior colleagues are also encouraged to participate in the recruitment and selection process subject to the Chair’s guidance.

5.4 Selection decisions will be recorded in accordance with the University’s procedures.

5.5 All information on applicants will be treated as strictly confidential and will be stored in accordance with the Data Protection Act provisions.

5.6 All the information requested throughout the recruitment and selection process is required to enable the University to adhere to its own policy standards and its external obligations to Government and Higher Education legislative requirements.

⁵ [https://herts365.sharepoint.com/sites/HRpoliciesandemployeerelations/SitePages/Reorganisation,-Restructure-and-Redundancy\(1\).aspx](https://herts365.sharepoint.com/sites/HRpoliciesandemployeerelations/SitePages/Reorganisation,-Restructure-and-Redundancy(1).aspx)

6 Candidate Care

- 6.1 The way in which the selection process is conducted, including making the offer and updating candidates on progress, will impact on the University's reputation whether positively or negatively.
- 6.2 It is the responsibility of all participants in the process to ensure that no applicant is treated unfairly or unreasonably and that the terms and conditions on which appointments are made are fair and equitable.
- 6.3 Upon selection of the successful candidate, the Recruiting Manager will make a verbal conditional offer in the first instance.
- 6.4 Any such offer can only be made subject to the following conditions:
- i A "right to work in UK "check has been completed
 - ii Occupational health clearance has been provided.
 - iii The Qualifications check has been completed.
 - iv The Disclosure and Barring Service check (where required) has been completed.
 - v Two (2) satisfactory work references are recorded.
- 6.5 The offer salary will be at the minimum of the grade unless otherwise agreed by HR. The University does not offer salary matching but will consider exceptional circumstances that warrant a higher starting salary.
- 6.6 All unsuccessful interview candidates will be contacted by the Recruiting Manager and provided with feedback on their interview if requested.
- 6.7 The Recruiting Manager will complete an Interview Record form on behalf of the interview panel and a Recruitment Appointment form for submission to My Vacancies.
- 6.8 Upon appointment all other paperwork (application forms, interview notes etc.) will be destroyed after 6 months.
- 6.9 Once the Recruitment Appointment form has been submitted, HR will:
- 6.9.1 Apply for a Certificate of Sponsorship if the successful candidate is not entitled to work in the UK and it is agreed the University wishes and is able to "sponsor" the chosen candidate. Under no circumstances can employment commence until the "right to work" has been confirmed.

- 6.9.2 Issue reference requests and health questionnaire.
- 6.9.3 Issue a conditional offer letter and contract of employment: copied to the Recruiting Manager.
- 6.9.4 Agree and confirm the start date once pre-employment checks have been satisfactorily completed.
- 6.9.5 Determine the date and time for the HR Welcome meeting.
- 6.9.6 Ensure the employee is set up on the Payroll.
- 6.9.7 Retain related paperwork for six (6) months unless longer is required for visa/work permit applications or if the appointment is for a European funded project.
- 6.10 Once employment has started it is the Recruiting Manager's responsibility to ensure the new employee attends the HR Welcome meeting on the date agreed with necessary documents and to ensure the probation process is completed.

APPENDIX 1 - Role Vacancies

- 1 An amended process applies for the recruitment to Roles.
- 2 HR will not normally be involved.
- 3 For recruitment to roles the Recruiting Manager will be responsible for the following:
 - 3.1 Producing a Role description and person specification.
 - 3.2 Advertising the opportunity within the relevant SBU(s).
 - 3.3 Ensuring adverts are fair and accurately reflect the role and comply with the Equality & Diversity and Recruitment policies.
 - 3.4 Shortlisting on a fair and objective basis.
 - 3.5 Contacting successful and unsuccessful candidates.
 - 3.6 Notifying the HR Employee Support Team with details of the Role appointment.

APPENDIX 2 - The Process

Step 1

Recruiting Manager/nominated person will:	Human Resources will:
<ul style="list-style-type: none"> • Undertake a job review to ensure the job description reflects the current requirements for the work. • Decide whether to re-design or amend the current job description. • Ensure the job description includes a person specification and UH Values. • Draft the advertisement (using the template) 	<p>Through HRBP's</p> <ul style="list-style-type: none"> • Assist where jobs are being designed / redesigned. • Evaluate and grade new or amended job descriptions.

Step 2: Obtain authority to recruit

Recruiting Manager/nominated person will:	Human Resources will:
<ul style="list-style-type: none"> • Complete and submit a staff requisition via the HR System and attach: <ul style="list-style-type: none"> ○ Job description. ○ Draft advert including proposed closing & interview dates. ○ Proposal of where to be advertised (please consider advertising costs). ○ Names of shortlisting/interview panel members including administrator if required. External members will not be able to access My Vacancies; recruiting managers will need to consider how/when to forward any information/job descriptions. ○ Any other relevant information i.e. whether <ul style="list-style-type: none"> • a Disclosure & Barring Service check is required • an international applicant may be a possibility • this is a European research funded appointment • this could be a professorship appointment • Where 'at risk of redundancy' employees have been identified and meet the essential criteria they must be interviewed prior to the post being advertised. 	<p>After receiving the approved vacancy requisition via the HR System:</p> <ul style="list-style-type: none"> • Inform the Recruiting Manager of any applicants to be considered first due to them being "at risk of redundancy". • Create the vacancy and start the advertising process. • Check and format the advert to UH standards. • Attach following documents: • shortlist record form, <ul style="list-style-type: none"> ○ template interview letter, ○ guidance notes for interviewers, ○ interview record form, ○ recruitment appointment form. • Confirm to the Recruitment Manager when the advert is placed, the vacancy ID number and the closing date. • Set up panel members to access applicants under My Vacancies • Amend My Vacancies status to 'out to advert' • Place the advert

<ul style="list-style-type: none"> • It is important that all the above is provided to obviate any delays in the process. Managers may wish to alert their approvers that the requisition is on the system. 	
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Step 3: Closing the Vacancy

Recruiting Manager/nominated person will:	Human Resources will:
<ul style="list-style-type: none"> • Be aware of the closing date and plan accordingly. • Shortlist via the on-line system. • Shortlisting may commence prior to the closing date but all applicants must be considered, and it is recommended that prior to the closing date applicants are only deselected where they clearly do not meet the essential criteria. 	<ul style="list-style-type: none"> • Close the vacancy • Inform the Recruiting Manager of any applicants: <ul style="list-style-type: none"> ○ requesting consideration under the Disability Confident scheme ○ advising of any employees “at risk.of redundancy” • Change vacancy status to shortlisting vacancy

Step 4: Shortlisting

Recruiting Manager/nominated person will:	Human Resources will:
<ul style="list-style-type: none"> • Go to ‘my vacancies’, review all applications. • Shortlist within 5 working days of the closing date. • Ensure at least two panel members work together to draw up the shortlist. • Complete shortlisting comments for each Applicant including interview details; reasons must be given for the decisions made. • Update applicant status to ‘invited to interview’ on My Vacancies. • Update vacancy status to ‘Shortlisting Complete’, an automated response will be sent to HR. • Invite shortlisted candidates for interview, confirmed using the HR template. • Update vacancy status to ‘Interviews Scheduled’. • Ensure Chair personally informs unsuccessful internal candidates giving any positive feedback they can. 	<ul style="list-style-type: none"> • Realise applicant contact information once the shortlisting has been completed and status’ have been updated. • Where requested HR will write to candidates with interview times (10 days lead time is required for this -to allow 5 days pre-interview for candidates).

Step 5: The Interview

Recruiting Manager/nominated person will:	Human Resources will:
<ul style="list-style-type: none"> • Ensure Chair and panel members have access to applications on the HR System and interview record forms • Consider tests to be used and any need for informal tours or meetings with staff. • Consider any suitable adjustments that can be made if an applicant has a special requirement 	

Step 6: Offering the Appointment

Recruiting Manager/nominated person will:	Human Resources will:
<p>Ensure Chair is aware of their responsibility to:</p> <ul style="list-style-type: none"> • Phone preferred candidate with conditional offer. • Update applicant status to; Conditional Offer / unsuccessful at interview. • Change my vacancy status to 'Conditional Offer Made'; an automated response will be sent to HR. • Make any job offer subject to: <ul style="list-style-type: none"> ○ 'right to work in the UK' check. ○ two satisfactory work references. ○ occupational health clearance. ○ qualifications check. ○ Disclosure & Barring Service check (where necessary). • Offer salary at the minimum of the grade, any decisions to appoint above the minimum must be supported by providing the rationale to HR. • Contact unsuccessful candidates; provide feedback where requested. • Complete: • Interview Record Form on behalf of panel • Recruitment Appointment Form attach both forms to My Vacancies • Confidentially destroy all other paperwork, application forms, interview notes etc. 	<p>If the successful candidate is not entitled to work in the UK and it is agreed the University wishes & is able to 'sponsor' them, will apply for a Certificate of Sponsorship. Under no circumstances can employment commence until the 'right to work' has been confirmed.</p> <ul style="list-style-type: none"> • Issue reference requests and health questionnaire. • Issue conditional offer letter & contract to potential employee, copy to recruiting manager. • Advise Recruiting Manager re: any issues with pre-employment checks. • When pre-employment checks are satisfactorily completed, confirm start date to employee and manager. • Book employee on HR Welcome meeting. • Keep paperwork for six months or: <ul style="list-style-type: none"> ○ where a visa/work permit is required, until the appointee leaves UH ○ for European funded projects until 5 years (14 in some cases) after the end of the project. HR to confirm with Research Grants Team. • Update applicant status to; appointment accepted • Update vacancy status to: appointment accepted

Step 7: Start date

Recruiting Manager/nominated person will:	Human Resources will:
<ul style="list-style-type: none"> • Ensure new appointee attends an HR Welcome meeting with appropriate copied documents. 	<ul style="list-style-type: none"> • Finalise the pre-employment checks. • Confirm the "right to work": under no circumstances can employment

<ul style="list-style-type: none">• Ensure the probation process is completed.	commence until it has been confirmed that the candidate has the “right to work”. <ul style="list-style-type: none">• Ensure the new employee is set up to be paid.• Undertake the DBS check where necessary; emailing managers to remind them of their responsibility to ensure new appointees must not have unsupervised access to children or vulnerable adults.
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Sharon Harrison-Barker
Secretary and Registrar
Signed: **22 October 2021**

Alternative format

If you need this document in an alternative format, please email us at governanceservices@herts.ac.uk or telephone us on +44 (0)1707 28 6006.