

Recruitment and Selection

UPR HR21 version 02.0

Policies superseded by this document

This is the second version of this document, effective from 26 February 2026.

Summary of significant changes to the previous version

The process has been updated in line with the new HR System which was implemented in April 2025, links to HertsHub Pages have been refreshed, recruitment to roles updated to reflect current practice and a complaints procedure added.

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/SitePages/Jobs-and-recruitment.aspx>

- 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 approval via the HR System. See [HertsHub page](#) for more details.

² <https://herts365.sharepoint.com/sites/Jobs-recruitment-and-selection/SitePages/Jobs-and-recruitment.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 requisition or via email to HR.
- 3.8 On receipt of the approved requisition via the HR System, Human Resources will:
- i determine any current employees *who are on the redeployment register* and proceed with the *University's 'Redeployment Policy, UPR HR28'*⁴ prior to proceeding with advertisement;
 - ii commence the recruitment process in accordance with the process as detailed on HertsHub.
- 3.9 Recruiting Managers should contact HR to ensure they are able to navigate the University processes and utilise the HR System.

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://www.herts.ac.uk/_data/assets/pdf_file/0010/384166/UPR-HR28-Redeployment-Policy-v1.0.pdf

- 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 (“EOI”) process. Internal candidates should normally be given a minimum of one week from the date of the advertisement to apply. *A permanent increase in hours of up to 0.2FTE may be advertised and recruited to internally in the same way. Recruitment via EOI may be undertaken in other exceptional circumstances, and only with the agreement of the HR Business Partner.*
- 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, *although this may be extended where a large number of applications have been received.*
- 4.7 Recruiting Managers will update the status of the applicants and update the shortlisting comments against each applicant, detailing the reasons *for inviting applicants for interview* or declining any application.
- 4.8 Shortlisting documents used outside of the system, must be uploaded to the vacancy in addition to the *statuses* being updated.
- 4.9 Shortlisted candidates will be invited to interview by the Recruiting Manager directly.
- 4.10 The Recruiting Manager will notify unsuccessful internal candidates personally.
- 4.11 *Note that where individuals are “at risk of redundancy” or where for other reasons the University’s Redeployment Policy UPR HR28 applies, they will be considered for available suitable alternative vacancies before any other internal or external candidates.*

5 Assessing Candidates

- 5.1 The Recruiting Manager is responsible for determining the composition of the selection panel, which should:
- Include staff from the department including the person who will be the successful candidate's immediate line manager
 - Be no fewer than two people and no more than five and where possible, include an appropriate mix of gender, age and race. **Please note that [diverse recruitment panels are mandatory](#).**
 - Consider the level of the post being selected and appropriate panel size
 - Consist of panel members chosen carefully to represent management, subject expertise, position expertise (e.g a similar postholder from another SBU), and where appropriate, external stakeholders like PSRBs, partners, or placement providers.
- 5.2 Selection decisions will be recorded in accordance with this procedure.
- 5.3 All information on applicants will be treated as strictly confidential and will be stored in accordance with the Data Protection Act provisions.
- 5.4 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.

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 Essential qualifications have been verified.
 - iv Where required, a Disclosure and Barring Service check 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.
- 6.8 Upon appointment all other paperwork (application forms, interview notes etc.) will be destroyed *after 12 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 *twelve (12)* 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.

7 Complaints Procedure

- 7.1 *Where an applicant is dissatisfied with the recruitment process, they may wish to raise a formal complaint. It is in all parties' interests that complaints are raised and resolved at the earliest possible stage. Many issues can be resolved informally by approaching the recruiting manager directly with your concerns. However, if an applicant wishes to make a formal complaint to the University about their experience of the recruitment process, they should do so without delay*
- 7.2 *Applicants should raise their complaint in writing, via email to recruitment-salaried@herts.ac.uk addressed for the attention of the Recruitment Salaried Team Leader outlining their complaint, including, where possible, appropriate actions that should resolve the concerns raised. If you require a reasonable adjustment to this process due to a disability, please let us know so that we can support you to make your complaint.*
- 7.3 *Once a complaint is received, the Team Leader will forward the complaint to the HR Business Partnering Team. An HR Business Partner will be appointed to examine the issues raised, gathering information from related documentation, and from speaking with relevant individuals. They will then provide the complainant with a written response, addressing the complaint(s) and providing an explanation. Where a complaint is upheld, recommendations for remedy will also be provided, as appropriate.*

APPENDIX 1 - Role Vacancies

A “role” is defined as a set of duties and/or responsibilities that may be added to a job, but a role is not a standalone job. Some roles may have an agreed role title and a written description of the duties and tasks associated with that role, but are undertaken by existing substantive employees and incorporated into their paid working hours. A role cannot be recruited as a separate job, and therefore an amended process for recruiting to such roles is required.

- 1 *The HR Recruitment Salaried team will not normally be involved.*
- 2 For recruitment to roles the Recruiting Manager will be responsible for the following:
 - 2.1 Producing a Role description and person specification.
 - 2.2 Advertising the opportunity *to all potential interested parties* within the relevant SBU(s), taking care to ensure transparency and fairness. If unsure, please contact the HR Business Partnering team for advice.
 - 2.3 Shortlisting on a fair and objective basis.
 - 2.4 Ensuring that as far as possible, the processes outlined in sections 5 and 6 of this policy are reflected in the assessment, selection and appointment to roles, paying particular attention to diverse panels and record-keeping.
 - 2.5 Contacting successful and unsuccessful candidates and providing objective feedback.
 - 2.6 Notifying the HR Employee Support Team with details of the role appointment in cases where the role requires additional pay in the form of a responsibility payment or other arrangement. Where the role does not require additional payment, there is no necessity to inform HR.

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 HRBPs</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 <i>employees on the redeployment register</i> 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 Interview Guidance and Templates Document on the HR system: • Place the advert

<ul style="list-style-type: none"> It is important that all the above is provided to remove 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”

Step 4: Shortlisting

Recruiting Manager/nominated person will:	Human Resources will:
<ul style="list-style-type: none"> Review all applications in <i>the Recruitment module of the HR system</i>. Shortlist within 5 working days of the closing date (<i>this may be extended if there are a large number of applications to review</i>). 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 <i>‘first interview, reserve, or not invited to interview’</i>. Invite shortlisted candidates for interview, confirmed using the <i>template provided in the Interview Guidance and Templates Document</i>. Ensure Chair personally informs unsuccessful internal candidates giving any positive feedback they can. 	<ul style="list-style-type: none"> <i>Provide the recruiting manager with a list of all internal candidates who have not been successful</i>

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. • 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: <ul style="list-style-type: none"> ○ Interview Record Form on behalf of panel ○ Recruitment Appointment Form (<i>in system</i>) • <i>Attach Interview Record form to HR system</i> • 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 <i>twelve</i> 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.	<p>commence until it has been confirmed that the candidate has the “right to work”.</p> <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: **26 February 2026**

Alternative format

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