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BECKETT  
UNIVERSITY

# Recruitment and Selection Policy and Procedure

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# Policy Statement

## Purpose and Core Principles

The purpose of this policy is to provide a framework and core principles for the recruitment and selection of staff at our University. The accompanying procedure and the Essential Guide to Recruitment and Selection provide clear guidance on the key stages involved.

The effective recruitment and selection of staff is important for our University's achievement of our Strategic Objectives and KPIs, including our aim to develop a community of great people.

## Scope

This policy and procedure cover all stages of the recruitment and selection process and are applicable to all staff recruitment.

## Responsibility

Human Resources has responsibility for ensuring that this recruitment and selection policy and procedure are communicated and applied throughout our University.

All colleagues involved in the recruitment and selection process are responsible for adhering to this policy and procedure at all times.

## Monitoring and Review

This policy and procedure will be reviewed annually and as necessary in light of employment legislation, our University's Strategic Objectives, People Strategy and other related policies, and feedback.

To ensure the quality of our devolved recruitment practices is maintained, Human Resources will observe some short-listing meetings and interviews. Areas for improvement identified will be addressed through staff development, training and guidance where appropriate.

# Procedure

This procedure outlines the key stages in recruiting and selecting for a post at our University.

## 1. Vacancy

- 1.1 When a vacancy first arises, it is important to consider carefully the need for the role, its purpose, content and where it fits into the structure of our University.

## 2. Job description and employee specification

- 2.1 Where a vacant post is to be filled, a job description and employee specification must be produced (or updated) using the standard templates. Guidance notes on writing job descriptions and employee specifications are provided in the Essential Guide to Recruitment and Selection. Consideration should be given as to whether a criminal record check will be required for the successful candidate (see Disclosure & Barring Service Policy & Guidelines). Consideration should also be given as to whether any tests or presentations are to be used in addition to an interview, and these should be indicated on the employee specification against the appropriate criteria. Ability tests (particularly verbal and numerical tests) and/or occupational personality questionnaires are used for vacancies at all levels at our University.

## 3. Authorisation

- 3.1 Following the creation of a new post, or where significant changes have been made to an existing post, a job evaluation exercise will be carried out. Grades for all posts must be approved by Human Resources.
- 3.2 Before advertising, all posts must be approved by the Vacancy Review Panel (VRP). In each case, the VRP pro-forma, plus job description and employee specification must be submitted to HR Services. The VRP will confirm whether or not the post can be released and also take account of the redeployee list, and HR Services will notify managers of the decision.

## 4. Advertising the Vacancy

- 4.1 In general, all vacancies will be advertised externally and internally simultaneously, in order to encourage a wide range of applicants, and internet only advertising will be used. Managers must consult with HR Services if there are instances where press advertising is thought necessary.
- 4.2 In the following circumstances, consideration may be given to advertising internally only:
  - Where a post is temporary for a period of twelve months or less or where the duration is uncertain (e.g. to cover long term sickness). However, where a permanent post is created subsequently, it must be advertised.

- Where a management of change process is ongoing;
- Where a suitable redeployee has been identified;
- If determined by the Director of HR or through the VRP process that an internal advertisement only is appropriate.

4.3 The cost of advertising is borne by the recruiting area and will be processed in accordance with financial procedures.

4.4 All vacancies appear on our University's vacancy website, from which supporting documentation can be viewed and an online application completed and submitted. Leeds Beckett standard application forms must be used. CVs may also be accepted, but only in addition to the standard application form.

4.5 It is not normal University policy to use recruitment agencies to recruit for permanent or temporary vacancies. However, where there has been a demonstrable difficulty in filling a post of a particular nature, it may be that an agency would be the most cost effective and efficient means of providing a pool of candidates. In these circumstances, the manager is required to contact HR Services to seek approval and to agree a framework for the recruitment of the particular post(s). Agencies will be required to demonstrate compliance with our University's normal recruitment and selection procedures and Equality, Diversity and Inclusion policy.

## **5. Diversity**

5.1 Our University has an Equality, Diversity and Inclusion policy and governance structure that reflects the requirements of the Equality Act. Applications are welcome from all sections of the community. Positive action statements and Genuine Occupational Requirements should be approved by HR Services before inclusion in adverts.

## **6. Appointment Panel Responsibilities and Composition**

6.1 All panel members should have completed our University's Recruitment and Selection training and all have an equal part in the process. The composition of selection panels is set out below. The table is for guidance purposes; there may be occasions where the Chair of the panel wishes to configure a different panel composition linked to the requirements of the post. The Chair is also responsible for checking that all panel members have received appropriate training. Where training requirements are not met, the Chair of the panel should seek advice from HR Services. Wherever possible, the Chair of the panel should also give consideration to the appropriate composition of the panel by ensuring the gender balance of panel members, and also considering composition in terms of race, age etc.

6.2 For all posts a minimum of three panel members is required.

6.3 If a panel member is ill or unavailable for other good reason at the interview stage, a replacement should be sought, to ensure there are a minimum of three panel members.

- 6.4 All members of staff involved in the recruitment process must maintain complete confidentiality at all times during and after the process. Where members of staff are considering applying, or have applied, for a post they should not be involved in either the administrative or subsequent selection process. Panel members should also consider confidentiality issues if they permit other staff to access their email, particularly as the short-listing pack (including application forms) may be sent via email.
- 6.5 Individual panel members must take personal responsibility for ensuring that their personal short-listing and interview notes are shredded and any electronic files linked to the recruitment, including emails, are deleted.
- 6.6 In order to minimise the possibility of bias during the selection process, panel members must declare to the Chair any significant relationship or friendship with applicants prior to the short-listing or interviewing taking place. Where a panel member is related to an applicant or shares a close personal relationship, the panel member will withdraw from further involvement in the selection process and an alternative panel member will be sought. Further advice should be taken from HR Services where there is any uncertainty or where the Chair wishes to declare a relationship.

## GUIDANCE ON COMPOSITION OF PANELS

<b>Position</b>	<b>Professional Services Staff Grades 1 to 8</b>  This includes Research Assistant and Research Officer posts.	<b>Academic &amp; Research Staff (up to Grade 8)<sup>1</sup></b>	<b>Posts at Grade 9 and above<sup>1</sup></b>  For example Reader <sup>2</sup> , Professor <sup>2</sup> , Director of Research, Head of Subject, Dean of School, Associate Director, Director.
<b>Chair</b>	Member of staff responsible for the Service (or nominee) or Recruiting Manager for the role (minimum grade 6 and two grades higher than the vacancy).	Dean of School/Director of Research	University Executive Team member (VC or DVC for appointment to Dean of School/Director of Professional Service/Director of Research or Professor)
<b>Members</b>	<ul style="list-style-type: none"> <li>• A minimum of two members of staff on a higher grade than the vacancy. For grades 6-8, this should include representation from outside the School/Service.</li> </ul>	<ul style="list-style-type: none"> <li>• Head of Subject.</li> <li>• Two additional members of academic staff on a higher grade. This should include representation from outside the School.</li> </ul>	<ul style="list-style-type: none"> <li>• Member of SMG<sup>3</sup> (DVC for appointment to Dean of School/Director of Research or Professor)</li> <li>• Director of HR (or nominee)</li> <li>• One other member of staff (on higher grade)<sup>3</sup></li> <li>• External from outside Leeds Beckett University<sup>4</sup></li> </ul>
<b>Panel Size</b>	3/4	4	5

### NOTES:

1. <sup>1</sup>For academic posts the panel should always include a Director of Research.
2. <sup>2</sup>Excluding appointment of Readers/Professors via the internal promotion round where a separate procedure applies.
3. <sup>3</sup>For academic posts this should be an academic member of staff.
4. <sup>4</sup>For example, someone from another HEI with expertise appropriate to the vacancy. He or she should be someone who holds an equivalent or more senior position than the vacant post. The choice of an external member needs to be agreed in advance with the Chair of the panel.
5. The Chair should ensure the appropriate composition of the Panel with regard to gender balance and, wherever possible, ethnicity. This must be provided through the membership of the panel, in addition to any HR/external representatives.
6. The Chair is responsible for authorising all decisions and records associated with short-listing and interview outcomes.
7. The panel for support staff posts within grades 1 to 5 should include a panel member with technical knowledge in appropriate circumstances.

## **7. Short-listing**

7.1 The purpose of the short-listing meeting is to produce a manageable number of candidates who meet the criteria to progress to the next stage, and all panel members should attend. However, the short-listing may be conducted by the Chair plus one other trained panel member, providing absent panel members complete the short-listing grid and return it to the Chair before the meeting takes place. During the short-listing meeting, the following should be considered:

- Each member of the panel is expected to come to an independent view about who to short-list before the panel meeting, by assessing each candidate according to the employee specification criteria which were issued to applicants.
- Only those who meet the essential criteria discerned from the application form can be short-listed.
- In accordance with our commitment to Job Centre Plus as a Disability Confident Employer, where an applicant has declared a disability, the Chair will ensure that an interview is guaranteed, providing the applicant meets the minimum criteria as discerned from the application form.
- The final decision is collective and is noted by the Chair on the master short-listing grid. This will form the basis for feedback if this is requested at a later date.

7.2 The short-listing panel should agree at this stage on the selection process, e.g. timing of interviews (and tests/presentations if appropriate) and areas of questioning.

## **8. Selection and Interviews**

### **8.1 Immigration, Asylum and Nationality documents**

8.1.1 Interview candidates are asked to bring with them documentation to demonstrate their eligibility to work in the UK. The Chair of the panel is responsible for ensuring that arrangements are in place for documents to be checked and photocopied on the day of the interview. Candidates who have indicated on their application form that they do not have permission to work in the UK should be short-listed and interviewed in the normal way by consideration against the criteria on the employee specification. Where after interview a candidate requiring a Skilled Worker certificate of sponsorship in order to work in the UK is the best candidate, our University must meet the Home Office requirements.

### **8.2 Presentations**

8.2.1 Presentations may be made to the main interview panel, as part of the interview itself, or to a separate group of staff or students. In either case, the standard proforma for presentations should be used to record opinions by all those listening to the presentations to ensure objective assessment. In cases where presentations have been made to a separate group, feedback should be given to the main panel using a composite proforma which summarises the group's opinions.

### 8.3 Interview

8.3.1 At the interview stage, panel members should make a detailed assessment of each candidate's suitability and record evidence against each item on the employee specification. At the end of all the interviews and selection methods, a consensus view must be reached and a master interview assessment form completed for each candidate. The assessment form should record evidence from the interview (and any tests/presentations) with reference to the employee specification, and a rating should be given for each criteria based on all the evidence. The evidence noted on the assessment form should enable the panel to determine each candidate's relative areas of strength and weakness against the criteria and decide on which candidate to appoint. It will also form the basis for feedback if this is requested at a later date, and may be requested by candidates under data protection legislation.

**8.3.2 In accordance with the Equality Act, interview panels should not discuss a candidate's health and/or disability at the interview stage. Where appropriate, the Chair of the panel should explore with the successful candidate at the offer stage any reasonable adjustments that may be required.**

8.3.3 Once agreement has been reached on the successful candidate, the panel should consider whether or not a reserve candidate may be needed should the offer be refused.

## 9. **Offer and Appointment**

### 9.1 Notifying the candidates

9.1.1 The Chair may delegate responsibility to another panel member if necessary.

9.1.2 The Chair (or nominee) should telephone the successful candidate as soon as possible after the interview, making a verbal offer of appointment **which must be subject to pre-employment health screening and satisfactory references, and, where appropriate, a satisfactory criminal background disclosure and/or probation.** Pre-employment health assessment will be carried out in accordance with our University's Pre-employment Health procedures. On appointment (including promotion or secondment) staff will normally be placed on the first point of the substantive grade for the post. The Chair (or nominee) should refer to the University's Pay Policy before making an offer with a higher starting salary, as justification and prior authorisation are required.

9.1.3 HR Services will issue the appointment letter and contract to the successful candidate and notify unsuccessful external candidates. The Chair should notify unsuccessful internal candidates immediately, by telephone where possible, and feedback offered as appropriate.

### 9.2 References

9.2.1 Two references for the successful candidate should be requested using the standard documentation. It is the responsibility of the Chair to read the reference carefully and



determine whether or not the reference is deemed to be satisfactory. Where there are areas on the reference needing further clarification, Chairs are advised to follow up the reference by telephoning the referee to seek further information, or to contact HR Services for further advice.

9.2.2 References from an internal candidate's line manager who is a member of the interview panel will be taken into account in the manner described above. The fact that the line manager has been named as a referee will not preclude him/her from the process. Where a panel member has been asked to provide a reference for an external candidate, this should either be refused or the panel member withdrawn from the selection process.

## **10. Feedback**

10.1 All feedback should be given by the Chair of the Panel (or nominated panel member) on a planned and pre-arranged basis and should be based on how the candidate performed against the employee specification criteria. Internal candidates should be offered the opportunity to meet with the Chair to receive feedback.

## **11. Record keeping**

11.1 The recruitment file, including the Chair's formal consensus record of the panel's analysis of each candidate against the employee specification using the short-listing grid and interview assessment sheets, and any feedback provided to candidates, must be kept in a secure place for a period of twelve months.

## **12. Induction**

12.1 We are committed to ensuring that all new staff experience an induction programme that is tailored to their needs, of an excellent standard and one that allows their effective and timely integration into their role, team and the University. Further information on induction, including an induction checklist, is available on the Human Resources website.

## **Related Policies and Documentation**

Disclosure & Barring Service Policy and Guidelines  
Equality and Diversity Policy  
Essential Guide to Recruitment and Selection  
Guidance for Applicants  
Induction Policy and checklist  
Pay Policy  
Pre-employment Health Procedures  
Policy on the use of Market Related Payments  
Policy Statement on the Recruitment of Ex-offenders  
Probationary Policy and Procedure  
Redeployment Policy and Procedure  
Relocation Policy

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