

## Staff Recruitment Policy

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## 1. Policy

- 1.1 The purpose of this policy is to provide a framework for the effective recruitment and selection of staff; to promote diversity and inclusion principles, whilst also aiming to ensure that there is consistency of approach across the University.
- 1.2 The University recognises that it only achieves what it does due to our exceptional people, and that it remains the unique place it is because of the talent and dedication of our people working together to a common purpose.
- 1.3 The University People Strategy outlines our ambition to become an employer of choice, where the best and brightest want to be and to attract diverse talent. It also states our commitment to creating a diverse and inclusive university community that is truly representative of our student population, with the aspiration to be representative of London. To enable this a strategic, professional and robust approach to recruitment is required.

## 2. Scope of the Procedure

- 2.1 This policy covers all activities that form part of the recruitment and selection process. It is applicable to all staff recruitment with the exception of agency, hourly paid academics and casual staff.
- 2.2 In order for the policy to be effective it is essential that any staff member involved in any aspect of the recruitment process is aware of the policy and the principles outlined within it. It is the responsibility of hiring managers to ensure they have read and are familiar with the policy as outlined in the Essential Skills Matrix, before embarking on a recruitment exercise.

## 3. Principles

- 3.1 The University will seek to appoint the best candidate for the role in a fair and equitable manner, through a merit-based recruitment and selection process.
- 3.2 The University recognises that equality is an integral part of the recruitment and selection process, and will support and encourage under-represented groups to consider employment with the university and promote an inclusive approach to recruitment and selection.
- 3.3 The University takes seriously its legal responsibility to ensure that no unlawful discrimination, direct or indirect, occurs during the recruitment and selection process, in accordance with the Equality Act 2010.
- 3.4 The process of recruiting staff should support the University's commitment to achieving Athena Swan Charter (gender), Race Equality Charter, and that the University is Disability Confident Committed. It is recognised that effective recruitment and selection processes play a key role in eliminating gender bias and developing an inclusive culture.
- 3.5 The University will provide appropriate training and support to those involved in recruitment and selection activities. It is expected that staff members involved in staff recruitment will have completed Interview Skills training, and are up to date with the mandatory online modules: Equality and Diversity briefing; Unconscious Bias, and Information Security and Data Protection training.
- 3.6 The University aims to deliver an excellent candidate experience at every stage of the attraction, selection and engagement process. A fair, transparent and positive recruitment and selection process is crucial in achieving this aim. The University wants all candidates whether successful or not to be positive advocates of St Mary's.
- 3.7 The University will focus on 'growing our own talent' by encouraging existing staff to apply for promotion opportunities and through initiatives including an Apprenticeship

scheme; Graduate Teaching Scheme; Work Experience; the Government Kickstart Scheme and an Internship programme.

#### 4. Confidentiality and Data Protection

- 4.1 All staff involved in the recruitment process have a responsibility for data protection and confidentiality.
- 4.2 Information from the Equal Opportunities Monitoring Form is not available to members of the selection panel.
- 4.3 The collection, processing, storage and retention of all recruitment and selection information relating to applicants will be in accordance with GDPR principles.

#### 5. E-Recruitment

- 5.1 The University uses an e-recruitment system (iTrent) to support the recruitment and selection process. The system enables an efficient onboarding process, fully utilises the HR System and allows for the provision of accurate recruitment and selection data.
- 5.2 Hiring managers can access the system using their Recruitment Manager profile on Peoplenet or access [here](#).
- 5.3 User guides have been produced to help managers use the system and can be found [here](#). There are also applicant guides available on the e-recruitment system, which are updated when required.

#### 6. Recruitment Planning and Advertising

- 6.1 When a vacancy occurs, the hiring manager should fully evaluate the purpose and need for the role, taking into consideration the longer-term plans of the business area and the strategic aims of the university. The financial impact of recruiting to the role will also need to be considered.
- 6.2 Hiring managers must seek approval to recruit to all new or replacement vacancies through the Headcount Control process.
- 6.3 The University recognises that in certain circumstances the recruitment procedure may need to be modified to successfully recruit to a role. In these instances, the reasons for modifying the procedure must be set out in writing by the hiring manager. The variation to the procedure will require authorisation by the Director of HR, or in the absence of the Director of HR or when the role is within the HR Department the Chief Operating Officer.
- 6.4 In line with the University's People Strategy all roles will be advertised externally to diversify the talent pool and ensure the best possible person is appointed. In exceptional circumstances a role may be advertised internally only. A robust business case outlining the circumstances and reasons for advertising internally only will need to be prepared by the recruiting manager and submitted for approval to the Director of HR. In the absence of the Director of HR, or if the role is within the HR Department approval may be sought from the Chief Operating Officer.
- 6.5 All adverts will contain the wording "The University is committed to being an inclusive employer and will consider flexible working arrangements. We would welcome applications from candidates who would like to work part time/job share/flexibly" including the statement that is relevant to the job i.e. part time. It is accepted that some roles may not be appropriate for flexible working and this should be discussed with HR and the advert adapted accordingly.
- 6.6 All adverts will be placed on the University website. The minimum advertising period will normally be two weeks.

- 6.7 The University will normally advertise academic roles as either Lecturer, Senior Lecturer, Associate Professor or Professor. However, the University reserves the right to advertise an academic role as Lecturer/Senior Lecturer where appropriate, making an appointment based on the successful candidate's experience.
- 6.8 Normally the salary will be advertised as the minimum point on the salary band, however managers will have the discretion to advertise the full salary band to help attract a good pool of candidates. If the hiring manager wishes to advertise the full salary band this must be requested during the Headcount control process.
- 6.9 Staff subject to redeployment will be given a priority interview for a role if they meet the minimum criteria.

## 7. Selection and Interview

- 7.1 The University aims to recruit the person most suited to the requirements of the role. All selection will be merit based, ensuring decisions are free from unlawful discrimination on the grounds of a protected characteristic.
- 7.2 Selection is a two-way process, candidates are assessing the role and the University. Those involved in the recruitment process must ensure they present the University, Faculty/Department and the role positively, demonstrating fairness, professionalism and consistency throughout.
- 7.3 Shortlisting will normally be undertaken by at least two people, one of whom will normally be the line manager of the role.
- 7.4 Interviews will be conducted by an interview panel, which would not normally exceed four members. The Chair of the panel will normally be the line manager of the role.
- 7.5 A member of HR will not normally be on the interviewing panel.
- 7.6 Diverse panels should be used at both shortlisting and interview stages to enable fair and open decision making. It is acknowledged that balanced panels may not always be achievable, but hiring managers will be expected to make reasonable efforts to achieve this.
- 7.7 For consistency all interviews for the same post will normally consist of the same panel members.
- 7.8 In accordance with the University Equality, Diversity & Inclusion Policy Statement, the University will make reasonable adjustments to accommodate the particular needs of any person invited to interview, who has notified the University that they have a disability (within the meaning of the Equality Act 2010).
- 7.9 Any applicants who have declared a disability, will automatically be shortlisted for interview if they demonstrate in their application that they meet the minimum criteria.
- 7.10 Selection criteria must be objective, relating to the job requirements and be applied to each candidate fairly and consistently.
- 7.11 All candidates will be asked the same questions, which will be decided prior to the interview. Supplementary questions that seek to clarify answers given by the candidate, or to clarify information provided by the candidate in their CV or application form may be asked.
- 7.12 Competency based questions will normally be used, focusing on past behaviour as an indicator of future performance.
- 7.13 Where appropriate, skills, tests, presentations or other selection methods may form part of the recruitment process. Hiring managers are advised to discuss additional selection methods with their HR Partner, to ensure they reflect job related requirements and fairly assess candidates.
- 7.14 Panel members are required to take individual notes to record the salient points of the interview. These notes will be kept by HR for a minimum of 6 months.

7.15 Panel members should individually assess each candidate. Any areas of disagreement regarding a candidate's suitability should be discussed by all panel members and a final decision agreed.

## 8. Pre-Employment

- 8.1 Once a selection decision has been made, a conditional job offer will be made. Offers of employment are subject to receipt of satisfactory references; health clearance; proof of right to work in the UK and check of relevant qualifications and any other employment checks as appropriate.
- 8.2 The University has a legal obligation to ensure all employees have a legal right to work in the UK. Checks on right to work must be carried out for every person the University intends to employ before they begin any work, in accordance with the Immigration Act 2016.
- 8.3 The offer of employment is subject to receipt of a minimum of two references. References can only be sought with the consent of the candidate.
- 8.4 The University fully complies with the Rehabilitation of Offenders Act 1974 and the DBS Code of Practice. The University does not discriminate unfairly against applicants who may have a criminal history and having a conviction will not necessarily bar an applicant from working at the University. If an applicant declares a conviction this will be explored by the relevant HR Business Partner outside of the selection process.
- 8.5 Pre-employment criminal record checks will be required for certain posts, particularly those that are exempt from the Rehabilitation of Offenders Act 1974 and the Rehabilitation of Offenders Act (Exceptions) order 1975.
- 8.6 Appointments will usually be made at the minimum point of the advertised salary band. Unless the hiring manager sought approval to appoint at a higher spine point during Headcount Controls.

## 9. Monitoring

- 9.1 The University is committed to monitoring its recruitment and selection activity, and to produce accurate and meaningful data. This data will be used to meet our statutory obligations, to help monitor our key performance indicators (KPI's) and to enable data drive conversations to take place to support the needs of an increasingly commercially focused University.
- 9.2 The data collected on our recruitment and selection activity and KPI's will be reviewed quarterly and shared annually with the University Executive Committee.
- 9.3 Our KPI's for the period 2020-2025, include two recruitment and selection actions:

To increase the number of Academic staff hired from a BAME background:

<b>19/20</b>	<b>24/25</b>
16.07%	31.7%

To increase the number of women in leadership roles:

<b>19/20</b>	<b>24/25</b>
43%	50%

## Relevant Policy Headings

[Recruitment and Selection Guidelines](#)

[People Strategy](#)

[Equality, Diversity and Inclusion Policy Statement](#)

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