

St Mary's  
University  
Twickenham  
London

**Recruitment & Selection Guidelines**

## **1.0 Vacancy Planning and Authorisation**

- 1.1** As a first step recruiting managers should identify and evaluate the need for a replacement vacancy prior to submitting a Headcount Control Business Case (HCC). The recruiting manager should review the vacant position (in conjunction with the HR Partner and their Finance Business Partner if necessary) to determine whether the role should be replaced, reviewed, disestablished, or a new role created. Budget implications and job role evaluation should be considered at this stage. Once the HCC business case is approved the recruiting manager must submit an online request to authorise a vacancy (Requisition) in the iTrent system. The HCC business case template can be found [here](#).
- 1.2** The recruiting manager must provide an up-to-date Job Description and Person Specification, produced on the University's standard template. Templates are available [here](#).
- 1.3** The Person Specification should normally highlight the essential criteria that will be used for initial shortlisting. The Person Specification will also list additional essential criteria to be assessed or tested at the interview stage. Other selection criteria can be included in the Person Specification but will be highlighted as desirable. The Person Specification will indicate which criteria will be assessed at the application, interview and skills test stages of the process.
- 1.4** If a Job Description and Person Specification already exists, this should be reviewed by the recruiting manager to ensure it accurately reflects the current role. If the job role is new the post must be evaluated by HR.
- 1.5** All vacancies require authorisation prior to advertising. Following Headcount Control approval, an iTrent Requisition form must be completed by the recruiting manager using the online recruitment management system. The Job Description including Person Specification and advertisement must be attached to this online form. The iTrent Requisition will be approved via the online workflows set up on the recruitment management system (refer to iTrent [Recruitment Manager Guidelines](#) for further information).

## **2.0 Applicants with Disabilities**

- 2.1** Recruiting managers must give due consideration to the needs of applicants with disabilities, throughout the recruitment and selection process, ensuring it is inclusive and accessible. St Mary's University is a Disability Confident Committed employer, meaning anyone declaring a disability on their application form, will automatically be shortlisted for interview if they meet the minimum criteria.

The recruiting manager will be able to tell if applicants have declared a disability, as a blue flag will appear on the recruitment system, against the name of any applicant who has made a declaration.

- 2.2** Recruiting managers, with the assistance of HR, must consider appropriate reasonable adjustments that will enable applicants with disabilities to participate in the recruitment and selection process. Managers must ensure the recruitment process is inclusive by advertising vacancies through a range of channels and upon request, provide recruitment information and accept applications in accessible formats.

## **3.0 Advertising**

- 3.1** Vacancies will only be advertised after an iTrent Requisition is completed by the recruiting manager and approved.
- 3.2** Once the iTrent Requisition is approved the requestor will receive an email confirming the role can be advertised. The relevant HR Administrator will liaise with the manager on

placement of an advertisement in an appropriate medium.

**3.3** All adverts should be completed using the [advert template](#). All roles will be advertised externally through various media and online channels, to diversify the talent pool and ensure the best possible person is appointed. In exceptional circumstances a role may be advertised internally only. However, a robust business case, outlining the reasons and rationale will need to be submitted for approval to the HR Director.

**3.4** All adverts should contain the following:

- The statement that “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”. Adapted to suit the particular role.
- Disability Confident Committed logo.
- The relevant immigration status statement from below:

For roles below £25,600 salary:

“Please note that it will not be possible to issue a Certificate of Sponsorship for this role. Successful candidates will therefore need to be eligible to work in the UK or have limited leave to remain in the UK and associated right to work for the duration of their employment, in accordance with the Immigration, Asylum and Nationality Act 2006”.

For roles above £25,600 salary either use the below statement or the above statement if the HR Adviser identifies a different minimum salary associated with the relevant SOC code which is higher than £25,600:

“Candidates must be able to demonstrate their eligibility to work in the UK in accordance with the Immigration, Asylum and Nationality Act 2006. Where required, this may include entry clearance or continued leave to remain under the Points Based Immigration Scheme. Please ensure you meet the requirements of the Points Based System before applying”.

**3.5** All advertisements should contain the closing date for applications and the expected/planned interview date. A minimum two-week closing date will normally apply.

## **4.0 Shortlisting**

**4.1** Shortlisting is the stage in the selection process which involves considering candidates’ applications against the requirements of the post as detailed in the Person Specification. Some of the criteria identified in the Person Specification may not be measurable prior to interview – e.g. interpersonal skills or oral communication skills. In such instances, these criteria will not be considered at shortlist stage. No new criteria should be brought in at the shortlisting stage.

**4.2** The online shortlist form details the Person Specification criteria against which the candidates’ applications must be measured. The shortlisting panel will normally consist of at least two people, to avoid the potential for intentional or unintentional unfair discrimination. The members of the shortlisting panel will normally be members of the interview panel. The shortlisting process will normally be undertaken using the online iTrent system.

**4.3** The shortlisting process must be managed in a secure and confidential manner. It should be noted that the practice of circulating application forms to other members of the Faculty/Department could lead to infringements of applicants’ rights under the General Data Protection Regulations (GDPR). Candidates’ application forms are to be restricted to the shortlisting panel only.

**4.4** Shortlisting should commence as soon as possible after the closing date. The shortlisting panel must wait until the advert closing date to view and begin shortlisting applications on

the HR system (Refer to iTrent [Shortlisting guidance for Recruitment Managers and Panel Members](#)).

- 4.5 All candidates should be assessed objectively against the essential shortlisting criteria, set out in the Person Specification as being tested at the application stage. Applications that do not meet all the elements of the essential criteria on the Person Specification should not be shortlisted. Person Specification criteria stated as 'desirable' should be considered only to distinguish between those candidates whose applications addressed all the essential Person Specification criteria.
- 4.6 The essential shortlisting criteria from the Person Specification are mandatory, and panel members must submit the online form, ensuring each criteria has been scored. Panel members must each enter their scores/comments on the system and in discussion with the recruiting manager reach a final decision on the candidates to invite for interview. Panel members must also check that shortlisted applicants have stated on their online application that they have the right to work.
- 4.7 The following shortlist scoring criteria should be used when considering candidate's answers against the essential shortlisting criteria in the Person Specification. Where the essential criteria of the Person Specification are not met, the candidate should not be shortlisted. Desirable criteria should be considered only to distinguish between those candidates whose applications addressed all the essential Person Specification criteria.

5	Outstanding	The candidate provided exceptional examples to evidence the criteria required in the Person Specification, covering a range and breadth of different scenarios and providing detailed evidence on the situation, tasks, actions taken and the results.
4	Very Good	The candidate provided a high standard of examples to evidence the criteria required in the Person Specification, covering a range and breadth of different scenarios.
3	Good	The candidate provided some examples to evidence the criteria required in the Person Specification.
2	Satisfactory	The candidate provided limited detailed evidence of the criteria required in the Person Specification.
1	Unsatisfactory	The candidate provided some information but it didn't relate to the criteria being shortlisted. If a candidate scores 1 they have not met the essential criteria and should not be shortlisted for the role.
0	Unanswered	The candidate provided no evidence of the criteria being shortlisted. If a candidate scores 0 they have not met the essential criteria and should not be shortlisted for the role.

- 4.8 It is normally expected that a maximum of four to six candidates will be shortlisted and invited to interview. Where appropriate, skills tests or presentations will form part of the recruitment process. The HR Partner will check to ensure that tests reflect job related requirements, which fairly assess candidates' ability against the Person Specification and that they are not discriminatory in any way.
- 4.9 Applicants who are not shortlisted will be informed as soon as possible.
- 4.10 Where the cost of recruitment incurs excessive additional costs to the University, St Mary's reserves the right to exclude a prospective candidate on these grounds.
- 4.11 In accordance with the University Equality & Diversity Statement and Code of Practice, reasonable attempts will be made 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).

**4.12** External applicants who are invited to an interview will normally be sent a map showing the location of the University, the mission and values of the University, an outline of the interview and details of where and to whom to report. Where interviews take place online, the applicant will be sent a meeting invite to their email address with log on details to the call.

**5.0 Interview**

**5.1** The mission and values from the corporate plan will be included in the Interview Panel's interview pack.

**5.2** The interview must be conducted by an interview panel which would not normally exceed four members. All panel members must be familiar with the [Staff Recruitment Policy](#) and it is expected that they will have completed Interview Skills Training and are up to date the mandatory online modules: Equality and Diversity Briefing; Unconscious Bias and Information Security and Data Protection training.

**5.3** All interviews for the same post must consist of the same panel members. The panel will normally comprise a gender mix of both male and female representatives and where possible normally comprise of diversity in terms of age, gender, race and disability.

**5.4** An HR representative will not be present on all interview panels. HR will consult with the interview chair to determine and agree the level of support required and if HR representation on the interview panel will be beneficial. It is likely that other panel members with role specific expertise, will be best placed to sit on the interview panel in order to test the suitability of the candidate.

**5.5** Prior to the Interview, the Interview Chair should ask interview panel members to confirm whether they have any declarations of interest. No member of staff may be involved in the recruitment process where a relative is a candidate. Members of staff are required to declare an interest if they are involved in the recruitment process where an applicant is a relative and withdraw from the process.

**5.6** A representative from the recruiting Faculty/Department will meet candidates arriving for interview and conduct the necessary right to work checks. HR can provide guidance on how to conduct a right to work check.

**5.7** All candidates will be asked a standard format of questions, which will be decided prior to the interview; further questions that seek to clarify answers given by the candidate may be asked at interview. All questions must be related to the job requirements and the candidate's suitability to undertake the role.

**5.8** Each panel member will take notes on the interview question form to record evidence to justify the selection.

**5.9** Once interviews are completed, the panel will individually assess each candidate against the previously agreed interview criteria as follows:

5	Exceeded	The candidate answered the question with exceptional examples to evidence the skill or behaviour being questioned, covering a range and breadth of different scenarios and provided detailed evidence on the situation, tasks, actions taken and the results.
4	Fully Met Criteria	The candidate answered the question with a high standard of examples to evidence the skill or behaviour being questioned, covering a range and breadth of different scenarios.
3	Met Criteria	The candidate answered the question with sufficient examples of evidence of the skill or behaviour being questioned.
2	Partially Met Criteria	The candidate answered the question with limited detailed evidence of the skill or behaviour being questioned.

1	Not Met Criteria	The candidate gave an answer but it did not relate to the question and the skill or behaviour that was being questioned.
0	Failed to meet criteria	The candidate failed to give any evidence of the skill or behaviour being questioned.

**5.10** The panel will jointly discuss each candidate's assessment against the requirements of the Person Specification. Any differences should be fully discussed in order to reach agreement on an appointable candidate.

**5.11** All members of the Interview Panel must complete and sign their interview forms and the Chair must sign the Appointment form, and return to HR. The recruitment manager must also make an offer for the appointed candidate on the recruitment system.

## **6.0 Appointment**

6.1 Once the recruiting manager has made an offer on the online recruitment system to a suitable candidate, a conditional job offer will then be made by the HR team. This will be subject to the receipt of satisfactory references; health clearance; proof of right to work in the UK; check of relevant qualifications; where appropriate, a Disclosure and Barring Service check and any other employment checks as appropriate.

6.2 A pre-employment health assessment is carried out in order to:

6.2.1 Assess the health of the successful candidate to ensure, as far as is reasonably possible, the individual is fit for employment for the position applied for.

6.2.2 Assess the health of existing staff members changing post, to ensure as far as reasonably possible, the staff member is fit to undertake the new post.

6.2.3 Ensure that there is no significant risk of adverse effect of the proposed position on the individual's state of health, particularly in individuals with pre-existing health problems.

6.2.4 Determine whether reasonable adjustments under the Disability Discrimination Act 1995 need to be made to meet the needs of candidates with a learning difficulty and/or disability or impairment, to enable them to undertake their duties successfully

6.3 References will be taken up by the HR department after the applicant has been informed that they have been successful.

6.4 The candidate will be offered the minimum point of the salary band, unless a higher salary was approved during the Headcount Control process.

6.5 An appointment will not be confirmed, nor starting date agreed, until satisfactory references, evidence of the right to work in the UK, health clearance and where appropriate a satisfactory DBS have been received.

6.6 Once all pre-employment checks have been satisfactorily met, the successful applicant will be sent a contract of employment relating to that position.

6.7 Once the starting date has been agreed, the recruiting manager will be informed in order that he/she can arrange a local induction programme and to notify appropriate departments.

## **7.0 Internal Promotions**

**7.1** It is good practice for Internal applicants applying for a different role within the University to inform their line manager of their intention to apply for the role prior to submitting their

application.

**7.2** If an internal applicant is successful in their application, it is normally expected they will work their contractual notice period prior to taking up the new role.

**7.3** Following the offer of appointment, the staff member will be sent a letter confirming the variation to their contract.

## **8.0 Probation**

**8.1** All appointments where the candidate is new to the University will be subject to successful completion of a probationary period. The duration of the probation period will be outlined in the employment contract. The progress of new members of staff will be monitored closely by their manager during this period and meetings will be arranged during probation in accordance with the normal practice of the University.

**8.2** Appointments where an internal candidate is appointed are not subject to a probation period.

**8.3** The University aims to support new staff members in their probationary period. Staff members are required to participate fully in induction programmes and in other learning and development opportunities that are held during their probationary period and fulfil the requirements of the role.

**8.4** Further meetings will normally be held if probation is extended or concerns regarding performance expressed.

**8.5** At the end of the probationary period, or at the end of the extension of probation period, a recommendation will be presented to and agreed by the Head of School/Faculty/Service as to whether the employment should be confirmed or not confirmed.

## **9.0 Disclosure and Barring Service (DBS) / Recruitment of Ex-Offenders**

**9.1** The purpose of undertaking a criminal records check is to identify candidates who may be unsuitable to work with children or other vulnerable members of society. In accordance with the requirements of the Disclosure and Barring Service, only staff members who work with children or other vulnerable adults will be required to undertake a criminal records disclosure.

### **9.2 Requirement for Disclosure**

**9.3** All staff employed in a position of trust that involves working with children or vulnerable adults who are or have been resident in the UK are required to undertake either a Standard or an Enhanced Disclosure with the Disclosure and Barring Service. This is to ensure that they have not been barred from or have criminal records that make them unsuitable for working with children or vulnerable adults. This check is called a Disclosure and there are three levels of disclosure - Basic, Standard and Enhanced. Standard Disclosures are primarily for positions that involve working with children or vulnerable adults. Enhanced Disclosures are primarily for positions that involve regularly caring for, training, supervising or being in sole charge of children or vulnerable adults.

**9.4** The Job Description/Person Specification will normally indicate whether a Disclosure will be requested in the event of an applicant being offered a position.

**9.5** Applicants applying for positions eligible for Disclosure are encouraged to provide details of their criminal record at an early stage in the application process via their application form and under separate, confidential cover, to the HR Department. Consideration will be given as to whether the conviction or other matter revealed is relevant to dealing with children or vulnerable adults; the seriousness of any offence or other matter revealed; the length of time since the offence or other matter occurred; whether the applicant has a pattern of offending behaviour or other relevant matters; whether the applicant's circumstances have changed since the offending behaviour or the other relevant matters; and the circumstances surrounding the offence and the explanation(s) offered.

**9.6** If successful at interview, a link to the online disclosure application will be

included with the offer of employment.

- 9.7** Please note that on guidance from the Disclosure and Barring Service, St Mary's University cannot accept checks undertaken for another organisation/institution.
- 9.8** Having a criminal record will not necessarily bar an applicant from working at St Mary's University. However, failure to reveal information about previous convictions could lead to the withdrawal of an offer of employment.
- 9.9 Use of Disclosure Information**
- 9.10** The information received by the University from any Disclosure will be confidential. The University abides by the [Disclosure and Barring Service Code of Practice](#)

### **Related Documents and Information**

- [Recruitment Forms, Policies and Procedures](#)
- [Staff Recruitment Policy](#)
- [Equality and Diversity Policy Statement and Code of Practice](#)
- [Data Protection Policy](#)
  
- [ITrent Recruitment Manager Guide](#)
- [ITrent Shortlisting Guidelines for Recruitment Manager and Panel Member](#)