Appointment of Academic Staff Regulations

Contents

1 Scope

1.1. These regulations relate to the appointment of all academic university staff and they cover all activities that form part of the recruitment and selection process. It is applicable to all permanent and fixed term academic staff recruitment except those senior staff whose appointments are made directly by the Governing Body.

1.2. In order for the procedures which underpin these regulations to be effective, it is essential that any employee who is involved in any aspect of the recruitment and/or selection of academic staff is aware of this document and follows it. Ultimately it is the responsibility of the senior management in the university, including PVCs and Heads of Departments/Schools, in conjunction with the People Directorate to ensure that this is the case.

2 Academic staff recruitment strategy

2.1. The university's mission is to transform lives through outstanding and inspired teaching, research and enterprise. Underpinning this mission is the university's vision, values and strategic themes which are critical to realising this ambition.

2.2. The university, through its People Strategy, recognises and acknowledges that our staff are our most important asset and their commitment, motivation and enthusiasm is key to achieving our strategic aims. The university's aspiration for its staff is no less important than the high aspiration we hold for our students. Our staff, their research, and the knowledge they impart, are central to the success of our students and the university as a whole. We need to use our talents and resources to best effect to make a societal difference in the lives of others. To do this effectively, we need to recruit, develop and engage the best possible people from a diverse range of backgrounds who share our values and ambitions and have a commitment to transforming lives.

2.3. Academic staff recruitment activity is an important opportunity to promote the university, its brand and values. The university should be seen as a well-respected, high quality institution where the best academic experts want to work and where their contribution is valued and rewarded.

2.4. The academic staff recruitment strategy underpins each of the strategic aims of the People Strategy by attracting high calibre staff at the cutting edge of their field who are developed to maximise their contribution to the university. It must bring in the right people who are passionate about their work and that of the university, have excellent skills, the right culture and leadership capabilities at all levels to inspire and contribute to positive change in the university.

Aim

2.5. The aim of the academic staff recruitment strategy is to:

a) Ensure that all academic staff recruitment activity supports the university's strategy and corporate plan, as well as its academic and business strategies.
b) Attract high quality staff working at the cutting edge of their field of expertise.
c) Be an employer of choice.

d) Use fair and effective recruitment and selection processes to meet business needs, and in our advertising to promote inclusivity in a consistent manner across the institution.

Governing Principles

2.6. The university's academic staff recruitment strategy and associated procedures will be delivered applying the following principles:

a) Effective academic staff recruitment and selection underpins the overall performance of the university.
b) Academic recruitment is informed by and supports the university's Career Pathways, ensuring that recruitment at AC2/3/4/5 grades are appropriately mapped to pathways. Role profiles and selection criteria clearly articulate role aims and priorities in line with Career Pathways, so that candidates and selection panels are aware of required expectations, standards, shared values, attitudes and behaviours.
c) Recruitment processes allow flexibility to target a specific pathway in support of the long term expectations of academic units.
d) Permanent academic recruitment should be driven by the long term aspirations of academic units rather than the short term operational needs.
e) Recruitment processes attract the very best candidates on the basis of merit, track record and future potential through principles of externality and best practice in the sector.
f) Academic recruitment should aim for maximum breadth of subject expertise, rather than target narrowly defined subjects.
g) Recruitment of academics is typically at junior grades except where there is a clear need to provide senior leadership in an academic area, for instance when making appointments to strategic senior roles, such as Heads of Department/School, Directors of Learning and Teaching and Research or similar, and there is an evident lack of internal staff at appropriate professorial (AC5) grades
h) Strategic senior academic leadership roles within Faculties will not be substantive posts. Instead, they are '*additional duties*' allocated to strategic academic leadership activity for a fixed term of 3 years with the possibility of an extension dependent on the University's needs**.**
i) Staff appointed to leadership in such roles, either internally or externally, will meet the pathway criteria for the appropriate grade (AC5 in case of senior strategic roles) at the time of appointment. For the avoidance of doubt, staff may be allocated such roles on being first promoted to AC5 provided that promotion is justified on its own merits.
j) Future shape and skills requirements are considered and planned for to respond to the changing direction of the University.
k) Ownership, responsibilities and accountabilities for the recruitment and selection activities will be clear, understood and contribute to achieving a positive experience.
l) Clear selection criteria supports transparency in recruitment and selection processes. Recruiting managers in Faculties are committed to ensuring processes are fair and consistent; in line with the University's Equality and Diversity Statement and demonstrates compliance with relevant employment legislation requirements.
m) The skills of recruiting managers and those involved in the recruitment process will be developed with the expectation that those involved have a clear understanding of University and legislative requirements and responsibilities.

n) Confidentiality of information supplied by applicants and others involved in the recruitment and selection process will be respected at all times.

o) Recruitment approaches are underpinned by best practice in the sector and offer value for money.

3 Recruitment and selection

General Provisions

3.1. Responsibility for the appointment of all staff except senior posts is delegated by the Vice-Chancellor. The Executive Director of People will administer recruitment procedures and will normally sign offers of appointment on the Vice-Chancellor's behalf. Roles and responsibilities in the recruitment and selection process are outlined in Annex 3.

3.2. Staff vacancies will in the first instance be advertised to staff on the redeployment list internally for one week. If no suitable candidate is identified except in the circumstances set out at paragraphs 3.3 and 3.4 below, vacancies will be advertised internally throughout the university via the university vacancy bulletin so that existing staff will have the opportunity to apply before the post is advertised externally.

3.3. Vacancies may be advertised internally and externally in parallel if one or more of the following conditions apply:

a) the vacancy is in a main recruitment grade for academic staff
b) the vacancy is in an area of specialist expertise where internal staffing resources are limited
c) the vacancy is in an area which has a high level of staff turnover

3.4. Short-term appointments will be advertised as set out above in paragraphs 3.2 and 3.3.

3.5. The Governing Body shall approve procedures governing the arrangements for the advertising of vacant posts, the selection of candidates to be interviewed, the arrangements for interviews and the making of formal offers of appointment.

3.6. On behalf of the Vice-Chancellor, the Executive Director of People shall ensure that adequate records are maintained within the University in respect of all staff appointed to the university's service.

3.7. On behalf of the Vice-Chancellor, the Executive Director of People shall ensure that appointment and promotion procedures and staff records conform to current legislation affecting the relationship between employer and employee, to any other relevant legislation and to the university's Equality and Diversity Policy Statement.

Constitution of academic selection panels

3.8. The recruitment and selection of academic staff should assess candidates against the University and Faculty Unit's strategic plans. Recruitment will take into account the University's need to bring in staff with high expertise, new ideas and approaches. To meet this commitment, the composition of the university's academic recruitment panels should bring together academic experts and the People Directorate to recruit academic staff who can contribute to the delivery of the University's strategic aims.

Pro Vice Chancellor and heads of unit panel composition

a) Vice Chancellor (Chair).
b) Deputy Vice Chancellor with responsibility for academic area.
c) External Assessor.
d) Executive Director of People.
e) Others at the discretion of the Chair.

Professorial posts (AC4 and above) panel composition

a) Vice Chancellor (Chair) or nominated Deputy Vice Chancellor.
b) Pro Vice Chancellor with responsibility for academic area.
c) External expert (at Professor level from outside the University with a good understanding of the subject area).
d) Faculty Director of Research & Enterprise or Teaching and Learning depending on Career Pathway chosen (from relevant Faculty).
e) Internal Professor from outside the Faculty with expertise in a cognate academic area.
f) Executive Director of People or nominee.

Note:

a) Where an appointment is being made jointly with a partner organisation, the corresponding equivalent of Pro Vice Chancellor should also be invited to sit on the panel from the partner organisation.

b) Where a post is jointly funded by an external sponsor, a senior decision maker from the sponsor organisation should be included on the panel.

AC2 and AC3 panel composition

a) Pro Vice Chancellor (Chair)
b) Head of main academic unit (where the post sits).
c) Faculty Director of Research and Enterprise or Teaching and Learning or similar depending on Career Pathway chosen or focus of the role (from relevant Faculty).
d) Senior external panel member from outside the Faculty (with expertise from a cognate area).
e) Faculty senior expert (with an in depth understanding of the areas within which the post sits).
f) Senior People Directorate representative.
g) **Optional:** Where appropriate an external specialist (e.g. business or nursing expert) can also be included on the panel where it is deemed necessary.

Note: In the case of the NRI, the Pro Vice Chancellor can nominate the Head of the NRI to chair an AC2 or AC3 panel. Appointments at AC2 can be recruited to with a Career Pathway in mind.

All selection panels should be representative of the diversity of the university's workforce and should support the university's commitment to ensuring a diverse workforce to maximise its ability to meet diverse student requirements.

4 Staff recruitment and selection process

Introduction

4.1. There are a number of key stages in recruiting and selecting for an academic post. This procedure outlines the key stages. Further advice and guidance is available on-line at key stages of the recruitment process and also from the People Directorate team. In addition, Talent, Development and Reward offers training courses designed to equip members of staff in key aspects of the procedure.

4.2. The e-recruitment system manages the recruitment process. ***It is a requirement for all those responsible for recruitment to complete the Recruitment and Selection Training modules - see link*** here.

4.3. A flowchart detailing the recruitment process is attached (**Appendix 1**). The People Directorate can provide advice at any stage of the recruitment process.

Preparation stage

4.4. The recruitment and selection process for academic staff should not commence until a full evaluation of the need for the role against the area's strategic plans and budget has been completed. It should take into account the university's need for new ideas and approaches and should align to the university's Career Pathways. Additionally, it should support the university's commitment to ensuring a diverse workforce to maximise its ability to meet diverse student requirements.

4.5. All new posts and where applicable replacement posts must be formally evaluated and graded. Formal authorisation to recruit (through the university Recruitment Approvals Panel (RAP)) for new and replacement posts must be sought before commencing with recruitment and advertising. Where the recruiting manager perceive there to be challenges in recruiting to a post driven by markets; they should consult the People Directorate for advice and guidance before taking action to recruit.

Job description and person specification

4.6. A Job Description and Person Specification must be produced or updated for any vacant post. It should accurately reflect the elements of the post and align with the university's Career Pathways. The job description should also outline the essential and desirable criteria required for the post. This should include the requirement for academic candidates to hold, or be close to completing, a PhD in a relevant subject and hold or study towards a PGCert. Care should be taken to ensure that the criteria used does not indirectly discriminate against certain groups of applicants. The job description and person specification should follow the standard University template.

Approval of posts

4.7. The e-recruitment system *Online Staff Request Form (OSRF)* is the first stage in creating a new vacancy request for approval. A job description and person specification, advertisement text and business case where relevant, must be attached to the OSRF. The selection criteria and additional information must be provided. 'User Guidance' is available on the OSRF page.

4.8. All requests are subject to an approval process with final approval by the Recruitment Approvals panel consisting of the Vice Chancellor, Directors of Finance and People. In exceptional circumstances recruiting managers may seek to waive the need to advertise a post; in these circumstances these posts should also be submitted for approval by the panel. Circumstances where this may be a requirement are where a research project includes a named researcher, and one of the factors for awarding the grant was the strength of the proposed research team.

Short term appointments for strategic posts

4.9. Short-term appointments for a period of 6 months, can also be made for an interim period for strategic posts such as Head of Department/School, or Faculty Director of Research or Learning & Teaching, where there is an urgent business need to do so. The process for undertaking such an appointment is as follows:

   a) Expression of Interest internally across the university via the e-recruitment system.
   b) Candidate submission of an expression of interest statement and a CV submitted online.
   c) Interview panel(s) should consist of an abridged selection professorial interview panel.

   - **The VC or an appropriate Deputy Vice-chancellor**
   - **Pro Vice-Chancellor**
   - **A senior expert academic external to the Faculty within which the post sits**

Note: Pro-Vice Chancellors should give consideration to how the role would be supported during the interim period.

Advertising

4.10. **Advertising Costs**: The People Directorate holds a central recruitment advertising budget, which meets the cost of web based advertisement for posts. The cost of advertising in additional media should be met from department/school budgets. Faculties and Directorates should consider placing advertisements in specialist media where this may help to produce a wider range of applicants. Advertisements for professorial roles should only be undertaken where there is a clear leadership need to do so and where approval has been given. As a minimum the university will place advertisements for posts on its website, jobs.ac.uk, academic social media channels and exceptionally on specialist job sites, e.g. www.jobs.nhs.uk, professional bodies and magazines. Approval should be sought in advance of using non-standard channels. Exceptionally, on a case by case basis, where specialism means that we are unable to attract candidates, approval may be given for the use of head-hunters where the knowledge of third party will enable the university to access suitable candidates. Approval will need to be sought from Deputy Vice Chancellors and the People Directorate. It is expected that where an area is seeking to appoint to a number of posts, these are clustered into a single advertising campaign wherever possible.

4.11. Staff subject to redeployment will be given access to vacancies before they are advertised more generally within the university or externally. In exceptional circumstances where a recruitment manager believes that the nature of the post means that no staff on the redeployment register is likely to be suitable, they may seek approval during the approvals phase from the recruitment approval panel to omit the redeployment stage of the recruitment process.

4.12.   All adverts must be placed through the People Directorate, via the OSRF online system; except where alternative arrangements have been formally agreed in advance with the People Directorate.

4.13.   In all cases, applicants should be provided with sufficient information to make an informed decision regarding their suitability for the role.

4.14.   **UKVI Requirements:** Recruiting managers should give consideration to whether successful candidate(s) are likely to require a Tier 2 certificate of sponsorship to apply for permission to work in the UK, where this may be a requirement, the post must be advertised in line with UKVI requirements.

Shortlisting stage

4.15.   Shortlisting must be conducted by at least two people who are named as members of the interview panel on the system to avoid any possibility of bias and ensure that the shortlisting process is conducted in a fair and inclusive way. They must include the chair and the head of academic unit. Shortlisting and selection panels should be constituted with due consideration to the promotion of Equality, Diversity and Inclusion. The chair of the panel should ensure that this is the case.

4.16.   The shortlisting process should be conducted independently online as described in the *Shortlisting User Guidance notes*. Applications should be treated as confidential until this stage is complete. Scores and notes of the shortlisting decisions for each candidate should be recorded by each member of the short listing panel online.

4.17.   For initial shortlisting, only the essential criteria entered on the e-recruitment system should be referred to. Where the number of applicants who meet the essential criteria exceeds that which can reasonably be shortlisted, the panel should discuss and agree how the "long list" should be reduced. At this point account may need to be taken of how closely the desirable criteria are met. The overriding need is to reach a balanced judgement which is objective and assesses the strength of the applications relative to the experience and skills required to undertake the duties as stated in the job description and person specification. Where, as a result of all the essential criteria being met, it is necessary to make judgements based on the desirable criteria an appropriate written explanation of the way in which the judgement was made for each application meeting all the essential criteria should be given.

4.18.   Those shortlisting should reach a collective decision on a final shortlist, which should normally not exceed four to six candidates per post. If there are no appointable candidates no shortlist of candidates should be made.

4.19.   Shortlisted candidates should be provided with details of the selection process, including any tests, in writing giving as much prior notice as possible and a minimum of 5 working days before the interview. In accordance with the Equality Act 2010, they should also be asked to advise if there are any particular arrangements or reasonable adjustments that could be made so that they can participate fully in the selection process.

4.20.   All candidates (internal and external) should be assessed objectively against the selection criteria set out in the Person Specification and **only candidates who meet all the essential criteria should be short-listed.**

Assumptions about the qualities of internal candidates should not be made. All redeployment candidates who meet the essential criteria for an academic post (as set out in the person specification) will be offered an interview.

A full guide to shortlisting is available on the e-recruitment system in user guidance. Interview arrangements are made on completion of this stage and a detailed guide is on the system for reference.

4.21. All applications received by midnight on the published closing date will be logged on the system and the responsible manager will have access throughout for the shortlisting process. Candidates who wish to apply but who have for any reason insufficient time to submit a full application must notify the university in writing of their intention to apply by the published closing date in order to be considered. The shortlisting panel may consider additional information if it is received before shortlisting is complete. Late applications will not normally be considered. A minimum of one week should be allocated for shortlisting most roles.

4.22. On completion of the shortlisting stage, once sifting panel have uploaded their scores and comments online on the e-recruitment system, the People Directorate will write to unsuccessful applicants at the shortlist stage and commence the process of arranging interviews for successful candidates at the end of the sifting stage.

Selection: Interviewing stage

4.23. Selection is a two-way process: candidates are assessing not just the role but also the university. The engagement with candidates from the beginning of the recruitment process to their experience when they come for interview will be one of the determining factors on whether a candidate chooses to take up a post. Those involved in the recruitment process (application, shortlisting and interview stages) should consider how best to convey a positive image.

4.24. All academic interviews should consist of the following as a minimum:

a) **A 20 minute presentation** to academic staff on a topic associated with the candidate's academic area of interest and their future contribution to the faculty or unit within which the post sits. This presentation should be open to all academic staff and should be chaired by a senior member of the faculty, who will have responsibility for collecting views of attendees and feeding back to the interview panel.

b) **Teaching a group of between 6 to 10 undergraduate or postgraduate students** (minimum of 30 minutes). A senior member of the faculty will have responsibility for collecting views of attendees and feeding back to the interview panel.

c) **An interview** AC2/3 (minimum 30 minutes) and AC4 and above (minimum 45 minutes) with the selection panel.

Optional

a) In-tray exercise – marking scripts and/or course outline exercise.
b) Informal 1-2-1 Interviews with individuals linked to Career Pathways.
c) Tour of Campus and facilities.
d) Other exercises appropriate to role being appointed.

4.25.   Managers intending to use selection tests should obtain advice from the People Directorate before including them in the recruitment process. Informal interactions which take place during a visit should not form part of the candidates' assessment, since these are likely to lead to subjective judgements by individuals who are not part of the formal selection panel.

Declarations of interest

4.26.   It is the responsibility of panel members and managers leading on the recruitment process, to declare any conflicts of interest. For example, where there are collaborations with interviewees or where interviewees are somehow connected to members of the panel. panel members should not have a close family or similar personal relationship to candidates being interviewed.

Interview arrangements

4.27.   The interview arrangements are undertaken jointly between faculties and the People Directorate and their details must be completed on-line. The People Directorate will send interview invitations to shortlisted candidates, together with details of the programme of events, and information to assist applicants with a disability. Each panel member will receive an interview panel pack by email, usually three days in advance, containing a schedule of the shortlisted applicant's forms, the job description and person specification. This information must be treated confidentially.

Application of criteria at interview and recording of outcomes

4.28.   Notes recording the salient points of the interview should be taken by interview panel members, so that they can refer back to these when assessing candidates against the person specification and making decisions.

Interview Expenses

4.29.   Candidates may claim reasonable travelling expenses within the UK and the cost of hotel accommodation associated with their attendance for selection exercises. Exceptionally, travelling cost from outside the UK may be covered when appropriately justified. All expenses require prior agreement and panel chairs are provided with the appropriate claim forms for individuals to complete and return. The back of the claim form has a list of approved interview expenses for guidance. Where meals or refreshment is provided as part of a selection programme timetable, costs are charged to the hospitality budget of the relevant faculty/department/school.

Successful candidate selection stage

4.30.   Areas of questioning at interview, and the structure of the interview should be consistently applied to all candidates and should be based on the person specification. panels should avoid introducing bias by posing questions to candidates which have not been previously agreed.

4.31.   Panel members should record their personal assessment on the interview notes forms provided with the online panel pack. There should be no discussion between panel members until all the candidates have been seen. The panel should then decide collectively and the chair should record, which candidates have met each of the selection criteria using the chair's interview notes sheet. The final selection decision

should be based on which candidate met all the essential criteria. Where more than one candidate meets the essential criteria, selection should be on the basis of the candidate who most closely meets the desirable criteria.

4.32.   Selection panels for AC2/3 appointments will agree on the appropriate grade of successful candidate on the sole basis of meeting or not the appropriate career pathway criteria at AC3.

4.33.   Selection panels for AC5 appointments may make offers at AC4 grade when there are no suitable candidates meeting the AC5 criteria but a candidate who meets AC4 criteria is deemed to have a strong future potential.

4.34.   Having reached a decision to offer, the panel chair must complete the relevant information on the offer details screen. No offer of salary can be made without the approval of the People Directorate. It should also be agreed with the panel which member will make an oral offer to the successful candidate and negotiate a starting date. The successful candidate should be advised at this point of any conditions attached to the offer, such as references, medical clearance, and fixed term appointment or salary assessment details. Further advice on the assessment of starting salary is detailed in Appendix 2. Once the panel chair has submitted the Offer Details online to the People Directorate, a conditional offer of appointment will be sent to the successful candidate. A formal offer will follow on completion of all appointment checks.

Feedback to unsuccessful candidates

4.35.   The chair is responsible for providing all interview feedback. All candidates, both internal and external, will be informed of the outcome of the interview by email.

4.36.   If feedback on interview is requested this may be given orally or by email. Feedback must not include reference to other candidates and should relate solely to performance against the selection criteria as recorded on the chair's summary interview notes.

Immigration and Work Permits

4.37.   It is a legal requirement placed upon employers for all employees to comply with the provisions of the Immigration, Asylum and Nationality Act 2006. The legislation requires employers to verify that any person selected for employment is eligible to work in the United Kingdom. The university is required to see and take a copy of appropriate documents before employment commences.

4.38.   Applicants must confirm their immigration status on their application form. The university is legally obliged, wherever possible, to appoint to vacant posts from amongst the resident UK/EEA workforce. When candidates are invited to interview they are asked to bring with them proof of their eligibility to work in the UK. This should be their passport (plus visa where appropriate). Those candidates who would require sponsorship will also need to produce their passport as passport details are required as part of the sponsorship process. It is the responsibility of the chair of the panel to ensure that copies are taken of these documents, that these copies are certified and sent to the People Directorate. No offer of employment will be issued by the People Directorate until these certified copies are received.

Equal Opportunity

4.39.　　The university is fully committed to promoting Equality, Diversity and Inclusion and provides relevant guidance and training for all staff. The Equality Act 2010 states that we have a responsibility to ensure that no unlawful discrimination occurs in the recruitment and selection process on the grounds of sex, race, disability, age, sexual orientation, religion or belief, pregnancy and maternity, marriage and civil partnership and gender assignment. There is a positive duty on the employer to make reasonable adjustments to working arrangements in order to support the employment of people with disabilities. Further guidance on equality in the recruitment process is available from the People Directorate.
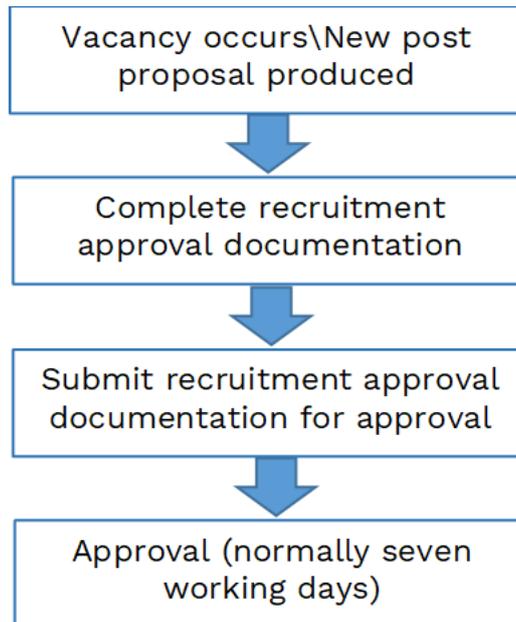
Induction Stage

4.40.　　Induction is the final stage of the recruitment process. Once the successful candidate has accepted the offer of employment and a start date has been agreed the line manager/head of department/school is responsible for preparing a comprehensive local induction programme for the new employee. Induction should include the essential training required by the university, Introduction to Career Pathways, BAW2, appraisal processes; as well as other local on-boarding requirements which will enable the successful candidate to start their role successfully.

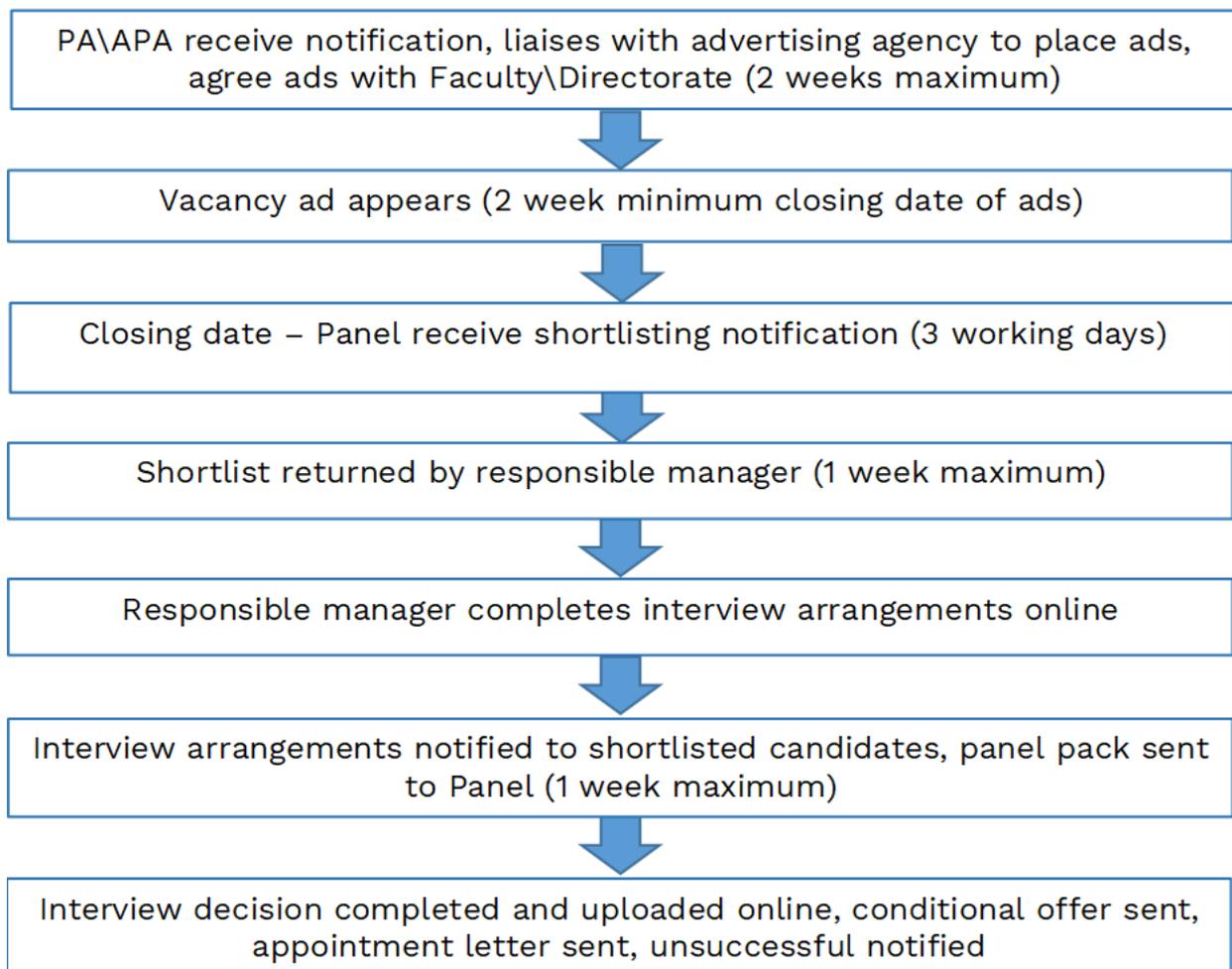**5　Freedom of speech and academic freedom**

In any matter falling under this policy, the university will have particular regard to, and place significant weight on, the importance of freedom of speech within the law, academic freedom and tolerance for controversial views in an educational context or environment. The university's commitments to freedom of speech and academic freedom are set out in the [Freedom of Speech Code of Practice](). In the event of any conflict between this policy and the Freedom of Speech Code of Practice, the Freedom of Speech Code of Practice will take precedence.

6   Appendix 1

Pre-recruitment process

Vacancy occurs\New post proposal produced

↓

Complete recruitment approval documentation

↓

Submit recruitment approval documentation for approval

↓

Approval (normally seven working days)

Recruitment process

PA\APA receive notification, liaises with advertising agency to place ads, agree ads with Faculty\Directorate (2 weeks maximum)

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Vacancy ad appears (2 week minimum closing date of ads)

↓

Closing date – Panel receive shortlisting notification (3 working days)

↓

Shortlist returned by responsible manager (1 week maximum)

↓

Responsible manager completes interview arrangements online

↓

Interview arrangements notified to shortlisted candidates, panel pack sent to Panel (1 week maximum)

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Interview decision completed and uploaded online, conditional offer sent, appointment letter sent, unsuccessful notified

7 Appendix 2

Guidelines for chairs of appointment panels on the assessment of starting salaries

1 The chair of the appointments panel is responsible for making a recommendation for the starting salary on appointment and should do so on the basis of the guidance set out in paragraphs 2-7 below.
2 The baseline for assessment should be the minimum point of the pay scales for the grade to which the appointment is being made. However, a balanced judgement should be made, taking into account a number of factors, each of which may give rise to a recommendation for a starting salary above the scale minimum. These factors are set out in paragraphs 3-6 below.
3 Where candidates for appointment have acquired working experience or academic profile at an equivalent level to the grade to which they are being appointed, account may be taken of this in awarding increments above the scale minimum, generally on a year for year basis.
4 The objective will normally be to offer the successful candidate a premium on their existing salary as an incentive for them to accept the offer of appointment. For this purpose, the recommended starting salary may include additional increments beyond those which would otherwise be produced by applying the principle at paragraph 3 above. This additional incentive will normally be limited to one increment but may exceptionally exceed this where special considerations apply, for example, if the candidate has highly marketable skills and\or the areas is one of special recruitment and retention difficulty. However, account should always be taken of internal pay relativities within the Faculty/Directorate concerned, and the advice of the chair should be sought on this point before such flexibility is recommended.
5 By exception, where the nature of the role is *highly* specialised, where the area is extremely hard to recruit to and there is a clear business case to justify seeking approval for a market supplement payment for a limited period; approval should be sort via RAP before the post is advertised.
6 In making salary comparisons, care should be taken to compare like with like so that, for example, the existing salary of staff moving from outside London should be compared with the basic university salary, not inclusive of any London Weighting which may be payable. Similarly, account should be taken of incremental dates where these differ from those applied within the University.
7 Newly appointed teaching staff joining the Lecturer grade will in any event not be appointed on less than spine point 29.
8 The panel chair should include the starting salary recommendation with the offer details including a brief explanation of why the proposed salary\level\point was chosen and any reasons for any additional increments recommended under paragraph 4 above.
9 The People Directorate will review the salary recommendation and where there are any queries to be raised about it the chair will be contacted and the matter discussed.
10 The salary offer will form part of the offer of appointment made to the successful candidate which will be wholly managed by the People Directorate. Discussion with candidates concerning starting salary should not take place without the prior agreement of the People Directorate. Following the offer, if there are any circumstances where further discussions\negotiations with the candidate concerning a higher salary offer are required, this will be the responsibility of the panel chair and only by prior agreement with the People Directorate.

8   Annex 3

Academic Recruitment and Selection: Roles and Responsibilities

Governing Boday	Approval of academic recruitment regulations
Recruitment Approval panels	Approval of posts for recruitment
People Directorate	- Providing professional people advice on grading of posts, content of job descriptions\person specifications, advertising and appropriate salary levels - Placing job adverts. - Carrying out pre-employment checks - Issuing written offers of appointment and contracts of employment. - Undertaking any other tasks agreed to as part of the recruitment timescales drawn up with the recruiting department/school (e.g. inviting short-listed candidates to interview, taking up references, issuing rejection letters). - Monitoring and reviewing the recruitment process and supporting policies\guidance. - Providing training on recruitment and selection, including equality issues.
Recruitment selection panels/chairs of shortlisting	- Attending the university's recruitment and selection training course(s). - Producing a short-list on behalf of the Selection panel. - Keeping a written record of all short-listing and interview decisions. - Making a verbal offer of employment. - Providing feedback to unsuccessful short-listed candidates if requested, ensuring equal opportunities requirements are followed.
Faculty Pro Vice Chancellors and Heads of academic units	- Evaluating the need for the post(s) in the context of the department/school staffing plan and budget and in line with the strategic direction of the university. - Ensuring the competence of all nominees who make recruitment decisions within the department/school. - Ensuring a comprehensive induction programme for any new employee(s).
Faculty	- Attending and ensuring that staff involved in recruitment attend recruitment and selection training and keep their knowledge up to date. - Liaising with the HoD\PVC where applicable and Finance Directorate to determine

	whether a vacancy is a replacement post, a new post or an existing post which requires revision.
	• Ensuring that all new\revised posts are formally graded before they are advertised and that formal authorisation to recruit has been sought.
	• Discussing potential difficulties in recruiting with the department/school Employee Relations and Change Manager.
	• Ensuring that UKVI rules are applied where applicable.
	• Submission of posts for evaluation and grading.
	• Preparing a job description, person specification, draft advert and further particulars.
	• Agreeing recruitment plan and timescales with the People Directorate.
	• Undertaking any tasks agreed to as part of the recruitment timescales drawn up with the People Directorate (e.g. inviting short-listed candidates to interview, taking up references, issuing rejection letters).
	• Ensuring that any agencies or external consultants who assist in the recruitment process adhere to the university's recruitment policy.
	• Ensuring that appropriate logistics are in place to support the interview process and that staff involved locally are appropriately briefed and trained.
	• Convening academic panels and ensuring that panels meet Governing Body regulations as outlined.
	• Preparing a comprehensive induction programme for the new employee(s).
	• Uploading sift scores at shortlisting stage and feedback at interview stage.
	• Ensuring that unsuccessful interview candidates should be dealt with courteously and sensitively.

Version No.	Purpose/Change	Author	Approved By	Date
1.0		Nana Reynier	VCG	03/07/2017
			Court Sub Committee: Nominations, Staffing and Remuneration	25/08/2017
2.0	Freedom of speech and academic freedom (5)	Vanessa Roots Senior Workforce Policy Officer	N/A	20/02/2026