



## RECRUITMENT AND SELECTION PROCEDURE

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## 1. Introduction

1.1 Our staff are fundamental to the success of the institution and it is essential therefore, that we are able to recruit and retain staff who share our values and can help us achieve our objectives. This procedure provides a framework within which recruitment and selection will be carried out.

1.2 Recruitment is a two way process, with applicants assessing the role and the institution. Those involved in recruitment should consider how best to convey a positive impression. It is essential that all applicants have sufficient information about available jobs, are dealt with in a fair and courteous way and understand how our recruitment process works. Therefore, we set high standards in dealing with applications. Appropriate training, development and support will be provided to members of staff undertaking recruitment and those involved should satisfy themselves that they are appropriately trained and can comply with the requirements of this procedure. As a minimum any member of staff involved in recruitment must have completed the online equality training and the Panel Chair should have completed recruitment and selection training. At least one panel member will have completed the Safer Recruitment Training where the role will be dealing with young people. Recruitment and selection must:

- meet our business needs;
- provide a quality and timely service to job seekers;
- attract good recruits;
- ensure the identification of the person best suited to the role and the institution based on merit;
- help promote the image of the University as a good employer;
- support our commitment to diversity and inclusion;
- comply with our safeguarding responsibilities where appropriate;
- ensure that the candidates experience is positive, irrespective of the outcome.

## 2. Scope

2.1 This procedure applies for all vacancies with the exception of Senior Postholders and those vacancies where an existing member of staff has been formally recommended, and approved, for promotion by the Senior Management Team.

## 3. Procedure

3.1 There are a number of key stages in recruitment and selection and this procedure outlines those stages. Further advice, if needed, is available from the Head of HR or the HR Officer.

### 3.2 Advertising

3.2.1 Recruitment of staff will take into account the University's need for new ideas and approaches and additionally should support the commitment to a diverse staff group.

3.2.2 Vacancies will only be advertised after a request detailing the need for the vacancy has been approved by the Vice-Chancellor or their nominee. This will be evaluated against the strategic plan and budget. This applies to both permanent and temporary vacancies, new posts, temporary cover and replacing a member of staff who is leaving. The HR system should be used for this purpose.

As part of this process the Line Manager (with support from Human Resources if required) will draft or amend a job description which should be submitted with the request - guidance notes are available on PORTAL on how to write a job description. Changes to the job description for existing roles may require a role's grade to be re-evaluated so HR should be notified of any proposed changes. If the role is for HE academic staff, a discussion will take place with the Pro-Vice Chancellor Academic about the candidates research profile as either an essential or desirable criteria.

The following are minimum qualification standards for Academic Staff which should normally be included as criteria and can only be varied with the agreement of the relevant Pro-Vice-Chancellor, the Head of HR and the Vice-Chancellor:

FE Academic staff:

Essential Criteria - Relevant BA (Hons) Degree, Teaching Qualification

Desirable Criteria - Masters Degree

HE Academic Staff:

Lecturer:

Essential Criteria - Relevant BA (Hons) Degree

Desirable Criteria - Masters Degree

Senior Lecturer, Subject Leader, Course Leader and Director - Undergraduate Studies:

Essential Criteria - Relevant BA (Hons) Degree, Masters Degree.

Desirable Criteria - PHD, Membership of Higher Education Academy and/or Teaching qualification.

These criteria will not necessarily apply to associate/visiting lecturer roles.

- 3.2.3 If a vacancy is approved, Human Resources will liaise with the line manager and agree on the advert and other details including interview dates and where to advertise.
- 3.2.4 Human Resources will ensure that advertisements are not in breach of relevant employment legislation. Where staffing statistics show that there is under-representation of particular groups, Human Resources will consider the use of positive action statements.
- 3.2.5 As a minimum, all vacancies will be placed on both the University web site and identified on the Announcements area of PORTAL to inform existing staff of how to apply. The decision to solely advertise internally may only be taken by the Vice-Chancellor or the Head of Human Resources.
- 3.2.6 Application forms must be completed, Curriculum Vitae's will not be accepted. Applications will not be accepted after the stated closing time without the agreement of the Head of Human Resources or the Vice-Chancellor.
- 3.2.7 In certain circumstances it may be more effective to use a recruitment agency. This should be discussed and agreed with the Head of HR. This does not, however, eliminate the need to advertise the position internally and any agencies who assist in the process must act in accordance with this procedure and with respect to the University's equality requirements.

3.2.8 Applicants are asked to provide equality and diversity information when making their application to enable a robust means of monitoring the success of the process in relation to our diversity aims, although applicants are free to indicate that they do not want to provide these details. Any information supplied will not be made available to panel members at any stage of the recruitment process with the exception of the Chair where there is a need to make disability adjustments for an interview or for the role itself.

3.2.9 The recruitment file will be kept in a secure place in HR for a period of twelve months. After this time, the file will be destroyed to comply with data protection legislation and associated codes of practice. The recruitment details of the successful candidate will be placed on their HR file.

### **3.3 Selection Panel**

3.3.1 There should be a minimum of two panel members. One panel member should be a Human Resources representative or a member appointed by the Head of Human Resources to carry this role out. If a panel member is ill or unavailable for other good reason at the interview stage, a replacement will be sought.

3.3.2 The Panel will maintain complete confidentiality at all times during and after the process. Where a member of staff is considering applying, or has applied, for a post they should not be involved in either the administrative or subsequent selection process.

3.3.3 Panel members must declare an interest and / or withdraw from the process if a family member or close friend applies. They should also declare and seek advice from HR as to whether they should withdraw if they feel there is a conflict of interest due to prior involvement which could be seen to affect their objectivity.

### **3.4 Shortlisting**

3.4.1 Shortlisting will be done against the essential and desirable criteria for the role, usually by Human Resources. Other members of the panel may be consulted over the interpretation of criteria. The shortlist will be discussed with other panel members prior to the invites being sent out.

3.4.2 Notes of the shortlisting decision for each applicant should be recorded on the form provided. All applicants will be assessed objectively against the selection criteria and only applicants who meet all of the essential criteria will be shortlisted.

3.4.3 Where there is uncertainty on whether an application should be shortlisted, advice should be sought from the Head of Human Resources.

### **3.5 Interviewing**

3.5.1 Shortlisted applicants will be invited for an interview and an outline of what to expect will be provided including details of any testing methods that will be used. To allow candidates sufficient notice to attend, the interview date will usually not be sooner than 5 working days after the shortlisting has been completed, unless the interview date was stipulated in the original advert. Applicants will be asked to bring with them a document or documents from the Immigration, Asylum and Nationality list of approved documents to demonstrate their eligibility to work in the UK along with original copies of all relevant qualifications. Human Resources will ensure these documents are checked and photocopied on the day of the interview.

- 3.5.2 Panel members will not remove application forms from University premises and strict confidentiality will be maintained at all times.
- 3.5.3 Questions should be agreed in advance of the interview using the agreed template and should be consistently applied to all applicants unless in cases where there are specific areas to explore.
- 3.5.4 Other forms of selection may be used in conjunction with the interview process that help assess suitability against the criteria as this will enhance decision making. In coming to a recommendation to appoint, the panel will be determining which candidate(s) most closely meet all the essential and desirable criteria for the role as well as their ability to reflect the values of the University.
- 3.5.5 Unsuccessful applicants will be dealt with courteously and sensitively and will be notified of the outcome either verbally or in writing by the Panel's Human Resources representative.
- 3.5.6 HR will seek approval from the Head of Human Resources and/or the Vice-Chancellor to offer the role to the successful applicant and will make contact with them. Appointments will be subject to satisfactory references, health checks and if appropriate a DBS disclosure. The exception to this is where the appointment is of a short term or irregular nature which would not lead to the employee obtaining employment rights, in which case references may not be required.

#### **4. Induction and Probationary Periods**

- 4.1 There is a commitment to ensuring that new members of staff and staff who move into new roles have identified training and development needs met at induction and are thereafter supported as fully as possible within the context of available resources. Line Managers are responsible for using the Induction Policy and Probationary Procedures to ensure a comprehensive induction is provided.
- 4.2 All new appointments are made subject to a 12 month satisfactory probationary period.
- 4.3 The probationary period may be extended as outlined in the Probationary Procedure in case of doubt over a new employee's suitability.

#### **5. Feedback following interview**

- 5.1 Feedback is a very important part of good practice and can make a significant difference to the way applicants feel about the University, even if their application has been unsuccessful. Feedback will be given as quickly as possible by the HR representative on the Panel.

#### **6. Expenses Claims**

- 6.1 External candidates are eligible to make a claim for expenses incurred while attending an interview. Approval must be sought in advance in accordance with the information that is sent out when invited for an interview. Payment will be made in line with current financial regulations.

**7. Equality and Diversity**

- 7.1 All appointments are made on merit, and our recruitment processes work with our equality processes which are in accordance with equality legislation.
- 7.2 In accordance with our commitment to Equality and Diversity, the Panel will ensure that an interview is guaranteed to applicants with disabilities, providing they meet the minimum essential criteria for the role.
- 7.3 Equality information collected through recruitment is used for monitoring purposes only, other than information which is disclosed around a disability which is used to enable reasonable adjustments to be made to any assessment process.

APPENDIX 1: APPLICATION FORM



**APPLICATION FOR EMPLOYMENT - Confidential**

Please complete this form in black ink or typescript and return it to Human Resources at the following email address: [recruitment@leeds-art.ac.uk](mailto:recruitment@leeds-art.ac.uk)

<b>APPLICATION FOR EMPLOYMENT AS:</b>
---------------------------------------

**PERSONAL DETAILS**

LAST NAME:	FIRST NAME(S):
HOME ADDRESS	ADDRESS FOR CORRESPONDENCE (if different)
POSTCODE: E-MAIL:	POSTCODE:
CONTACT NUMBER:	
If you have previously worked at a Higher Education Institute, please state your HESA No:	
I am applying for Full Time/Part Time:	
Do you need a work permit to work in the UK? YES / NO	
Are you in receipt of a Public Service Pension? (If so give details)	
Please give details of any unspent criminal convictions:	
N.B. Under the Rehabilitation of Offenders Act 1974 you are required to give details of any convictions which are not 'spent'. Failure to do so may render you liable to summary dismissal.	

<p><b>NOTE:</b> Signature of this Application Form indicates that applicants have read the Job Description and any other information issued relating to the vacancy and can comply with its requirements. In addition it indicates that all information given by the applicant is accurate. Any false or misleading statements may subsequently lead to dismissal of a successful applicant. If you are e-mailing the form, printing your name is equivalent to signing the declaration. Proof of qualifications will be required at interview.</p> <p>Signature of Applicant .....Date. ....</p> <p style="text-align: center;"><b>CANVASSING DISQUALIFIES</b></p>
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**NOTE: This page to be retained in HR**

**Candidate Reference:** \_\_\_\_\_



Candidate Reference: \_\_\_\_\_

**REFERENCES**

Please give the names, addresses and positions of two employment related referees to whom references may be sought. One must be your present or most recent employer, unless you have never had employment. Offers of employment will be subject to references which are satisfactory to the University. Referees will not be contacted before a verbal offer of employment is made.

These forms will be used to confirm to your referee that you have given consent for them to provide a reference on your behalf under the General Data Protection Regulations.



Applicants Name: .....

NAME: ORGANISATION: ADDRESS1 ADDRESS2 POSTCODE: EMAIL: RELATIONSHIP:
<b>NOTE:</b> Signature of this Form indicates that you give your consent to the person/organisation named above to provide information relating to yourself in the form of a reference to Leeds Arts University, for the purpose of your offer of employment. In addition it indicates that all information given by you is accurate. Any false or misleading statements may subsequently lead to disciplinary action which could result in dismissal. If you are e-mailing the form, printing your name is equivalent to signing the declaration.  Signature of Applicant: ..... Date: .....



Applicants Name: .....

NAME: ORGANISATION ADDRESS1 ADDRESS2 POSTCODE: EMAIL: RELATIONSHIP:
---

**NOTE:** Signature of this Form indicates that you give your consent to the person/organisation named above to provide information relating to yourself in the form of a reference to Leeds Arts University, for the purpose of your offer of employment. In addition it indicates that all information given by you is accurate. Any false or misleading statements may subsequently lead to disciplinary action which could result in dismissal. If you are e-mailing the form, printing your name is equivalent to signing the declaration.

Signature of Applicant: ..... Date: .....

Candidate Reference: \_\_\_\_\_

**EDUCATION AND QUALIFICATIONS (Please list in chronological order starting with earliest first)**

DATE (Month and Year)		School, College, University or Educational Establishment	Examinations taken or being studied for, courses attended, or any other qualifications or distinctions gained (Please indicate whether full or part- time courses)	Exam Result & Grade
From	To			

**PROFESSIONAL AND OCCUPATIONAL TRAINING**

Date	Training Establishment	Course Attended or Qualifications Gained

**MEMBER OF PROFESSIONAL ORGANISATION**

Name and Level of Membership	Date Gained

**EMPLOYMENT EXPERIENCE**

Please give the name and address of your present or most recent employer:	Dates employed:  From:  To:
Post Held	Grade
Duties	Salary/Wage  £                      per annum
	Notice Required:
Reasons for leaving or seeking alternative employment:	

Other than the role above, please list other posts held.

DATE		EMPLOYER	POSITION HELD & BRIEF DESCRIPTION OF DUTIES <small>(Please indicate whether full or part-time and, if teaching appointment sought, whether teaching or non-teaching posts held)</small>	REASONS FOR LEAVING
From	To			

**INFORMATION IN SUPPORT OF THIS APPLICATION**

**PLEASE NOTE:** Please use this section to demonstrate how your abilities and experience meet the essential and desirable criteria for the post. These are listed in the Person Specification.

**Please use each criteria as headings and give evidence and examples which demonstrate how you meet the essential or desirable criteria in each area under the headings. Do not simply just attach or cut and paste your CV into this section (see guidance notes) since a failure to address the criteria will mean your application is not considered.**

**INFORMATION IN SUPPORT OF THIS APPLICATION continued**

A large, empty rectangular box with a black border, intended for providing information in support of the application. The box is currently blank.

**APPENDIX 2: EQUALITY AND DIVERSITY FORM**

**EQUALITY MONITORING FORM**

Leeds Arts University is committed to pursuing equality of opportunity and we welcome applications from candidates from a diverse range of backgrounds. To help ensure the effectiveness of our policy and to assist in its development, we monitor all applications.

Please complete this form and return it together with the Application form

<b>Position you are applying for:</b>			
<b>Where did you see this vacancy advertised:</b>			
Please complete the section below which will be treated as confidential and will be used for statistical purposes only (Please tick the correct boxes below)			
<b>GENDER:</b>		<b>Marital status:</b>	
Male	<input type="checkbox"/>	Married	<input type="checkbox"/>
Female	<input type="checkbox"/>	Civil Partnership	<input type="checkbox"/>
		In a relationship	<input type="checkbox"/>
		Single	<input type="checkbox"/>
		Divorced	<input type="checkbox"/>
<b>DATE OF BIRTH:</b>			
.....			
<b>Nationality:</b>			
I would describe my nationality as:			
<b>ETHNIC ORIGIN:</b>			
I would describe my ethnic origin as (please tick below):			
White (10)		Other Asian background (39)	
Gypsy or Traveller (15)		Mixed - White and Black Caribbean(41)	
Black or Black British - Caribbean (21)		Mixed - White and Black African (42)	
Black or Black British - African (22)		Mixed - White and Asian (43)	
Other Black background (29)		Other Mixed background (49)	
Asian or Asian British - Indian (31)		Arab (50)	
Asian or Asian British - Pakistani (32)		Other Ethnic background (80)	
Asian or Asian British - Bangladeshi (33)		Not known (90)	
Chinese (34)		Prefer not to say (98)	

<b>DISABILITY:</b> <b>Do you have a disability? (please tick below):</b>				
No known disability(00)		Social/Communication impairment (53)		Deaf or serious hearing impairment (57)
Two or more impairments or disabling medical conditions (08)		Long standing illness or health condition (54)		Blind or serious visual impairment (58)
Specific learning difficulty (51)		Mental health condition (55)		Disability, impairment or medical condition not listed (96)
General learning disability (52)		Physical impairment or mobility issues (56)		Prefer not to say (97)
<p>a) <b>Any disclosure of a disability will only be used to ensure we make any reasonable adjustments that would support you in your application and will only be referred to if invited to interview. If YES, are there any reasonable adjustments which you feel should be made to the recruitment process to assist in your application for this post? Please describe:</b></p> <p>b) <b>If YES, are there any reasonable adjustments which you feel should be made to the post itself which would enable you to carry out the duties successfully? Please describe:</b></p>				
<b>RELIGION OR BELIEF:</b> <b>I would describe myself as (please tick below):</b>				
No Religion (01)		Buddhist (02)		Christian (03)
Hindu (10)		Jewish (11)		Muslim (12)
Sikh (13)		Spiritual (14)		Other Religion (80)
Prefer not to say (98)				
<b>SEXUAL ORIENTATION:</b> <b>I would describe myself as ((please tick below):</b>				
Bi-Sexual (01)		Gay Man (02)		Gay Women (03)
Heterosexual (04)		Other (05)		Prefer not to say (98)
Signed: _____ Date _____				

**NOTE: This page to be retained in HR**

**Candidate Reference: \_\_\_\_\_**



## DISABILITY

Under the Equality Act 2010, a person has a disability 'if they have a physical or mental impairment, and the impairment has a **substantial** and **long-term** adverse effect on his or her ability to carry out normal day-to-day activities'. 'Substantial' is defined by the Act as 'more than minor or trivial'.

An impairment is considered to have a long-term effect if:

- it has lasted for at least 12 months
- it is likely to last for at least 12 months, or
- it is likely to last for the rest of the life of the person

Normal day-to-day activities are not defined in the Act, but in general they are things people do on a regular or daily basis, for example eating, washing, walking, reading, writing or having a conversation.

Only serious visual impairments are covered by the Equality Act 2010. For example, a person whose eyesight can be corrected through the use of prescription lenses is not covered by the Act; neither is an inability to distinguish between red and green.

The same logic does not apply to hearing aids. If someone needs to wear a hearing aid, then they are likely to be covered by the Act. However, both hearing and visual impairments have to have a substantial adverse effect on the ability to carry out normal day-to-day activities in order for a person to be covered by the Act.

**APPENDIX 3: SHORT LISTING FORM**

SHORTLISTING FOR POSITION OF:																	
Date:																	
Panel Member:																	
			ESSENTIAL CRITERIA							DESIRABLE CRITERIA							
			1	2	3	4	5	6	7	1	2	3					
App No														Interview YES/NO			
Key for each criteria			1. Met				2. Partially Met				3. Not Met						

## APPENDIX 4: LEEDS ARTS UNIVERSITY JOB DESCRIPTION PROFORMA

# Job Description

**POST TITLE:** Si in nutu Humanis Facundia mos genus in sico,

**REPORTING TO:** Si in nutu Humanis Facundia mos genus in sico,

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### MAIN PURPOSE OF THE POST

Si in nutu Humanis Facundia mos genus in sico, Si in nutu Humanis Facundia mos genus in sico, Si in nutu Humanis Facundia mos genus in sico, Si in nutu Humanis Facundia mos genus in sico, Si in nutu Humanis Facundia mos genus in sico,

### MAIN ROLE :

1. Si in nutu Humanis Facundia mos genus in sico,
2. Si in nutu Humanis Facundia mos genus in sico
3. Si in nutu Humanis Facundia mos genus in sico
4. Etc

### Other

1. To comply with all relevant University policies and procedures.
2. In the context of University and personal development to carry out any other duties that are commensurate with the post.
3. To adhere to and actively support the equality, diversity and inclusion policies and their implementation.

### PERSON SPECIFICATION:

Criteria	Essential or Desirable	Method of Assessment
<b>Qualifications</b>		
Si in nutu Humanis Facundia mos genus in sico	Essential	Application & Certificate
Si in nutu Humanis Facundia mos genus in sico	Desirable	
<b>Skills/Knowledge</b>		
Si in nutu Humanis Facundia mos genus in sico	Essential	Application & Interview
<b>Experience</b>		
Si in nutu Humanis Facundia mos genus in sico	Essential	Application & Interview
Si in nutu Humanis Facundia mos genus in sico	Desirable	Application
<b>Personal Qualities</b>		
Si in nutu Humanis Facundia mos genus in sico	Essential	Application & Interview
Si in nutu Humanis Facundia mos genus in sico	Essential	Interview
<b>Other</b>		
Si in nutu Humanis Facundia mos genus in sico	Essential	Application & Interview

This job description may be reviewed on an annual basis

**APPENDIX 5: INTERVIEW ASSESSMENT PROFORMA**

**JOB INTERVIEW ASSESSMENT FORM**

Job Applied For:		Date:			
Applicant's Name:					
Interviewer(s):					
<b>Instructions: Rate the applicant by placing a tick in appropriate box as soon after the interview as possible.</b>					
	Agree strongly	Agree	Neither Agree or Disagree	Disagree	Disagree strongly
Is able to communicate answers effectively					
Is able to undertake the tasks/role as defined in job description					
Is able to demonstrate the essential/desirable criteria of the role					
The applicant's aspirations and career plan are satisfied by this post.					
Reflects the University's values					
Has good written communication skills (where appropriate)					
Overall impression (enthusiasm ,attitude ,motivation)			Can the University satisfy the applicant's salary aspirations?		
<input type="checkbox"/> Unacceptably poor impression <input type="checkbox"/> Acceptable impression <input type="checkbox"/> Favourable impression <input type="checkbox"/> Excellent impression			<input type="checkbox"/> Yes <input type="checkbox"/> No		
<b>Observations</b>					
<b>Evidence to Support Decision Made</b>					
<b>Suitability to be offered employment.</b>					
<input type="checkbox"/> Not suited to the work. Not recommended	<input type="checkbox"/> Cannot recommend without reservations.	<input type="checkbox"/> Might do well.	<input type="checkbox"/> Will do well. Would recommend	<input type="checkbox"/> Should be excellent. Would recommend with confidence.	

Successful Candidate: Yes/No

Signed ..... Print Name..... Date.....

APPENDIX 6: Checklist for Presentations

PRESENTATION REVIEW CHECKLIST

Position:	Candidate:	Interviewer:	Date:
PRESENTATION			

		Comments	Score
Preparation	<ul style="list-style-type: none"> <li>• Knowledge of Subject</li> </ul>		
Content	<ul style="list-style-type: none"> <li>• Appropriateness to audience</li> <li>• Interest, clarity and completeness</li> <li>• Depth of material</li> <li>• Achievement of aim</li> </ul>		
Structure	<ul style="list-style-type: none"> <li>• Suitable introduction</li> <li>• Logical Development</li> <li>• Effectiveness of closure</li> </ul>		
Delivery	<ul style="list-style-type: none"> <li>• Audibility, tone, pace &amp; enunciation</li> <li>• Fluency</li> <li>• Vocabulary and grammatical expression</li> </ul>		
Timing	<ul style="list-style-type: none"> <li>• Within allocated time</li> <li>• Balance of content</li> </ul>		
Visual Aid	<ul style="list-style-type: none"> <li>• Clarity</li> <li>• Appropriateness</li> <li>• Impact</li> </ul>		
Summary	<ul style="list-style-type: none"> <li>• Recap major issues</li> </ul>		
Response to Questions	<ul style="list-style-type: none"> <li>• Relevance</li> <li>• Succinct 'Fielding'</li> </ul>		
			<b>Total Score</b>

Key 1-5	5 - Excellent	4 - Good	3 - Average	2 - Below Average	1 - Poor
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