



UNIVERSITY OF
LINCOLN

Recruitment and Selection Policy

V1.1, April 2023

Contents

| Section | Title | Page/s |
|---------|------------------|--------|
| 1 | Purpose | 3 |
| 2 | Scope | 3 |
| 3 | Policy Statement | 3 |
| 4 | Procedures | 4 |
| 5 | Immigration | 8 |
| 6 | Relocation | 8 |

1. Purpose

To provide the University with a set of recruitment and selection practices which will:

- Facilitate the appointment of quality staff based on the principle of merit;
- Promote good practice in all aspects of recruitment and selection;
- Promote equality of opportunity; and
- Comply with current employment legislation.

This policy must be implemented consistently with University policies on Equality and Diversity.

2. Scope

2.1 This policy and procedure governs the recruitment and selection of all employees to the University. This must be followed by any manager or employee involved in any recruitment and selection decision-making process whether for established positions, fixed-term and/or other temporary contracts, both full-time and part-time.

2.2 It does not refer to the use of agency staff or consultants / contractors - the latter group being subject to rules established by the University's Finance Department set out in the standard consultancy contract.

3. Policy Statement

3.1 The University of Lincoln is committed to enhancing the quality and efficiency of the University by attracting and recruiting persons who are best suited to meet the job-related criteria for a post.

3.2 Equality of opportunity must be ensured during all stages of the recruitment and selection process. This is particularly important when considering the job description, person specification (selection criteria), advertisement, short-listing, the interview and other selection activities and in making selection decisions.

3.3 The University is committed to ensuring the proper use of temporary/fixed term contracts. Where an appointment on, or an extension to, a temporary/fixed term contract is sought this should be fair and justifiable on objective grounds.

3.4 The investment made in the recruitment and selection of staff is critical to the ongoing success of the University. It is expected that Heads of College and Service Directors will have some involvement in all recruitment in their area.

3.5 The role of the Recruitment and Talent Team and the Department of People, Performance and Culture (PPC) is essentially advisory throughout the recruitment process; however PPC representatives will also seek to ensure that any unlawful and/or unjustifiable practices do not occur. Where required, PPC will offer

assistance in the form of advice and guidance, e.g. how to complete the appropriate documentation used throughout the recruitment and selection process and advise on best practice.

4. Procedures

All staff involved in a recruitment decision must follow a systematic and objective process aiming to attract and select the best person for the job. This is consistent with the University's Equality, Diversity and Inclusion Commitment:

'Our commitment is to actively promote an organisational culture where individual difference is appreciated and respected, ensuring equitable and fair treatment for all. Therefore, fair treatment is a basic principle with which we treat our staff, students, visitors, associates and our suppliers'.

'We will actively foster an environment that is free from unfair and unlawful discrimination and harassment and will not accept practices that unlawfully discriminate on the basis of a person's protected characteristic; age, disability, gender, gender reassignment, race, religion, sexual orientation, and/or marriage and civil partnerships, maternity and pregnancy'.

4.1 Establishing the need and obtaining authorisation for recruitment

The need to fill any post must be considered and clearly established before the recruitment process can commence.

Correct levels of authorisation must be obtained prior to the advertisements being placed and/or before any offers of employment are made. Heads of College, Directors, PPC and Finance will have an involvement in confirming the need to recruit.

4.2 Job description and person specification

An accurate and current job description and person specification must be produced by the appropriate line manager detailing the activities required from the jobholder and reporting relationships. This should follow the University's standard template format, which can be found [here](#).

Criteria including the relevant knowledge (both experience and qualifications), skills and attributes necessary to perform the job will be clearly stated and identified. These may be classified as essential or desirable.

4.3 The Advertisement

In most circumstances vacancies will be advertised internally and, if and when appropriate based on job criteria, advertised externally according to business needs. External advertisements will reflect the essential knowledge, skills and attributes taken from the person specification. Detailed guidance can be sought from the Recruitment and Talent Team and via the portal [here](#).

Advertisements will normally be drafted by the appropriate manager and will be placed via the Recruitment and Talent Team who can offer advice on wording, placement and costing. Advertisements will be as specific as possible and will take into account the University's commitment to Equality and Diversity.

Established and fixed term posts of a full or part time nature, will normally be advertised, although this policy may be waived in certain circumstances, for example, in the event of reorganisation, restructuring, or the need for redeployment.

4.4 Method of application

Applicants will be required to complete a University Application Form, via applying through the on-line system. Additional information including a CV may be submitted with the Application Form if candidates wish to provide this.

4.5 Short-listing

Short-listing candidates for interview must be in accordance with the pre-determined selection criteria, considering only the information provided in the applications and avoiding any subjective assessment.

Sufficient records should be kept which explain how the shortlist was compiled. Unsuccessful internal applicants must be informed and feedback should be offered and if required, provided by the chair of the short-listing panel prior to interview date.

4.6 References

- **Academic and Senior Management Applications** - Where the applicant gives consent and sufficient time is allowed, references will be taken up prior to interview. Any employment offer will be made subject to references satisfactory to the University.
- **Support and Research Applications** - References will be taken up after interview and any employment offer will be made subject to references satisfactory to the University.

One reference will be obtained for all posts. This should be from the candidate's most recent employer, or education establishment if this is more appropriate (i.e. those joining straight from School/University).

- **Research Related Misconduct** - We have an obligation via the Research Councils UK and other sponsors of research, to ask academic and research candidates about any potential past research related misconduct issues. If this issue should arise the candidate's application will be referred to the Deputy Vice Chancellor (Research & Innovation) for consideration. Their decision will be final.

4.7 The Selection Process

All interviews must be structured around the person specification and must follow a consistent format. Questions asked should relate to areas detailed in the application, any supporting documents, the job description and person specification. Interviewers must be mindful of the importance of consistent questioning focusing on job related areas only.

Other forms of assessment in addition to an interview may be used. These activities must be directly linked to the job description and / or person specification. These may include, for example formal or informal presentations, work simulation exercises and psychometric tests. The Recruitment and Talent Team can offer guidance on assessment methods, if required.

As part of the selection and recruitment process each recruiting manager will, wherever possible, convene a recruitment panel that is gender diverse.

The University recognises the need to ensure that disabled candidates are not placed at a disadvantage during the selection process. Therefore, the University will take practicable steps to ensure equality of opportunity by applying reasonable adjustments appropriate to the candidate's needs. The Recruitment and Talent Team can advise on this, if required.

Notes relating to each candidate should be made to support each decision. These notes should be added onto the e-recruitment system and will be retained for record purposes by PPC. Records will be kept no longer than necessary in accordance with the data protection principles set out in data protection legislation.

4.8 Selection Decision

The objective should always be to appoint the best person for the job.

If the applicant is informed verbally that they have been successful they should be advised that this is subject to satisfactory references and clearances and that full details will be provided in writing.

All candidates interviewed should be informed of the outcome of the selection process via the e-recruitment system as soon as possible.

4.9 "At Risk" and "Red Circled" Candidates

When a number of employees are "at risk" of redundancy, all suitable vacancies will be advertised internally so that employees "at risk" of redundancy can be considered as redeployment applicants prior to them being advertised more generally. They will be entitled to a preferential interview for posts at or below their current level where they can demonstrate they meet the essential criteria as defined in the person specification.

If an "at risk" employee wishes to apply for vacancies at a higher grade than their current post they should apply as an internal applicant in the normal way.

The onus is on the employee to submit applications for jobs, and for highlighting on their application that they are “at risk”.

Employees subject to pay protection (“red circled”) will be regarded as secondary re-deployees. They are entitled to a preferential interview for posts that are graded at the equivalent grade of their protected salary, provided they meet the essential criteria as defined in the person specification. The employee is responsible for applying for jobs on the higher grade and for highlighting on their application that they are pay protected.

4.10 Training

The Chair of the panel must have attended the University’s Recruitment and Selection training and other panel members should have undertaken the online Recruitment and Selection training or have relevant previous experience. In exceptional circumstances, employees who have not received University training may still sit on selection panels, provided other panel members have been trained by the University.

4.11 Screening

Employees who apply for a job that involves working with young people under the age of 18 or working with other identified vulnerable groups will be required to obtain clearance from the Disclosure & Barring Service. Further details are available in the DBS Guide to Eligibility.

4.12 Occupational Health Clearance

In accordance with Health & Safety all new employees are required to complete and submit a pre-placement health declaration prior to taking up their role. This is to help identify any possible reasonable adjustments that may be required and enable the University to take appropriate and reasonable measures to support these.

4.13 Hybrid Working

Hybrid Working can be an attractive benefit to potential candidates and make the University a more competitive employer. Recruiting managers therefore should consider whether the role they are recruiting to can work in this operating model and if so, include this on the advert.

It is important that Chairs discuss the expectations around hybrid working (particularly local requirements for on campus presence) with candidates as part of the onboarding process, and ensure they have the space and equipment needed to work both on and off campus.

5. Immigration

All successful candidates are to provide the appropriate evidence/identification of their eligibility to work in the UK before they begin in their role. For additional information, please refer to the [PPC portal](#).

6. Relocation

The University has a relocation policy for new employees taking up employment with the University as follows:-

| Relocation Allowance | |
|---------------------------------|------------------------------|
| Category of Case | Maximum Allowance (inc. VAT) |
| Grade 10 and above (outside UK) | up to £8,000 |
| Grade 10 and above | up to £6,000 |
| Grade 7, 8 and 9 (outside UK) | up to £3,000 |

For Academic appointments only

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| Grade 10 and above (outside UK) | up to £8,000 |
| Grade 10 and above | up to £6,000 |
| Grade 7, 8 and 9 (outside UK) | up to £6,000 |
| Grade 7, 8 and 9 (inside UK) | up to £3,000 |

Further information is available on the portal [here](#).

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| Owner | Last Reviewed |
|-----------------------------|---------------|
| Recruitment and Talent Team | April 2023 |



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