University of Leicester Guide to Staff Recruitment
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Recruitment at the University of Leicester

At Leicester we have a dedicated staff recruitment team with advisors aligned with each of the Colleges and Corporates Services. Our aim is to work with you to find the very best people for your vacancies, and the University. Whether your requirements are interim roles, externally funded contracts or permanent posts, we can advise and assist you throughout the process.

We also work closely with our colleagues in Unitemps, who can help you source people for short term vacancies of up to 12 weeks.

We will take a collaborative and, where appropriate, a flexible approach to support you throughout the whole of the recruitment process, from defining your requirement and confirming funding, through advertising, selection and making an offer. We will provide advice and guidance to ensure that all paid members of staff are recruited through a legally compliant process and have eligibility to work in the UK. An overview of the recruitment process can be seen in Appendix A.

Training
We offer:

- Recruitment and Selection training on a monthly basis. This training covers the recruitment process including interview techniques and role play.
- We provide one to one training for those colleagues who are required to chair a recruitment panel.
- We also offer training on other aspects of staff recruitment, such as using Agency Workers, how to get the most from eRecruitment and online modules providing information about employment legislation relating to recruitment.

Process Overview
This document splits the recruitment process into five stages as below. Your recruitment advisor will be able to assist you throughout these stages.

1. Getting your role approved and advertised
2. The Selection Process
3. Making an offer
4. Onboarding
5. Day One
Getting your role approved and advertised

To advertise a vacancy, you must have funding approved, together with an evaluated job summary. The routes to achieving this will differ depending on whether the post is funded by the University or via external funds, and whether the post is new or replacing somebody who has left their post.

Internal or External Funding

If the post being recruited to is funded by the University, you will need to have an authorised post approval before your advert can be published. Usually, this will need to be signed by both your Head of College/Department/Division and respective Accountant.

Externally funded posts require the completion of an RSA1 form, which needs to be submitted to the Research Support Office (RSO) for approval (for the College of Science and Engineering you should complete Section A of the Post Approval Form). Once signed off, RSO will send the completed form to the Recruitment Team, who will then progress to advertise your post.

If you are seeking a temporary worker, please contact our colleagues at Unitemps who will be able to assist you.

Obtaining financial sign-off can take time, so it is recommended that you notify the Recruitment Team as soon as your need to recruit is identified.

New or Replacement Posts

If you are recruiting to replace somebody, we recommend that the existing job description is reviewed to ensure it still accurately reflects the duties required. To start this process you should contact your Recruitment Advisor.

If recruiting for a new post, it is best to consider whether a similar post may already exist in a different area, as this may remove the need to write a new job description from scratch. Again, your recruitment advisor will assist you with this process.

Job Evaluation

Where you have a new post or a role that has significantly changed, your role will be evaluated by colleagues trained in our job matching process. Areas of ambiguity are clarified with the hiring manager and the accountabilities are matched to other similar roles across the University. In the event that an agreement on grade cannot be reached through the matching process, a role would be submitted for Hay assessment by trained evaluators, not already involved in the process, to ensure impartiality.

Advertising a Vacancy

Prior to advertising the vacancy, your Recruitment Advisor will be in contact to discuss an attraction strategy, to ensure the role receives sufficient exposure to the target audience. They will also agree
a recruitment plan with you, establishing who will take responsibility for specific elements of the process, such as arranging interviews or requesting references.

Your Recruitment Advisor will also consider if there is a need to recruit from outside of the European Economic Area (EEA) or if there are any existing employees who can be considered for redeployment to this role.

Once the job summary has been finalised, the grade evaluated and the vacancy approved, the Recruitment Team will advertise the opportunity on our online Recruitment System, i-Grasp, and elsewhere as agreed (guidance on using i-Grasp can be found here). Your Recruitment Advisor will be able to provide further information about using i-Grasp.

The Selection Process

Panel arrangements
Once your post is advertised, the recruitment team will work with you to set up the panel as soon as possible so dates are confirmed in diaries. The composition of the panel will vary according to the type of role you are recruiting to fill. Details of panel composition may be found in Appendix B.

We will work with you to ensure that the most appropriate people are included within the selection panel and there is a suitable gender balance. The university has a pool of colleagues who have been undertaken recruitment and selection training and may be invited to sit on your panel. Your recruitment advisor will be available to discuss the appropriate panel composition with you in line with the guidelines in Appendix B.

Shortlisting
Once your vacancy has closed, you will be sent a shortlisting grid by email that will include the names of the applicants and the shortlisting criteria for your post. Your recruitment advisor will provide guidance on the shortlisting process where required.

Shortlisting should be completed with a minimum of two people and should include those involved in the interview process. The shortlist must be approved by the Chair and then sent to your recruitment advisor before you start making interview arrangements.

Interview Arrangements
When arranging interviews, it is vital to:

- Provide candidates with sufficient time to prepare
- Arrange for the interviews to be conducted in a manner and environment that is both professional and that will enable the candidates to feel at ease and perform at their best

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The interview should be a two-way process that allows the University to find out about the candidates, as well as providing them a chance to learn more about the University. Please get in touch with the Recruitment Team if you would like to discuss how best to achieve this.

**Selection Tools and Testing**

You may also find it worthwhile to consider how to best assess the candidates. Evidence suggests that only using an interview may not always be the best predictor of future performance. Other assessment methods, such as presentations and ability tests, should be considered. Your recruitment advisor will work with you to determine the most appropriate tools to assess your applicants which may include specifically designed individual or group exercises, verbal and numerical reasoning tests or personality profiling such as Myers Briggs or Emotional Behaviors at Work (EBW) assessments. Please contact your Recruitment Advisor to explore the options that are available.

**Making an offer**

Once you have completed the assessment process, you will need to collect and complete specific documents before a formal offer letter can be issued. These are summarised below:

- An [appointment form](#) (if the post is funded by the University) or an approved [RSA2](#) form (if the post is externally funded) or Section D of the Post Approval Form for the College of Science and Engineering
- Satisfactory references as deemed appropriate by the hiring manager
- [Verified](#) copies of all [Right to Work documents](#) confirming the candidate's eligibility to work in the UK.
- [Verified](#) copies of all qualifications listed as essential on the job description

In order to comply with legal requirements, each photocopied page of documents must be certified with the statement:

> 'Certified as a true copy of the original'

The copy must then be signed, dated and time stamped by the person who has taken the copy.

All of the documentation should be forwarded to the Recruitment Team. Once the information has been received, we will send out a contract of employment to the candidate by email. When the candidate has accepted, we will add them onto the HR/Payroll system (known as SAP).

Without all of the completed appointment paperwork, we are unable to make a formal offer which will result in a delay to your candidate being put onto SAP. This could, in turn, result in a delay to IT
access, payroll being processed and other issues such as building access, which now all rely on individuals having a SAP record.

Please note that in order to ensure our new joiners are paid in their joining week/month, appointment paperwork must be received in HR before the appropriate payroll cut-off date.

Employment Checks

Pre-employment
- **References** – all job offers are subject to receipt of up to three references. These are usually taken up pre-offer, but an offer may be made, subject to references.
- **Eligibility to work in the UK** – all workers and employees are subject to these checks and the University is unable to put anyone on to payroll if these checks have not been completed.
- **Disclosure and Barring Service (DBS) checks** - Certain roles at the university are subject to a successfully completion of a DBS check, where the employee is to work with under 18s or vulnerable adults (this include patients). Where this is to happen, this information must be published within the job description for the post. This check must be completed before an employee takes up post or they may be unable to start their employment or have to commence their role in a limited capacity. Further information can be found [here](#).
- **Security checks** – the University undertakes security checks meeting the Governments’ Baseline Personnel Security Standard (BPSS). Where a post is subject to these checks, it must be disclosed in the job description for the role and the employee will not be able to commence employment until this has been completed.

Post start
Some roles at the University require an occupational health assessment and this will be undertaken after the candidate has started in their post. Where this is the case, it shall be clearly stated in the job description for the post.
Onboarding

Onboarding is the strategic process of reaffirming a candidate’s decision to join the organisation, acclimatising them to the organisation’s culture and preparing them to contribute to the desired level as quickly as possible.

Once you have identified your preferred candidate it is important to think about how you can assist them in joining the University. Their experience at this stage can have a significant bearing on whether they accept the offer, and an effective process enables your new starter to make a contribution in the workplace sooner. It is therefore important to answer any questions they may have and facilitate their smooth transition into the role.

Below are a few things you should consider before your new starter arrives:

- Ensure they have sent their qualification and eligibility to work documents to Recruitment so that their details can be input onto the payroll system
- Request an IT account. This will only be possible once the new starter has been added to the payroll system. Recruitment Team will communicate this once it has been done
- Make sure desk or office space is available, as well as any IT equipment they may need. You should also ask if they need any special requirements, and if so, you may take advice from our Equalities Team
- If your new starter requires any reasonable adjustments in order to undertake their new role, ensure that you contact HR who will be able to assist you with this. Further information may also be found in the University’s Equalities Unit web pages.
- Start working on a Development or Training plan. You may wish to consider what knowledge they need to perform in their role and also what skills you could help them to develop. You should consider this in context to their probation requirements. You may also wish to look at Organisational Development
- Assign a mentor
- Schedule introductory meetings with key colleagues and stakeholders
- Consider inviting them to any events and keep in contact with them, especially with regards to day one joining instructions
- Advise colleagues in the department they will be joining, and add them to relevant mailing lists
- Consider if your new starter needs to apply for a parking space
- Ask your new starter if they need assistance with arranging temporary accommodation. If so the Accommodation Office is a good starting point for enquiries
• Consider sharing non-sensitive information with them prior to their start date

Day One / Week One
Here are a few things you should consider during the first few days of your new colleague’s career at the University, a more comprehensive list can be found in the Induction Checklist.

• On day one, contact the recruitment team to confirm that your colleague has started
• Introduce them to their colleagues, solicit their active participation and encouraging them to ask questions to assimilate them into the University
• Show them around their workspace, department and the University campus
• Take them to get a Security Card
• Ensure you have covered all aspects of Health and Safety relevant to the department and book a workstation assessment
• Introduce them to their mentor or buddy
• Show them essential systems e.g. SAP self-service, University website - external and internal pages, showing them how to navigate the website. Give them any useful relevant materials
• Book a time to talk about their development plan and probation requirements
• Introduce them to the training and development provided by the Organisational Development

Remember that onboarding is an ongoing process which doesn’t stop after the first week. The experience of new employees during their first year at work is critical to the future career decisions they make. A poor experience will ultimately decrease staff retention with disruptive and costly consequences.

If you have any further queries please contact your Recruitment Advisor.
Helpful links by stage

Stage 1: Getting your role approved and advertised
- Job Summary Template
- Sample Job Summary Forms
- Research Funding Forms
- Research Support Office Contacts List
- Post Approval Forms
- RSA1 and RSA2 Forms
- Named Candidate Procedure
- Named Candidate Form

Stage 2: The Selection Process
- Before the Interview Day - Guidance and Checklist
- On the Interview Day - Guidance and Checklist
- Invitation to interview template
- Acceptable right to work documents
- Right to Work Checklist
- Reference request template
- Equal opportunities policy

Stage 3: Making an offer
- Appointment Form (university-funded posts)
- Research Funding Forms

Stage 4: Onboarding
- Why work at the University of Leicester

Stage 5: Day one / Week One
- Information for new staff
- Induction Checklist

Appendices
- A - Recruitment Process Overview
- B – Recruitment Process Flowchart
- C – Panel Composition
- D – Recruitment Team Structure

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## Appendix A - Recruitment Process Overview

<table>
<thead>
<tr>
<th>Vacancy Type</th>
<th>Action</th>
<th>Activity</th>
<th>Timescale</th>
</tr>
</thead>
<tbody>
<tr>
<td>All Vacancies</td>
<td>Hiring Manager</td>
<td>Complete relevant post approval form and send to signatory for authorisation</td>
<td>N/A</td>
</tr>
<tr>
<td>All Vacancies</td>
<td>Hiring Manager</td>
<td>Draft job description and send to <a href="mailto:recruitment@le.ac.uk">recruitment@le.ac.uk</a></td>
<td>N/A</td>
</tr>
<tr>
<td>All Vacancies</td>
<td>Hiring Manager &amp; Recruitment Team</td>
<td>Optional Job briefing meeting (for new posts or those that are new to recruitment/haven’t recruited recently) to discuss detailed recruitment plan</td>
<td>N/A</td>
</tr>
<tr>
<td>All Vacancies</td>
<td>Recruitment Team</td>
<td>Receipt of job description, check and confirm grade</td>
<td>Up to 7 working days</td>
</tr>
<tr>
<td>All Vacancies</td>
<td>Recruitment Team</td>
<td>Receipt of job description /Post Approval and registration of the vacancy on the recruitment system (I-grasp)</td>
<td>1 working Day</td>
</tr>
<tr>
<td>All Vacancies</td>
<td>Recruitment Team</td>
<td>Advertise the vacancy upon both receipt of authorised Post Approval and confirmation of job grade.</td>
<td>2 working Days</td>
</tr>
<tr>
<td>Vacancies where Interviews are organised by the Recruitment Team</td>
<td>Recruitment Team</td>
<td>Arrange and confirm the interview panel, once the job is advertised</td>
<td>5 working days</td>
</tr>
<tr>
<td>Vacancies where Interviews are organised by the Recruitment Team</td>
<td>Recruitment Team</td>
<td>Arrangement of room bookings etc, once the post is advertised.</td>
<td>5 working days</td>
</tr>
<tr>
<td>All Vacancies</td>
<td>Recruitment Team</td>
<td>Send shortlisting grid to Chair of panel once advert has closed</td>
<td>1 working Day</td>
</tr>
<tr>
<td>Vacancies where Interviews are organised by the Recruitment Team</td>
<td>Recruitment Team</td>
<td>Send invitations to interview once short-listing has been received</td>
<td>2 working days</td>
</tr>
<tr>
<td>Vacancies where Interviews are organised by the Recruitment Team</td>
<td>Recruitment Team</td>
<td>Request references upon receipt of shortlist</td>
<td>2 working days</td>
</tr>
<tr>
<td>All Vacancies</td>
<td>Recruitment Team</td>
<td>Receipt of all appointment paperwork to written offer being sent out</td>
<td>2 working Days</td>
</tr>
<tr>
<td>All Vacancies</td>
<td>Recruitment Team</td>
<td>Inputting of new starter onto payroll, upon receipt of all required documentation.</td>
<td>1 month before start date</td>
</tr>
</tbody>
</table>

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Appendix B – Recruitment Service Flowchart

**Key:**
- Hiring Manager action
- Recruitment action
- Research Support action

*Local variations and appropriate flexibility applies

**Redeployment cases follow another process**
Appendix C - Panel Composition

<table>
<thead>
<tr>
<th>Type of Role</th>
<th>Chair of Panel</th>
<th>Panel Members</th>
<th>External Panel Member</th>
</tr>
</thead>
<tbody>
<tr>
<td>PVC/Chair</td>
<td>VC or his Nominee</td>
<td>Three grade 10 colleagues</td>
<td>One External Assessor</td>
</tr>
<tr>
<td>Grade 8-10 Professional Services</td>
<td>Registrar or his nominee</td>
<td>Three Grade 10 Colleagues</td>
<td>One External Assessor for Grade 10 only</td>
</tr>
<tr>
<td>Lecturer/Senior Lecturer/Reader and Grade 8 &amp; 9 Research roles</td>
<td>Head of College or their nominee</td>
<td>Three colleagues of the same or higher grade as post being recruited, of which one is from another department</td>
<td>N/A</td>
</tr>
<tr>
<td>Research Posts Grade 6 &amp; 7</td>
<td>Head of Department or their nominee</td>
<td>Three colleagues of the same or higher grade as post being recruited, of which one is from another department</td>
<td>N/A</td>
</tr>
<tr>
<td>Grades 1-7</td>
<td>Head of Department or nominee</td>
<td>One departmental member and one from a different area of the University</td>
<td>N/A</td>
</tr>
</tbody>
</table>

For all Clinical Posts the panel must include the Chief Executive and Clinical Director of UHL NHS trust (or their nominees) and a representative of the Royal College of Physicians.

All panel members are expected to attend Recruitment & Selection Training and refresher training at least every three years.
Appendix D - Recruitment Team Structure

- **Sarah Foreman**
  - Recruitment Receptionist
  - 5639

- **Carolyn Jacobs**
  - Senior Recruitment Advisor
  - 2165

- **Kevin Ritchie**
  - Recruitment Advisor
  - Corporate Services
  - (223) 1826

- **Jenny Waller**
  - Recruitment Administrator
  - 2305

- **Shrina Karia**
  - Ambitious Futures Trainee
  - 5509

- **Katherine Lamb**
  - Recruitment Advisor
  - Social Sciences, Arts & Humanities
  - 5123

- **Karolina Kazimierska**
  - Recruitment Administrator
  - 5110

- **Mike Powell**
  - Recruitment Advisor
  - Medicine, Biological Sciences & Psychology
  - 5139

- **Charlotte Higgins**
  - Recruitment Administrator
  - (223) 1013

- **Catherine Eyres**
  - Recruitment Co-ordinator
  - 7386

- **Lizzy Silk**
  - Recruitment Administrator
  - 2348

- **Nick Donnelly**
  - Recruitment Advisor
  - Science & Engineering
  - 2706

- **Rob Hillsdon**
  - Recruitment Administrator
  - 2811