



University of Essex

# RECRUITMENT AND SELECTION UNDERPINNING FRAMEWORK

---

HOW WE RECRUIT AND SELECT EXCELLENT STAFF AT ESSEX

# CONTENTS

---

**1. INTRODUCTION**

**2. RECRUITMENT PROCESS**

**3. AVERAGE TIME TO RECRUIT**

**4. OPERATIONAL FRAMEWORK**

# INTRODUCTION

---

## 1. INTRODUCTION

### 1.1

This framework provides a structure that supports the Resourcing for the Future Guidance and sets out the operational level of service that the Resourcing Team will provide, whilst working closely with Hiring Managers.

### 1.2

The Resourcing Team operates in a high volume and deadline-driven environment, therefore a robust framework is necessary to ensure that the process can work effectively for all concerned and that it is legally compliant. There is a mutuality of obligation which requires the Hiring Manager and the Resourcing Team to work within this framework, and to take responsibility for their part of the process..

### 1.3

The University Resourcing Team provides a service which offers Hiring Managers specialist advice and guidance on the recruitment and selection process and also undertakes some operational activity. The Resourcing Team provides this service to every department and section across the University including the subsidiary companies (Campus Services and Wivenhoe House Hotel).

### 1.4

The first contact prospective new employees have with the University is likely to be through the Resourcing Team. The Team will provide the highest level of customer service at all times and lives the University values through their communications with applicants to create a positive candidate experience irrespective of the outcome of the selection process. In order for the Team to be able to fulfil this aim, it is important that the Team and Hiring Managers work together to ensure that expectations and timeframes involved in the process are realistic and manageable.

### 1.5

The recruitment process itself involves a significant financial cost and this cost continues into the employment life cycle, not only in terms of financial remuneration, but also in terms of the investment that goes into the continuous training and development of employees. That cost increases if the recruitment and selection process is not undertaken effectively and either fails or has to be repeated.

### 1.6

Working within this framework, together with the supporting policy and online resources, will result in a resilient and robust approach. The Resourcing Team will be able to provide an effective service and Hiring Managers will develop the knowledge and ability to deliver their responsibilities appropriately.





## 2. RECRUITMENT PROCESS

### 2.1

The Resourcing Team will always endeavor to move things forward more quickly than the timeframes outlined; however this framework is intended to provide the basis for a clearer and more structured approach to managing the recruitment and selection process.

### 2.2

It is always helpful for Hiring Managers to have a planning meeting with the Resourcing Adviser in advance of starting the recruitment process, particularly if this is the first time of going through the process.

### 2.2

The Resourcing Team can be contacted at any point in this process for advice

## 3. AVERAGE TIME TO RECRUIT

### 3.1

For professional services posts the time from advertisement to offer is currently on average 55 days.

### 3.2

For academic ASER posts the time from advertisement to offer is currently on average 98 days.

### 3.3

There are other factors to consider in planning your timeframes including:

- The time the post will take receive financial approval through the Unit 4 process;
- Immigration requirements to fulfill the Resident Labour Market Test for any posts eligible for a Certificate of Sponsorship with a minimum advertising period of 4 weeks;
- Availability of people required for shortlisting and interview dates;
- Notice periods of successful candidates;
- The time taken to seek external assessor reports (where applicable), references and any other pre-employment checks.

### 3.4

Taking the above into consideration, this means that at least 12 weeks of the process is outside the University's control and this may be longer depending on the individual's notice period.

4. OPERATIONAL FRAMEWORK

ACTIVITY	HIRING MANAGER (HM) RESPONSIBILITY AND TIMESCALES	RESOURCING TEAM (RT) / HUMAN RESOURCES RESPONSIBILITY AND TIMESCALES
<p><b>HERA and Funding Approval</b></p>	<p>1. If the post is new or restructured the HM ensures the post goes through the HERA process (if applicable) prior to contacting the RT. The Employee Relations Team can provide advice on this.</p> <p>2. Requests appropriate funding approval using the Unit 4 Business World online system</p> <p>The above activities should be undertaken ASAP once the need for a role is established to avoid delays later.</p>	<p>The RT cannot commence the recruitment process until the HERA and Funding Approval are complete.</p>
<p><b>Redeployment</b></p>	<p>1. Engages with the University's redeployment section of the Managing Structural Change policy once contacted by HR, if the role is identified as a potential redeployment opportunity.</p>	<p>1. HR will check the redeployment register within 48 hours of the vacancy being raised on iTrent for advertising.</p> <p>2. HR will contact the HM if there are any suitable candidates to be considered by the HM within two working days of receiving the information. The redeployment process could take approximately 3 weeks in total but this is subject to change on a case by case basis.</p>
<p><b>Advertising</b></p> <p><i>Please note that some posts will need to be advertised for 28 days in order to meet Home Office requirements for employing international staff</i></p>	<p>1. Completes the full job pack using the standard template or the academic job pack template up to five working days after the post has been financially approved and/or HERA completed.</p> <p>2. Uploads job pack and funding approval form to the e-recruitment system (iTrent) to start the process.</p> <p>3. Includes the interview date on the job pack where possible.</p> <p>4. <b>For academic posts</b> – the interview date must be coordinated by the department and included in the job pack at the point of advertising.</p> <p>5. <b>For academic posts</b> - Assesses equality and diversity information and includes relevant positive action statements in the job advert</p>	<p>1. RT will post the vacancy online within five working days of the complete set of documentation being received. If this timescale needs to be adjusted the RT will confirm details.</p> <p>2. RT will email the HM to confirm once the post has gone live and will attach the interview plan.</p> <p>3. RT will ensure that where the post may be eligible for a Certificate of Sponsorship the advertisement is compliant for the Resident Labour Market Test.</p>

ACTIVITY	HIRING MANAGER (HM) RESPONSIBILITY AND TIMESCALES	RESOURCING TEAM (RT) / HUMAN RESOURCES RESPONSIBILITY AND TIMESCALES
<p><b>Candidate communication</b></p> <p><i>All candidate communication comes through the Resourcing Team. Resourcing may contact managers with queries if they are unable to provide answers directly.</i></p>	<p>1. Responds to the RT on any candidate related queries. Within one working day.</p>	<p>1. Responds to emails from applicants within two working days, even if this is to send a holding email with more information to follow. In particularly busy periods there will be a permanent message on the resourcing email to explain that individuals can expect a reply within three working days.</p>
<p><b>Vacancy closes</b></p>	<p>1. Engages with the University's redeployment section of the Managing Structural Change policy once contacted by HR, if the role is identified as a potential redeployment opportunity.</p>	<p>1. RT will send shortlist grid populated with names of candidates and an interview plan to the HM by 12pm the day after the post closes.</p> <p>2. RT will advise whether there are any Disability Confident applicants, or any other relevant information. By 12pm the day after post closes.</p> <p><b>For academic posts</b> - RT will send the HM a PDF document containing the application documents as part of the above process.</p>



ACTIVITY	HIRING MANAGER (HM) RESPONSIBILITY AND TIMESCALES	RESOURCING TEAM (RT) / HUMAN RESOURCES RESPONSIBILITY AND TIMESCALES
<b>Shortlisting</b>	<ol style="list-style-type: none"> <li>1. Ensures that anyone involved in shortlisting undertakes the recruitment and selection Moodle training. Unconscious bias training is essential for chairs of interview panels.</li> <li>2. Ensures that the University commitment to equality and diversity is maintained throughout the process.</li> <li>3. Shortlists using the essential and desirable criteria as stated in the person specification including full consideration of Disability Confident candidates.</li> <li>4. <b>For academic posts</b>, ensures that no candidates are shortlisted if they have not uploaded all the correct application documents.</li> <li>5. <b>For academic posts</b>, sends the completed shortlisting grid and applications to the Executive Dean for approval before sending the shortlist to RT.</li> <li>6. Provides shortlisting grid (with full details of shortlisting decisions, based on essential and desirable criteria) and interview plan at least ten working days before the interview date for professional services and at least 12 working days for academic posts.</li> <li>7. Indicates clearly in order of preference any reserve candidates.</li> <li>8. Uploads shortlisting grid and interview plan to iTrent.</li> </ol>	<ol style="list-style-type: none"> <li>1. Contacts HM before the interview date to confirm whether any shortlisted applicants have disclosed a criminal conviction, if relevant to the post.</li> </ol>

ACTIVITY	HIRING MANAGER (HM) RESPONSIBILITY AND TIMESCALES	RESOURCING TEAM (RT) / HUMAN RESOURCES RESPONSIBILITY AND TIMESCALES
<p><b>Interview panel and arrangements</b></p>	<p>1. Follows the relevant guidance for composition of panel:</p> <p><b>See guidance on Professional Services selection panel composition</b></p> <p><b>See guidance on the academic recruitment process</b></p> <p>2. Ensures the panel comprises an appropriately diverse mix of people including a gender mix (<b>and at least 2 females for academic panels</b>).</p> <p>3. Informs the RT of the panel composition when shortlist is returned in accordance with relevant timescales.</p> <p>4. Completes interview plan in full and uploads to iTrent <b>For academic posts:</b></p> <p>5. Seeks approval of the panel composition from the Chair – see guidance on the academic recruitment process.</p>	<p>1. Highlights to the HM any concerns regarding the interview arrangements and provides advice accordingly at least two working days after receiving the information.</p> <p>2. Provides advice on the interview composition as requested.</p>
<p><b>Invitations to interview</b></p>	<p>1. <b>For academic posts:</b> Ensures that the interview plan is provided to the RT at least ten working days before the interview date <b>For professional services posts, the invitations will be sent out by the Hiring Manager or Requisition Administrator.</b></p> <ul style="list-style-type: none"> <li>If any changes are required to the interview schedule the RT will need at least three working days' notice (prior to the interview date) of the proposed changes. The department may be required to contact candidates directly outside of this timeframe.</li> </ul>	<ul style="list-style-type: none"> <li>The RT will not be able to action any correspondence with candidates until a completed shortlisting grid and interview plan has been received.</li> </ul> <p>1. For <b>some</b> Professional Services posts the RT will send invitations to candidates at least five working days prior to the interview date.</p> <p>2. <b>For academic posts</b> the RT will send invitations to candidates at least ten working days prior to the interview date to allow international travel time.</p> <p>3. RT will inform the HM when candidates withdraw, within 48 hours of receiving the notification.</p> <p>4. RT will invite any reserve candidates if successful candidates withdraw their application. Reserves will automatically be invited by order of preference indicated on the shortlisting grid.</p> <p>5. RT will arrange any overnight accommodation and agree reasonable international travel expenditure as soon as possible after contact from the candidate.</p>



<b>ACTIVITY</b>	<b>HIRING MANAGER (HM) RESPONSIBILITY AND TIMESCALES</b>	<b>RESOURCING TEAM (RT) / HUMAN RESOURCES RESPONSIBILITY AND TIMESCALES</b>
<p><b>For academic ASER/ ASE posts - References and external assessors</b></p>	<p>1. At Senior Lecturer level and above – identifies and contacts external assessors that are willing to provide comments on the shortlisted applications.</p> <p>2. Obtains approval of the external assessors from the Chair of the panel – see guidance on the academic recruitment process.</p> <p>3. Provides the names of the approved assessors that have confirmed they are able to assist, with the interview plan at least 12 working days before the interview date.</p>	<p>1. Requests an external assessor's report for all shortlisted candidates and endeavors to have these reports ready for the panel to review on the interview date.</p> <ul style="list-style-type: none"> <li>• It may not always be possible to have the external assessors ready for the interview date if they are late in supplying the RT with the information or if the timeframes are too tight.</li> </ul> <p>2. Requests references in advance of interviews and endeavors to have these ready for the panel to review on the interview date.</p> <ul style="list-style-type: none"> <li>• References will be requested in advance where timeframes allow, if this is not possible the RT will confirm.</li> </ul>
<p><b>For Research (ASR) roles</b></p>	<p>1. If the post is at Grade 9 level or above the job pack must be approved with the PVC Research before it is advertised.</p> <p>2. If the post is at Grade 9 level or above the shortlist must be approved by the PVC Research.</p> <p>This process is in place to meet certain REF requirements at this level which the PVC Research ensures are in place.</p>	<p>1. RT will take up references in advance of interviews (pending candidate consent).</p>
<p><b>Unsuccessful candidates at shortlisting stage</b></p>	<p>1. Provides feedback on the shortlisting grid indicating how the candidates have not met the criteria, plus any positive/constructive comments on the application.</p>	<p>1. Emails unsuccessful notifications to relevant candidates at the same time successful candidates are notified.</p> <p>2. Upon request provides feedback to Disability Confident applicants, Essex graduates and internal staff based on the feedback provided on the shortlisting grid within ten working days of receiving the feedback request</p>

ACTIVITY	HIRING MANAGER (HM) RESPONSIBILITY AND TIMESCALES	RESOURCING TEAM (RT) / HUMAN RESOURCES RESPONSIBILITY AND TIMESCALES
<p><b>Interview day and arrangements</b></p>	<ol style="list-style-type: none"> <li>1. Arranges interview room and any refreshments.</li> <li>2. Ensures that the room has the correct resources e.g. Skype and AV facilities and tests/sets these up for use.</li> <li>3. Arranges any additional rooms/ catering for presentations.</li> <li>4. Arranges for candidates to be collected from reception.</li> <li>5. Ensures Right to Work documents are verified.</li> <li>6. For professional Services posts - notifies Reception.</li> </ol>	<ol style="list-style-type: none"> <li>1. Provides a confirmed interview schedule to the panel at least two days before the interview date.</li> <li>2. For academic posts only - Notifies visitor reception of interviews and departmental contact at least two days before the interview date.</li> <li>3. For academic posts – the RT will provide panel name plates and salary scales the day before the interviews.</li> <li>4. For Professorial appointments – the RT will provide the Chair of the panel with the latest professorial pay gap information the day before the interviews.</li> </ol>
<p><b>Offer and appointment</b></p>	<ol style="list-style-type: none"> <li>1. For professional services posts, speaks to Resourcing Adviser before making an offer of employment to agree salary, start date and any other relevant information such as right to work issues.</li> <li>2. For academic posts - the Chair should agree the offer with the Deputy-Vice-Chancellor (unless the Chair is the VC).</li> <li>3. Uploads interview decision grid and appointment form to iTrent and completes the appointment form within two working days of offer being accepted.</li> <li>4. The Chair should upload the full interview notes from the panel to the system immediately after the interviews.</li> </ol> <p>The RT needs a minimum of two weeks between receiving the appointment form and interview decision grid, and the start dates to be able to process the formal documentation and undertake checks.</p>	<ol style="list-style-type: none"> <li>1. Discuss timeframes and confirm any right to work implications for international candidates, or those holding visas, upon request.</li> <li>2. Action the offer letter, reference requests and any other checks within two working days of receiving both the interview decision grid/notes and the appointment form.</li> <li>3. RT will not be able to action on any offer letters or reference requests until a completed interview decision grid has been uploaded to iTrent and appointment form has been completed.</li> <li>4. Once references and any other conditional parts of the offer have been completed, the RT will issue the statement of main terms and conditions of employment within ten working days of checks being completed.</li> <li>5. The statement of main terms and conditions will always be issued at least two working days before the start date where time frames have been adjusted for a quick start date. For posts with a very quick turnaround, or where checks have taken longer than anticipated, the contract will be ready for collection on the first day of employment.</li> </ol>

<b>ACTIVITY</b>	<b>HIRING MANAGER (HM) RESPONSIBILITY AND TIMESCALES</b>	<b>RESOURCING TEAM (RT) / HUMAN RESOURCES RESPONSIBILITY AND TIMESCALES</b>
<b>Feedback following interview</b>	<ol style="list-style-type: none"> <li>1. Ensures that comments on the interview decision grid are sufficient for the RT to be able to provide constructive feedback to unsuccessful candidates.</li> <li>2. Arranges for verbal feedback to internal candidates and Essex graduates (either Chair or HM can do this)</li> </ol>	<ol style="list-style-type: none"> <li>1. Notifies unsuccessful candidates by email within two working days of receiving the interview decision grid.</li> <li>2. Provides feedback to any unsuccessful candidates following interview within ten working days of receiving a request having acknowledged the request within one working day.</li> </ol>
<b>Induction and first day arrangements</b>	<ol style="list-style-type: none"> <li>1. Contacts new starter to confirm the arrangements for the first day at least one week in advance.</li> <li>2. Ensures that a comprehensive induction is ready for the new member of staff – details and support available online.</li> </ol>	<ol style="list-style-type: none"> <li>1. RT will email the line manager once the statement of main terms and conditions has been issued with a reminder to contact the new starter about induction and first day arrangements.</li> </ol>
<b>Candidate expenses</b>		<ol style="list-style-type: none"> <li>1. RT will process any candidate expenses within five working days of receipt.</li> </ol>
<b>Candidates requiring sponsorship under Tier 2 immigration rules</b>	<ol style="list-style-type: none"> <li>1. Confirms start date and all details of the offer of employment with RT.</li> <li>2. Contacts the RT if they are aware of any reasons why the individual may not be able to start work on the agreed date.</li> </ol>	<ol style="list-style-type: none"> <li>1. RT will liaise with the individual regarding timeframes for obtaining the visa.</li> <li>2. RT will make the COS application.</li> <li>3. RT will report any other migrant activity including late start dates to Home Office.</li> <li>4. RT will carry out RTW checks in advance of start date.</li> <li>5. RT will provide any other necessary advice on this process.</li> </ol>
<b>Evaluation of the process</b>	<ol style="list-style-type: none"> <li>1. Provides constructive feedback on the process directly to the Resourcing Manager.</li> </ol>	<ol style="list-style-type: none"> <li>1. Takes on board feedback and works to continuously improve the recruitment and selection process.</li> <li>2. Pro-actively seeks feedback from job applicants and implements improvements to the process accordingly.</li> </ol>

