

# Recruitment and Selection Policy

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## 1 Introduction and purpose

- 1.1 The university believes that effective recruitment is central and crucial to the success of DMU and is key to ensuring the university attracts and retains the most talented individuals to drive forward the university's challenging agenda.
- 1.2 The purpose of this policy is to help ensure that the university recruits the best talent, where personal aspirations and values are aligned with the strategic objectives of the university, to continue to enhance the student experience, and to sustain and enhance the university's reputation as an employer of choice - locally, nationally and abroad.
- 1.3 The recruitment stage is often the first contact a future employee has with the university, and DMU is committed to ensuring 'quality and distinctiveness' through all stages of the recruitment process so that all applicants, whether successful or not, have a positive applicant / candidate experience.
- 1.4 Comprehensive guidance accompanies this policy. This with other resources, equips and empowers all DMU recruiters and maximises compliance with the policy.
- 1.5 This policy does not form part of any contract of employment and may be amended at any time.

## 2 Equality and diversity

- 2.1 The university is committed to open and diverse recruitment with equality and diversity at the heart of all recruitment processes and decisions. The university will strive to source candidates from a wide pool in order to find the best person for the job, to achieve a diverse workforce, to ensure talent is not blocked from entering the university, and to support people from all backgrounds and cultures to realise their full potential.
- 2.2 All university recruiters need to be aware of the principles of equality and diversity and understand how unfair bias and/or unlawful discrimination can occur both directly and indirectly in the recruitment process.
- 2.3 Shortlisting, interviewing and selection will always be carried out without regard to age, disability, sex, sexual orientation, gender re-assignment, marital or civil partner status, pregnancy or maternity, race, nationality, ethnic or national origin or religion or belief.
- 2.4 Recruitment processes and systems will be regularly reviewed to ensure there is no hidden bias.
- 2.5 "Positive Action" programmes may be explored where there is evidence of under-representation in certain jobs or at certain levels.

## **Disabled applicants**

- 2.6 The university welcomes applications from disabled people and is committed to equality of opportunity and diversity. The university is committed to being positive about disabled people and has been awarded the Jobcentre Plus Disability Two Ticks Symbol.
- 2.7 Reasonable adjustments to the recruitment process will be made to ensure that no applicant is disadvantaged because of their disability.

## **3 Training**

- 3.1 All DMU recruiters and/or all staff who have a responsibility for any stage of the recruitment and selection process, will be equipped with the knowledge and skills to carry out their responsibilities in accordance with the aims and principles outlined in this policy.
- 3.2 Comprehensive guidance and resources are available to complement the policy and should be used by those who are involved in any aspect of the recruitment process eg those who are responsible for drafting advertisements, job descriptions, assessing tests, providing feedback, etc.
- 3.3 DMU employees who are involved in making selection and appointment decisions will be required to attend an in-house recruitment and selection training course. Permitted exceptions to this requirement are set out below.
- i. DMU recruiters who are unable to attend a training course in advance of their involvement in a selection panel will not be prevented from participating provided that they receive a briefing on the policy by an HR Officer or HR Partner in advance of their involvement in the process. This does not exempt them from attending a training course prior to their involvement in future panels.
  - ii. Exceptionally, experienced recruiters new to DMU with significant recent experience of recruiting a diverse workforce may be exempted from attending a training course. Their relevant experience will need to be assessed by an HR Partner before confirming that attendance on the training course is not necessary.
- 3.4 DMU employees who are involved in making selection and appointment decisions will also be required to complete an approved training session or e-learning module on equality and diversity before attending the training on Recruitment and Selection.

See [guidelines on selection methods](#).

- 3.5 The university provides separate briefings for Chairs of panels and recruiting managers which must be completed before chairing a selection panel or

recruiting to a new vacancy for the first time.

3.6 Refresher training will be provided as required.

## 4 Pre-recruitment

### 4.1 Assessment of need

Before recruiting to a post, the recruiting manager will assess the need to recruit and any viable alternatives to recruitment in order to meet the identified need. Such an assessment will take into account not just immediate staffing needs but also future plans that might have staffing implications, for example, changing organisational requirements and fluctuations in student numbers, potential future restructuring needs and current and future skills gaps.

### 4.2 Job analysis and design

4.2.1 The university believes that effective job analysis and design will help ensure the job description and person specification are inclusive, up to date and reflective of the university's needs. It will also help ensure that the correct recruitment and selection methods are chosen maximising the chances of a successful appointment.

4.2.2 While this is good practice for all posts, it will be a mandatory requirement where the job description for the post is more than three years' old or where the job has changed significantly.

See [guidelines on job design](#).

### 4.3 Determining the grade

Once the job description and person specification has been drafted, the job will need to be evaluated by the HR team in order to establish the correct grade for the job.

See [job grading process](#).

### 4.4 Approval to fill a vacancy

Once the above stages are complete, the recruiting manager will need to obtain proper authorisation to fill the vacancy. Approval is required in the following circumstances:

- For newly established posts, both temporary and permanent (including hourly paid lecturers)
- For existing posts that have become vacant
- For sourcing certain temporary cover posts.

See links to the [post approval process](#) and/or the [agency worker guidelines for managers](#).

#### 4.5 **Redeployment of existing employees**

It is the university's policy that no job will be advertised unless it has been considered for employees on the redeployment register in accordance with the provisions of the university's [Redeployment Procedure](#).

### 5 **Recruitment**

#### 5.1 **Attracting suitable applicants**

5.1.1 The university will consider the most appropriate method of generating interest in the post and of attracting suitable applications and has developed guidelines to assist recruiters to appropriately target their vacancies.

5.1.2 Recruiters are required to consider these guidelines to maximise their ability to recruit from a diverse and high quality pool of potential candidates.

See [guidelines on attracting suitable applicants](#).

#### **Executive recruitment**

5.1.3 For executive posts, the university may decide to use the services of an external recruitment consultancy or a 'head hunter' in order to source suitable potential applicants.

5.1.4 Where an external recruitment resource is used the university will take all reasonable steps to ensure that the provider is committed to equality and diversity and the principles underpinning the university's recruitment and selection policy.

#### 5.2 **Application stage**

5.2.1 The university will keep its application processes and forms under review to ensure that applicants have a quality experience and suitable applicants are encouraged to apply.

5.2.2 In most recruitment exercises, a standard DMU application form will need to be completed by all applicants and submitted by the specified closing date. CVs will normally only be accepted as a supplement to a fully completed application form unless otherwise stated in the job advertisement.

5.2.3 Application forms received after the specified closing date will not be considered unless an extension has been requested and approved.

### Information for job applicants

- 5.2.4 The university believes that high quality information about the university and about the specific job advertised is important to ensure that applicants have sufficient information to judge whether or not to apply. High quality recruitment literature is also important in conveying a professional image of the university.
- 5.2.5 HR will ensure that the information made available to potential applicants is kept up to date and is available in a range of formats/languages.
- 5.2.6 Recruiting managers will have the opportunity to supplement the standard information with any team or post specific information they think will promote the opportunity and enhance applicants' understanding of the role. This is particularly important for external applicants who have no prior knowledge of the university or the higher education sector.

## 6 Permitted exceptions to external advertising of jobs

- 6.1 The university's commitment is to inclusive and diverse recruitment and therefore job vacancies, whether temporary or permanent, will ordinarily be advertised both internally and externally in order to attract suitable applicants from the widest and most diverse field.
- 6.2 However, there may be occasions where a job is restricted to internal-only applicants or restricted to a particular work area or group of staff; examples are listed below and in all instances prior consultation with HR is required.
- Acting up opportunities
  - Internal secondment
  - Internal restructuring
  - Job share
  - Reserve candidates
  - Temporary to permanent status
  - Student employability
  - Named person on a research grant.

See [guidance on permitted exceptions to external advertising of jobs](#).

## 7 Re-advertising posts

- 7.1 A post may be re-advertised where it is not possible to achieve a minimum shortlist or where it is not possible to appoint following the selection process.
- 7.2 Before making a decision on whether to re-advertise, the Chair of the panel should consult with a member of the HR team to determine whether re-advertising the post, including reviewing the recruitment literature, person specification criteria (including a review of 'essential' and 'desirable'), media selection, timing of recruitment, etc., is likely to result in a wider or more suitable

field of potential candidates.

- 7.3 If a job is re-advertised to try and generate further interest, the current applicants will be notified and advised of any delays in the process. See [Timescales](#).

## 8 Selection

The university is committed to a rigorous and structured approach to selection to ensure that the process is fair to successful and unsuccessful applicants. However, it is also important to maintain a degree of flexibility to ensure the most appropriate means of selecting a candidate for the post in question.

### 8.1 Selection panel

- 8.1.1 A selection panel will normally comprise between two and four DMU-trained recruiters, although the ideal number is three.
- 8.1.2 Wherever possible, the same panel members involved in shortlisting should be involved at the selection decision stage. Where this is not possible, substitution of panel members at selection decision stage is permissible provided that at least one of the remaining panel members has been involved at both the shortlisting and selection decision stages.
- 8.1.3 Shortlisting will be undertaken by a minimum of two people at least one of whom will be a member of the selection panel.
- 8.1.4 The university will make every effort to try and achieve panels that are representative of a diverse workforce.
- 8.1.5 Any selection panel member who has a close personal relationship (as defined by the Code of Conduct) with an applicant or a shortlisted candidate is expected to declare that conflict of interest to the Chair of the panel or to the HR team so that alternative arrangements can be made to avoid any unfairness, whether actual or perceived, in the recruitment and selection process.

See [Code of conduct/relationships](#).

#### Minimum training requirements

- 8.1.6 Non-DMU-trained recruiters may participate in selection panels if agreed by the Chair and HR where the Chair believes the presence of the individual on the panel to be necessary or is in the interests of achieving a representative panel. In such cases the Chair must take full responsibility for ensuring the untrained panel member acts in accordance with the policy. See [Training](#).

#### External recruiters

- 8.1.7 The university welcomes the involvement of external recruiters in the selection

process. Those representing an interested party such as a member of the Board of Governors or a member of a partner organisation may participate in the process as long as the panel comprises a minimum of two DMU-trained recruiters. The Chair will be responsible for the contribution of the external recruiter and their level of involvement and will ensure that a briefing is given on the policy, with support from HR.

### **Chair of the panel**

- 8.1.8 The Chair of the panel will normally be an experienced recruiter, who will lead the other panel members through the selection process and is responsible for ensuring the recruitment and selection policy is complied with. This includes responsibility for ensuring panel members are suitable, trained and adequately briefed and making every reasonable effort to convene a representative panel.

### **Executive Board appointments**

- 8.1.9 Where an appointment is made to a senior postholder role<sup>1</sup> that will sit on the Executive Board the selection panel should be determined by the Vice-Chancellor in consultation with the Director of POD.
- 8.1.10 A member of the selection panel must be a member of the Board of Governors.

### **Professorial appointments**

- 8.1.11 The appointment of a professor is made formally by the Vice-Chancellor acting on the advice of the Professorial and Readership Board or a nominee.

See the university's procedure [Professorial & Readership Appointments at De Montfort University](#).

### **Other senior appointments**

- 8.1.12 The appointment of other senior postholders should be made by the PVC-dean/director who shall chair, or exceptionally by their nominee.
- 8.1.13 A member of the selection panel must be a member of the Executive Board, and it may be necessary to call in an external panel member who specialises in the area of work see ([External recruiters](#)).
- 8.1.14 Where the appointment may lead to consideration of the conferring of a professorial title, it is important that this is considered in advance to ensure the panel is appropriately convened (see [Professorial appointments](#)).

### **Academic appointments**

- 8.1.15 The selection panel for academic appointments must include a subject specialist

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<sup>1</sup> As defined by the Articles of Government

(including an external subject specialist where necessary) and where appropriate a Head of Department from an alternative faculty.

- 8.1.16 Where the appointment may lead to consideration of the conferring of a professorial title, it is important that this is considered in advance to ensure the panel is appropriately convened (see [Professorial appointments](#)).

### **Other appointments**

- 8.1.17 The recruiting manager should determine a suitable selection panel which may include staff internally and externally to the faculty/directorate who will have an interest in the position. The recruiting manager will normally be a member of the selection panel.

### **Involvement of DSU**

- 8.1.18 Subject to the timing of recruitment and the nature of the post to be filled, a DSU executive member may be invited to take part in selection panels and the feedback from the DSU member will be taken into account in the panel members' deliberations before a decision is reached.

## **8.2 Shortlisting**

- 8.2.1 Shortlisted candidates will be those who demonstrate in their application how they meet the criteria as specified in the person specification.
- 8.2.2 Shortlisting will initially consider applicants against the essential criteria. Desirable criteria will only be considered where it is necessary to achieve a manageable shortlist.
- 8.2.3 'Weighted' criteria will only be used where this has been agreed with a member of the HR team in advance of shortlisting commencing.
- 8.2.4 For external recruitment processes, a shortlist will normally contain a minimum of three candidates. A manageable shortlist will normally be no more than eight candidates.
- 8.2.5 If it is not possible to produce a minimum shortlist eg due to an insufficient number of suitable applications, the post may be re-advertised in order to generate further interest and attract a wider field of applicants. However, selection on the basis of fewer than three candidates may proceed where the applications received indicate that a suitable appointment is likely, and/or where the post is historically hard-to-fill. The Chair of the panel will determine what is deemed a suitable appointment for this purpose taking into account all the relevant circumstances and following consultation with a member of the HR team. See also [Re-advertising posts](#)
- 8.2.6 Disabled applicants who meet the essential criteria should be shortlisted unless it is clear that even after reasonable adjustments have been made they are unable

to fulfil a duty which is intrinsic to the role. Shortlisters must seek advice from HR in these cases.

8.2.7 All applicants will receive notification of whether or not they have been shortlisted.

8.2.8 Shortlisting will normally take place within two weeks of the closing date.

See [guidelines on shortlisting](#).

### 8.3 **Selection methods**

8.3.1 The selection methods chosen will follow a structured and systematic format where all candidates have a fair and equal chance to demonstrate their suitability objectively assessed against the requirements of the role.

8.3.2 All shortlisted candidates will normally be invited to attend a panel interview but, in order to maximise the reliability of the selection process, the university will use a range of selection methods to select the right candidate for the role. Therefore, a minimum selection process will normally involve a structured panel interview and at least one other method of assessment eg a selection test.

8.3.3 The Chair of the panel is responsible for ensuring that the selection methods applied are structured and systematic, relevant, objectively measurable as far as possible, focussed on the job requirements and free from unfair bias.

8.3.4 Candidates will be given a minimum of five working days' notice of interview.

#### **Interviews**

8.3.5 The university defines a structured interview as one where the following applies as a minimum:

- questions are planned carefully in advance of the interview
- all candidates are asked the same core questions
- answers are scored using a rating system
- questions focus on the attributes and behaviours needed in the job.

8.3.6 However, the panel should ensure that the process retains sufficient flexibility to enable the asking of supplementary questions that are relevant to the requirements of the job and in order to ensure that the interview is a two-way process.

8.3.7 Each panel member should record their assessment of each candidate separately at the conclusion of each interview. The panel discussion should not take place until all candidates have been interviewed and the results of the various selection tests have been considered. See [Selection decision](#)

See [guidance on selection methods](#).

## Testing

- 8.3.8 An appropriate selection test or tests will be used alongside the structured interview to identify the right candidate.
- 8.3.9 For certain posts, particularly more senior posts, candidates may be invited to take part in an Assessment Centre, where candidates will be required to complete a number of different tasks as part of the selection process, including psychometric testing.
- 8.3.10 Any test used must have been validated in relation to the job, be free of unfair bias, and be administered and validated by a suitably trained person.
- 8.3.11 For academic posts where there is any element of teaching, a lecture/presentation assessment must also be included.
- 8.3.12 Psychometric testing will be used as part of the selection process only with the prior approval of HR. Where approval to use psychometric testing is given, the test will be considered as part of the assessment process alongside the structured interview and at least one other method of selection or as part of an Assessment Centre.

See [guidance on selection methods](#).

## 9 Selection decision

- 9.1 The selection decision will reflect the consensus view of the panel following objective assessment of each candidate taking into account only their ability to do the job, their ability to make a contribution to the university's success and on their potential for development.
- 9.2 Each candidate will be ranked in respect of their performance against the essential criteria; desirable criteria will only be factored into the assessment where it is necessary to differentiate between two or more candidates.
- 9.3 For academic appointments, the Chair of the panel should indicate whether it is appropriate to recommend the candidate undertakes the PG Cert HE. See further information on [PG Cert HE](#).
- 9.4 If it is not possible to appoint, the Chair of the panel should consider whether to re-advertise the post. See [Re-advertising posts](#).
- 9.5 For internal exclusive or ring-fenced selection processes in the context of restructuring and redundancy, panel members should follow the provisions of the Redeployment Procedure when reaching a decision on the appointable candidate/s. (See paragraph 10.2 of the [Redeployment Procedure](#).)

## **Contacting unsuccessful candidates**

- 9.6 The Chair of the panel is responsible for ensuring that all unsuccessful candidates are contacted following the selection process and offered the opportunity to seek feedback on their performance. If the Chair of the panel is unable to do this personally they should nominate another member of the panel to carry out this task.

## **Feedback**

- 9.7 It is the university's policy that all applicants and candidates may seek constructive feedback on their application or their performance during any selection process.

## **Shortlisting stage**

- 9.8 All unsuccessful applicants will be able to seek feedback on their application and the reason why they have not been shortlisted. This feedback will be provided by a member of the HR team based on the shortlisting paperwork completed by the panel.
- 9.9 If more detailed feedback is requested, this will be provided by a member of the selection panel as nominated by the Chair of the panel, or it will be provided by the Chair.
- 9.10 The applicant must request feedback within four weeks of the closing date.

## **Selection stage**

- 9.11 All unsuccessful candidates will be able to seek feedback on their performance during the selection process. The Chair of the panel will provide feedback or may nominate another member of the selection panel to carry out this task.
- 9.12 The candidate must request feedback within two weeks of receipt of the letter confirming that they were unsuccessful.

See [guidance on providing feedback](#).

## **Contacting the successful candidate**

- 9.13 For professional services appointments below senior-level, the Chair of the panel will make a recommendation to appoint and the Chair of the panel, or another member of the interview panel as nominated by the Chair, will contact the preferred candidate and advise that a conditional offer will be made.

See [recommendation to appoint form](#).

### **Academic and senior staff appointments**

9.14 The Chair of the panel will recommend the appointment and starting salary of the preferred candidate and HR will seek the authorisation of:

- the Vice-Chancellor, the Director of POD or the Deputy Director of POD for all senior posts (including professorial posts).
- the appropriate PVC-dean for all other academic posts.

9.15 The preferred candidate will be advised that a conditional offer of appointment can only be made after the recommendation to appoint has been approved. The starting salary must not be offered until the necessary approvals have been obtained as outlined above.

See [recommendation to appointment form](#).

## **10 The conditional offer of appointment**

HR will confirm the conditional offer to the preferred candidate in writing as soon as possible after a verbal offer has been made. All offers of appointment are conditional upon satisfactory [pre-employment checks](#).

### **10.1 Agreeing the salary and terms of the offer**

10.1.1 The salary offered will normally be the bottom point of the grade range unless a higher starting salary can be justified. The justification must be discussed with HR before a verbal offer is made to the preferred candidate.

See the university's guidance [Placement of Salary Scale for Employees Newly Appointed to DMU](#).

## **11 Pre-employment checks**

### **11.1 References**

11.1.1 All offers of appointment are made conditional on the receipt of written references that are satisfactory to the university. References will be sought as follows:

**Professional services staff**

Two references will be sought for the successful candidate once a conditional offer has been made.

**Academic and senior staff appointments**

\*Two references will be sought prior to interview for all shortlisted candidates.

**Readership appointments**

\*Three references will be sought prior to interview for all shortlisted candidates.

See the university's procedure [Professorial & Readership Appointments at De Montfort University](#)

### **Professorial appointments**

\*Five references will be sought prior to interview for all shortlisted candidates.

See the university's procedure [Professorial & Readership Appointments at De Montfort University](#)

\* References will only be sought in advance of a conditional offer being made where the candidate has provided their express written consent.

- 11.1.2 A telephone reference may be sought by the Chair of the panel once consent has been obtained from the candidate, but the reference will need to be confirmed in writing before any conditional offer is considered satisfied.
- 11.1.3 In all cases, a suitable referee from the candidate's current or most recent employer must be provided as one of the referees unless there is a valid reason why this is not possible.
- 11.1.4 If the university receives a reference that it regards as ambiguous or unsatisfactory, it will usually discuss the reference with the referee and with the candidate before confirming or withdrawing the offer of appointment.
- 11.1.5 The university reserves the right to reject a nominated referee on the grounds of unsuitability. The university's decision on whether a referee is suitable for the purposes of providing a reference will be final. The candidate may be asked to provide an alternative referee or the offer may be withdrawn.
- 11.1.6 The university reserves the right to withdraw an offer of employment where it receives credible information which, if true, would cause the university to consider that the preferred candidate is unsuitable for the position.
- 11.1.7 The university will act reasonably when reaching decisions about whether or not to withdraw an offer of employment.

See [guidance on references](#).

### **11.2 Criminal records checks and recruitment of ex-offenders**

- 11.2.1 The university will consider ex-offenders for employment on their individual merits and will not automatically refuse to employ an individual because they have a criminal record.
- 11.2.2 All applicants are required to disclose any unspent convictions; however, for posts covered by the Rehabilitation of Offenders Act 1974, the university will not ask applicants questions about spent convictions, nor expect them to disclose

any spent convictions.

- 11.2.3 For posts that are exempt from the Rehabilitation of Offenders Act 1974, the applicant will be required to disclose all convictions – both spent and unspent with the exception of protected cautions and convictions. Furthermore, the university will require the preferred candidate to obtain a standard or enhanced disclosure from the Disclosure and Barring Service (DBS).
- 11.2.4 Where an individual has a previous conviction or convictions (spent or unspent), the university will review the particular circumstances of the case including whether the conviction is relevant to the position in question, the seriousness of the offence, the length of time since the offence was committed, whether there is a pattern of offending or other relevant matters, whether the individual's circumstances have changed since the offending behaviour and the circumstances surrounding the offence and the explanation offered by the individual involved. The university may, at its discretion, refuse to select the individual for employment. The university will abide by the [DBS Code of Practice For Registered Persons and other recipients of disclosure information](#).
- 11.2.5 The university is committed to ensuring that all information provided about an individual's criminal record, including any information released in DBS disclosures, is used fairly and stored and handled appropriately and in accordance with the provisions of the Data Protection Act 1998. Data held on file about an individual's criminal record will be held only as long as it is required for employment purposes and will not be disclosed to any unauthorised person. See also [Data protection and confidentiality](#)

See [guidance on criminal records checks and recruitment of ex-offenders](#).

### 11.3 **Eligibility to work in the UK**

- 11.3.1 All offers of appointment are conditional upon eligibility to work in the UK.
- 11.3.2 The university may, if possible and appropriate, seek to assist successful candidates to obtain the right to work for the university in the UK in the relevant position subject to UK immigration rules in existence at that time.
- 11.3.3 Where permission to employ the applicant in the UK/right to work in the UK for DMU in the position cannot be secured a conditional offer will be withdrawn.

See [guidance on immigration and preventing illegal working](#).

### 11.4 **Health clearance**

All offers of appointment are conditional upon satisfactory health clearance by the university's occupational health team.

## 11.5 **Proof of qualifications**

- 11.5.1 All offers of appointment are conditional upon the preferred candidate providing the university with documentary evidence of qualifications relevant or essential to the job as specified in the person specification.
- 11.5.2 For high-risk posts eg those where qualifications impact on the person's ability to practice in their chosen profession, the university may need to seek verification from the awarding body before the appointment can be confirmed.

## 12 **Induction**

- 12.1 The university believes that induction starts at the time the formal offer is confirmed and is therefore closely linked to the final stages of the recruitment and selection process.
- 12.2 Once the new starter has a confirmed start date, they will be sent useful pre-employment information in advance of their commencing employment with the university.
- 12.3 The employee's immediate manager is responsible for the planning and delivery of an effective induction programme from the point of selection through to the end of the employee's probationary period (where applicable).
- 12.4 All newly appointed staff will be invited to attend a corporate induction event.  
  
See the university's induction information for new starters [Essential DMU](#).

## 13 **Records and monitoring**

- 13.1 The university is committed to open, fair and transparent recruitment and selection processes and will ensure careful documenting and monitoring through all stages of the process.
- 13.2 The university will make periodic use of recruitment questionnaires to find out applicants and candidates' views of the recruitment process. Feedback received will be used to assist the university in making continuous improvements to the recruitment and selection process and the candidate experience.

### **Recruitment documentation**

- 13.3 Each recruitment process will be documented using standard university recruitment proformas ie shortlisting forms, candidate assessment forms, etc. so that all applicants and candidates are treated consistently and their performance can be tracked at all stages of the process.
- 13.4 HR will undertake periodic ad hoc sampling exercises to ensure the quality and consistency of recruitment processes and compliance with the policy.

- 13.5 Recruitment documentation will normally be kept for a period of twelve months from the interview date unless there is a requirement to keep for longer eg for UKBA purposes where a certificate of sponsorship has been issued and the documentation needs to be retained for the duration of employment.

### **Equality and diversity monitoring**

- 13.6 The university collects personal data from all applicants in terms of relevant protected characteristics ie age, disability, race, religion and belief, sex, and sexual orientation, for monitoring and reporting purposes. Analysing this data helps the university take appropriate steps to avoid discrimination and improve equality and diversity. Provision of this information is voluntary and it will not adversely affect an individual's chances of recruitment or any other decision related to their application for employment.
- 13.7 This data is solely used for the purposes stated in this policy and is collected on a separate equalities monitoring form which is removed from the application form and retained within HR before the application forms are sent to the selection panel for shortlisting purposes.
- 13.8 The university routinely monitors its recruitment and selection process in terms of:
- Training of selection panel members
  - Make-up of selection panels ie to monitor whether panels are representative of a diverse workforce
  - Diversity of applicants, shortlisted candidates and those appointed in terms of age, disability, race, religion and belief, sex, and sexual orientation.

### **Data protection and confidentiality**

- 13.9 All DMU recruiters and those with any involvement in the recruitment process are required to treat all information relating to applicants and details of the recruitment process confidential and in accordance with the principles of the Data Protection Act.

## **14 Timescales**

The university aims to comply with the following policy timescales and will endeavour to keep applicants informed of any delays.

- Shortlisting will normally take place within two weeks of the closing date.
- Shortlisted candidates will be given a minimum of five working days' notice of interview
- Applicants must request feedback within four weeks' of the closing date
- Shortlisted candidates must request feedback within two weeks of the receipt of the letter confirming that they were unsuccessful following interview.

## 15 Applicant feedback and complaints

- 15.1 The university is committed to ensuring that all applicants have a positive experience of its recruitment and selection processes whether or not they are successful in being offered a post. However, the university accepts that on occasions individuals may be dissatisfied with the process or believe they have been unfairly treated.
- 15.2 The university has a [feedback form](#) available for download on its website for general feedback from applicants and the university welcomes all feedback – both positive and negative to help it continuously review and improve its processes. See [Records and monitoring](#)
- 15.3 Any applicant who considers that they may have been discriminated against because of their age, disability, sex, sexual orientation, gender re-assignment, marriage or civil partnership, pregnancy or maternity, race, religion or belief, or criminal record, may complete part two of the [feedback form](#) available on the DMU website.
- 15.4 The university will respond in writing to all complaints within four weeks of receipt, or will keep the individual informed of any longer period required for investigating and responding to their complaint.
- 15.5 Where a complaint is upheld the university will consider appropriate action depending on the nature of the complaint and the stage of the process. Such action might include:
- Recommencing the recruitment process at the appropriate stage
  - An offer to automatically shortlist the applicant for any other vacancy of a similar grade and nature subject to such a vacancy becoming available within six months of the complaint being upheld
  - Any other appropriate action.