

## Department of PDN - Recruitment Guidance

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This documents provides some guidance on the recruitment procedure. More information can be found on the HR website at: <http://www.hr.admin.cam.ac.uk/recruitment-guidance>

*Why is good recruitment practice important?* It is important that the recruitment process follows set guidelines so that recruitment is consistent, fair, legal and equitable.

Good recruitment practice enables us to:

- To get the best person for the job
- Meet legal requirement
- Meet policy requirements
- Avoid being taken to an industrial tribunal
- Meet requirement of additional departmental drivers e.g. Athena SWAN awards

### Step One - Identify the post

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#### Research posts

Identify where the post is to be funded from.

Identify what skills, experience, techniques etc you require

If you would like assistance in putting a job spec together, we can help. The further particulars also helps in shortlisting and picking the most suitable person for the post.

#### Assistant staff posts – technicians

If filling a technician post, it is first necessary to identify a post that you can fill. If it is an existing post i.e. one that has been filled previously then we can use that post. If similar to another post, then we can clone a post. If it is a new post altogether with a unique set of duties and responsibilities, then the post must be graded by Grading and Reward. This is done by completing a PD33 form which is then submitted to Grading and Reward.

After the above is complete, the recruitment process can begin.

### Step Two – draft the advert and the further particulars

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The aim of the advert is, of course, to attract the right people. The advert should appeal to those with the correct skills set and experience. More specific skills and experience required will be set out in the further particulars. These would then form the basis of your selection criteria when shortlisting. The Admin staff can help you put together the advert and the further particulars.

The Key Responsibilities section should be used to describe the tasks and duties that make up the role. It is important that an accurate impression of the purpose of the job and what the role holder will be expected to achieve.

The Person Profile section should be used to describe the knowledge, skills and experience required to perform the job effectively. It is important to get this right as it will inform prospective applicants what you are looking for, as well as forming the basis of the selection criteria.

### **Other things to consider**

All adverts should comply with the requirements of the Resident Market Labour Test. There are slightly difference requirements for PhD and non-PhD level posts. Admin staff can advise on these requirements and advise on the selection criteria.

If you may be considering an individual who is just finishing their PhD and is coming from outside the EEA i.e. will require a visa, then the post should be advertised as a Research Assistant/Associate and must also has be advertised on Universal Jobmatch (Admin staff organises this along with the other advertising).

### **Step Three – shortlisting**

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All candidates should be judged against the same criteria and this should be recorded in some way e.g. by using one of the selection criteria grid attached; this means the process is fair and open.

The selection criteria must be measurable, objective and defensible. They must not be either directly or indirectly discriminatory.

If only one of the candidates meets all of the criteria, then it is acceptable to shortlist that one individual.

### **Step Four - Requesting references**

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The Admin staff can request references. References can be requested before or after interview.

### **Step Five – interviews**

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All individuals doing interviewing should have completed the online Equality and Diversity training.

For lectureship positions, all members of the selection panel should have attended the University recruitment training.

Tips on interviewing:

- Interviews should never be one to one, there should be at least one other person present. Preferably someone of the opposite gender.
- Ask all candidates the same questions. You can ask additional questions to verify details in the CV.
- Keep a written record of the selection process.
- Beware of unconscious bias. Unconscious bias refers to a bias that we are unaware of, and which happens outside of our control. It is a bias that happens automatically and is triggered by our brain leading us to make quick judgments and assessments of people and situations influenced by our background, cultural environment and personal experiences. So when you see yourself approaching a situation in a particular way, ask yourself if you are acting with bias. See short video at: <https://royalsociety.org/topics-policy/publications/2015/unconscious-bias/>
- Be wary of asking “where do you see yourself in 5 years’ time” as the individual may be approaching retirement age.

- Do not ask about personal situation e.g. whether married, have children, intending to have children.
- Do ask open questions: who, where, why what, when and how. And listen carefully to the answers.

There are a few potential pitfalls when shortlisting and interviewing. Our actions should never be discriminatory, biased or skewed. For further information and guidance, see the HR website or contact one of the Admin staff.

### **Step Six – appointing someone**

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When you make an offer of employment to the successful applicant, whether orally or in writing, this is legally binding. Any informal offers made (for example, by telephone or email) must, therefore, be subject to the terms and conditions of employment in the formal offer letter that will follow. This includes any conditions of the offer, such as evidence of the right to work/permission to work in the UK, receipt of references which the University regards as satisfactory and successful completion of any required screening checks. If you wish to make an offer, it is best to inform Admin who can then advise on the process. If you wish to make an offer above the bottom 3 points on the salary scale, it is necessary to get approval from HR for such appointments. Once approval has been given, we can automatically generate an offer letter from the online recruitment system.

### **Step Seven – follow up**

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Once a candidate has accepted the post, send rejection emails to other candidates  
If the successful candidate is coming from a non EEA country and requires a visa, then we need to apply for a Certificate of Sponsorship  
Follow through the appointment process  
Appropriate induction once the individual starts in the Department.