



Recruitment and Selection Manual

A guide for Faculties and Professional Service Departments

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Updates

This page will summaries any updates to the Recruitment and Selection Manual.

Version	Date	Updates:
V1.2	October 2016	Inclusion of Consumables Account Codes p.19
		Addition of Job Manager and Job Recruiter in job details p.14
		Change of application location from Folders to Jobs
V1.3	March 2017	New job classification – Externally funded advertisement
		Addition of Criminal Convictions
		Clarification on JD against Job Advert, p. 22
		Removal of COO from Post Approvals – all goes to PAG
		Inclusion of Appointment Panel Compositions p. 29
		Revised process overview
		Recruiting Department to issue application link to casual candidates
		No employee may begin work until HR has confirmed that they can
		Demonstrators removed as recruitment type – now part of AberWorks
		Separate application forms for advertised vacancies; Grade 1-5 and 6+.
		Inclusion of Shifts on Appointment Form
V1.4	July 2017	Change to reference submission
		Update Shortlisting
V1.5	July 2017	General revisions and updated screenshots
		Replacement of Two Ticks with Disability Confident
V1.6	August 2017	Inclusion of Part Time Teachers/Tutors and new job classifications for these requests
		Revised panel composition for Pro Vice-Chancellor and Institute Director
V1.7	December 2017	Addition of minimum salary thresholds for Tier 2 Visa Sponsorship
V1.8	May 2018	Pg.10 – All JDs to be translated in full
V1.9	November 2018	General updates – Faculties
V1.10	January 2019	Updated Panel compositions
V1.11	November 2020	Updated names for Welsh Language checks and external research grants
V1.12	May 2021	Updated names for Welsh Language checks and external research grants. Added guidance for posts with overseas working.
V1.13	July 2021	ESTABLISHMENT field added
V1.14	January 2022	Essential fields marked with *

An Overview of Recruitment and Selection

Aberystwyth University recognises that its most important resource is its staff and that to achieve its strategic and operational goals it must attract and retain people of the highest calibre. The University has a broad and distinctive range of staffing needs.

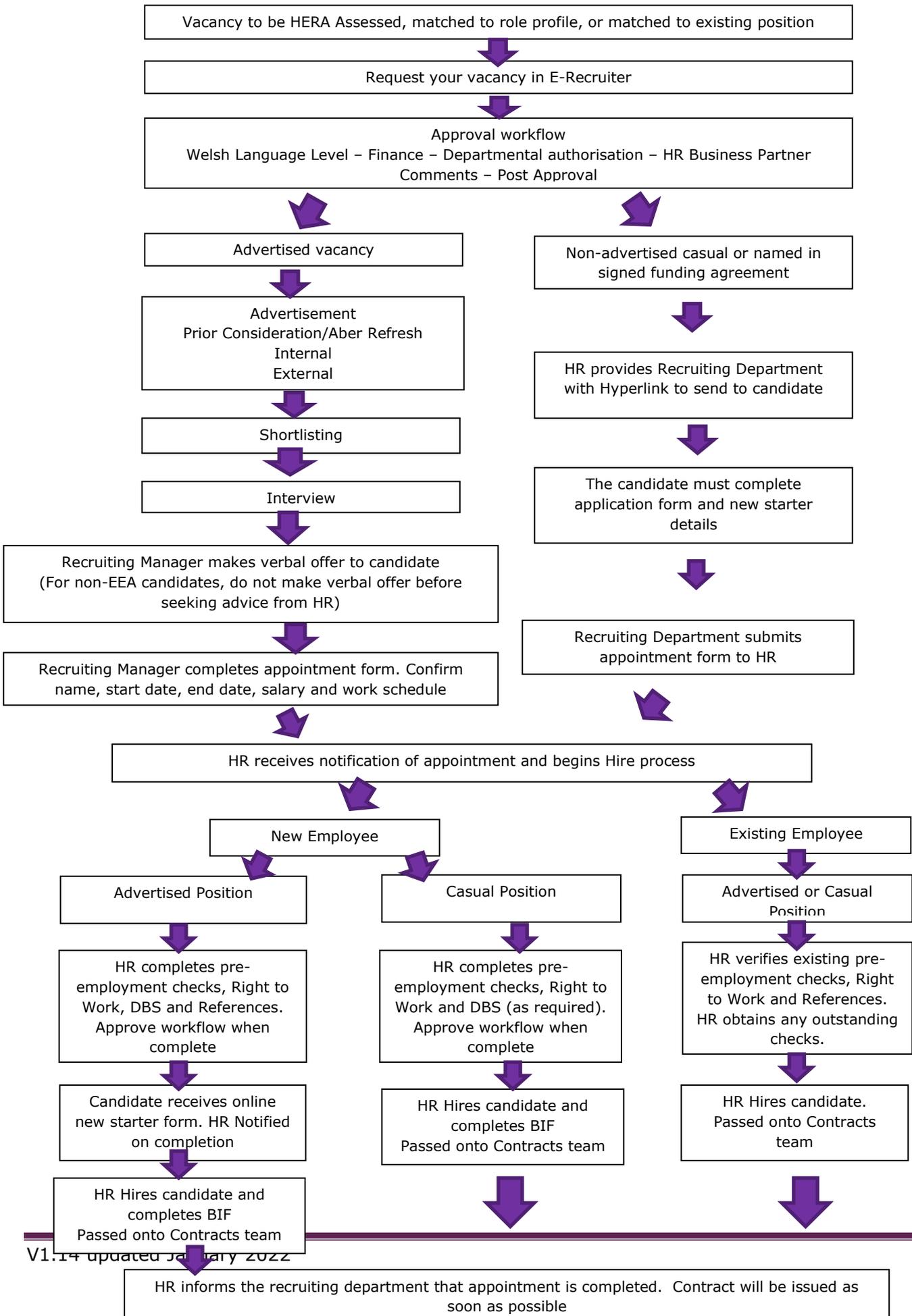
The following information aims to ensure an effective, efficient and consistent approach to recruitment and selection to meet those needs, complying with current employment and equality legislation, and providing clear guidance to Departments/Faculties. The policy and procedure applies to the recruitment of all staff, irrespective of the nature of employment.

Appointing a member of staff is a significant decision. A full time Grade 1 member of staff could commit the University to around £897,000 expenditure over a working lifetime. Therefore recruitment decisions must not be taken lightly.

This guide is designed to support the recruitment process, giving you the information that you need to make the best-informed decisions and to ensure legal and policy compliance. Should you have any questions, contact the Employee Services Team, phone 8555 or email hr@aber.ac.uk.

Information in this yellow bar summarises the action that you need to take to request a vacancy.

Process Overview



Vacancies

Vacancies can arise to cover a new or temporary function, or to replace a member of staff who has left.

When replacing or creating a post, you should consider the following:

- Is this position needed, could the work be absorbed by other staff in the department?
- Does this need to be full time? Could a term-time or annualised hours contract be suitable?
- What minimum hours can be offered? Zero-hours and relief contracts should only be used in extreme circumstances. Contracted hours should be offered wherever possible.
- How long do you need them for? Is this a fixed-term project or a permanent position?
- Are there any new functions or activities in your Department that this position could work on?
- How will the new job fit in with the existing team? Who is the line manager? Will you need to make changes elsewhere? Will there be an impact on any flexible working arrangements? Do you need to involve any other departments?
- For replacement posts – were there any reasons why the person left that should be considered? Were they stretched or did they have responsibilities that should have been elsewhere? Were there any functions that they didn't cover?
- Could the needs of the vacancy be filled with a temporary Secondment, Acting Up or Responsibility Allowance? Allowing other team members to progress, even temporarily, can boost morale, create opportunities and develop skills of your current staff. Consider the back-fill implications.

Viewing your jobs

You can view your jobs at any time through E-Recruiter.

Log onto the E-Recruiter System at: <https://aber-ats-sso.hireserve.com/>

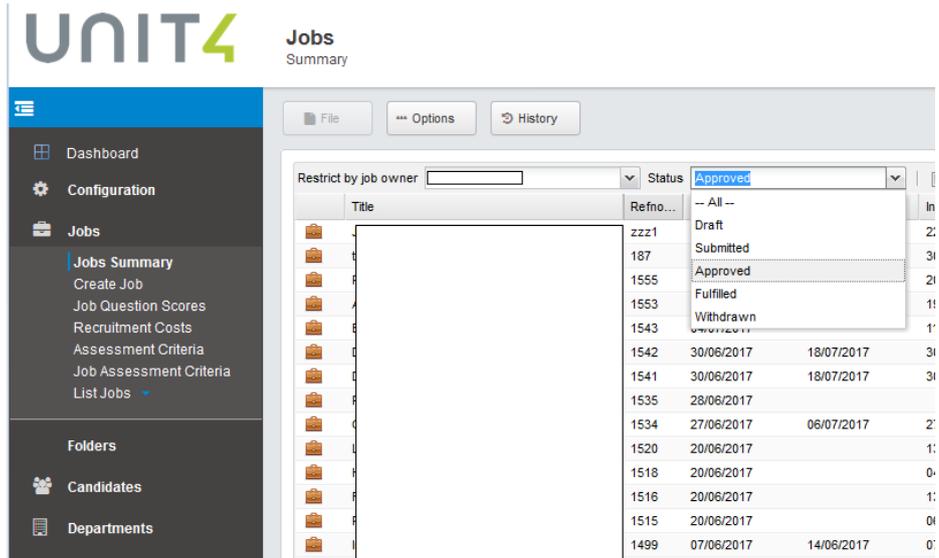
On the left-hand menu, select **Jobs** > **Job Summary**.

This will show you all of the jobs that you are authorised to see. It will summarise the job title, reference, advertising dates, applications and appointments.

You can access the details of any job by selecting the  icon on any job line.

Using the "Status" drop down on the top menu bar, you can select:

- **Draft**; to see all jobs that have been created but not yet submitted;
- **Submitted**; to see all jobs that have been submitted for approval but are not yet been approved;
- **Approved**; to see all live jobs that have been opened to applications but not yet been appointed;
- **Fulfilled**; to see all jobs that have been appointed;
- **Withdrawn**; to see all jobs that have been withdrawn.



The screenshot shows the UNIT4 Jobs Summary interface. The sidebar menu includes Dashboard, Configuration, Jobs, Folders, Candidates, and Departments. The Jobs section is expanded, showing Jobs Summary, Create Job, Job Question Scores, Recruitment Costs, Assessment Criteria, Job Assessment Criteria, and List Jobs. The main area displays a table of jobs with columns for Title, Refno..., and In. A dropdown menu for 'Status' is open, showing options: Draft, Submitted, Approved, Fulfilled, and Withdrawn. The 'Approved' option is selected.

Title	Refno...	In
	zzz1	2:
	187	3:
	1555	2:
	1553	1:
	1543	1:
	1542	3:
	1541	3:
	1535	1:
	1534	2:
	1520	1:
	1518	0:
	1516	1:
	1515	0:
	1499	0:

Recruiting Manager

Each job has a recruitment manager. This person is responsible for overseeing the recruitment, ensuring compliance with procedures, chairing the interview panel and making recruitment decisions.

Where the Recruiting Manager is a Head of Department, they may delegate the responsibility of Recruiting Manager to a suitable nominee where specified. This may be their deputy or a section leader.

Position	Recruiting Manager
Vice-Chancellor	<ul style="list-style-type: none">Chair of Council
Deputy Vice-Chancellor Pro Vice-Chancellor Head of Professional Service (Executive) Head of Academic Department	<ul style="list-style-type: none">Vice-Chancellor
Professor Reader Senior Lecturer	<ul style="list-style-type: none">Pro Vice-Chancellor
Lecturer	<ul style="list-style-type: none">Head of Academic Department
PDRA / Research Assistant Associate Lecturer Part-time Teacher	<ul style="list-style-type: none">Head of Department or depute
Head of Professional Service (Non-Executive) Grade 9/10	<ul style="list-style-type: none">Vice-Chancellor (by request)Pro Vice-Chancellor or Head of Professional Service (Executive)
Grade 8	<ul style="list-style-type: none">Head of Professional Service
Grade 5/6/7	<ul style="list-style-type: none">Head of Department (By request)Line Manager
Grade 3/4	<ul style="list-style-type: none">Line Manager
Grade 1/2/Non-HERA	<ul style="list-style-type: none">Line Manager or nominee
Prior Consideration Aber Refresh	<ul style="list-style-type: none">Line Manager

Make sure you know who the Recruiting Manager is for your job.

Job Descriptions

All vacancies need a Job Description.

The Job Description serves many purposes. Most importantly, it tells an employee what it is they are responsible for and what they should be doing. It must be complete and accurate.

The job description informs the Higher Education Role Analysis (HERA) of the role. The HERA assessment determines the appropriate salary scale. This ensures equal pay for equal work across the University.

For roles that are being advertised, the Job Description informs potential applicants what the position involves and should be accurate and reflective of the role. It is also the only insight that the cognate on an interview panel will have on the position.

Many roles already have a Job Description in place. HR should have a copy of current Job Descriptions for the direct replacement of an existing position. It is prudent to review these older Job Descriptions to ensure that they are still representative of a job that can naturally change over time. Keep in mind if there are other people working in the same position, any changes may impact on their salary grade.

If a Job Description does not exist, you will need to write one.

Writing a Job Description

When writing a Job Description, keep it brief and accurate. Make sure any special conditions are clear from the outset (fixed term, maternity cover, part time etc.). Always include a name and contact details of someone that applicants can speak to informally about the position.

The Job Description should be an outline of their responsibilities. It does not need to be a long list of the tasks they will be expected to perform. Quantity of tasks does not impact the grade. When writing a Job Description, you should focus on who and what the role-holder would be responsible for, and the scope of those responsibilities. Take particular care when using the words "support", "lead" and "manage" to accurately reflect their level of responsibility. The role holder cannot manage something if their line manager is responsible for it.

Use the Job Description template available from <https://www.aber.ac.uk/en/hr/employment-information/recruitment/>.

Make sure that you include the four standard duties that apply to all positions.

If you are matching the job to a role profile, you will still need to supply a brief Job Description (apart from Student Experience Assistant, Academic Operations or Portfolio Manager which have a standard Job Descriptions across Academic Faculties).

Even if your job is not in an Faculty, you may choose to use these Role Profiles.

All Job Descriptions must be translated in full, including the advert, further particulars and person specification, irrespective of the Welsh Language requirements of the role.

Role Profiles

Under the Framework Agreement, a number of standard Role Profiles were developed to ensure consistent expectation of work across the various Grades across the University. All Academic Faculties have standard Role Profiles that should be used under normal circumstances:

Job Title	Associated Grade
Academic, Teaching Only: Teacher ¹ Associate Lecturer ² Lecturer Senior Lecturer Chair/Reader/Professor ³	6 6 7-8 9
Academic, Teaching and Research: Lecturer* Senior Lecturer Chair/Reader/Professor*	7-8 9
Academic, Research Only: Post-Graduate Research Assistant Post-Doctoral Research Assistant Post-Doctoral Research Associate Research Fellow Chair/Reader/Professor*	These roles do not carry a particular grade, but are indicative of the level of responsibility
Part Time Tutors/Demonstrators Undergraduate Demonstrator Postgraduate Demonstrator Senior Demonstrator Tutor	2 3 4 5

If your job is matched to a Role Profile, it does not have to be HERA Assessed.

The Role Profiles can be found at: <https://www.aber.ac.uk/en/hr/employment-information/agreement/>.

¹ Teachers and Associate Lecturers are on the same grade. Teacher would normally be used where they're fewer than 7.3 hours per week. Associate Lecturer would normally be used for those with more substantial employment

² Lecturers progress naturally up grades upon satisfactory completion of probation and PGCTHE/HEA Recognition.

³ Chair/Reader/Professor – always seek advice from HR before requesting.

Person Specification

The person specification is essential for all advertised positions. It is not required for casual appointments. This outlines the essential and desirable criteria that must be used for shortlisting applications.

Selection Criteria must be:

- **Specific.** This ensures that the person specification properly reflects job requirements. Example: "Good Communication Skills", "Good Standard of Education" or "Good Degree" is vague and subjective. "Experience of communicating effectively with customers", "GCSE grade C in English and Maths" or "Upper second class or first class undergraduate degree" is much more suitable.
- **Justifiable.** The criteria must be justified by the nature of the job. Non-justifiable criteria could be discriminatory. Example: it is not justified to require a Finance Administrator to have a degree-level qualification – the role could be performed by a candidate qualified by experience.
- **Measurable.** Consider how you will assess this. They must be able to demonstrate the criteria that you request. Example: "Highly organised" is nearly impossible to provide evidence for and to compare candidates. "Ability to organise a large event" is much more useful as it demonstrates ability and should create a measurable response.
- **Non-Discriminatory.** Criteria must be fair, objective and directly relevant. Discriminatory language or statements must not be used:
 - "A recent graduate" is discriminatory against older candidates.
 - British qualifications at the exclusion of overseas qualifications could be discriminatory on the grounds of National Origin. Always use "or equivalent".
 - "Native English Speaker" could be discriminatory on the basis of race or nationality

There are a small number of exceptions where there is a genuine occupational requirement. For example, age in relation to Alcohol sales/licensing, or employing only women in a female hostel. Graduate Schemes can ask for a "Recent Graduate" as this is justifiable based on the nature of the employment.

The essential Criteria should be the minimum requirements for a position. For example, a typical entry-level administrator would require GCSE English and Maths (and Welsh where appropriate) or equivalent, a lecturer would often require a postgraduate qualification in their field. It would be inappropriate to have essential criteria beyond what is required. This limits the potential pool of applicants.

The desirable criteria allow you to rank the best and most exceptional applicants for a position. This is where you can include desirable qualifications, specialisms and skills. Experience of working in Higher Education would be desirable for many positions.

A total of 8-10 essential criteria would normally be more than enough to identify suitable candidates, though more may be needed for specialist roles. You should not have any more than 15 criteria as a maximum. Note that if you have 15 criteria, you will have to shortlist against all of them.

Keep in mind that you want a large pool of potential applicants so that you can choose the best. If applicants do not meet the essential criteria, they

are deemed as not capable of doing the job and would not normally be invited to interview.

HERA Assessment

Most posts must be appointed on the Aberystwyth University Single Pay Spine on the Salary Grade assessed by the Job Description/Role Profile. This is to ensure that all staff across the University receive equal pay for equal work. There are a small number of roles that do not sit on the Higher Education Role Analysis (HERA) scale, including Professors, Head of Departments, Farm Workers, etc.

Two members of the trained staff in HR will assess the Job Description.

Job descriptions should not be tailored to meet the assessment criteria under HERA and this should be avoided.

Casual vacancies do not require HERA assessment, but will be sense-checked and should be matched to a Role Profile wherever possible.

Submit the Job Description for Analysis

When you are satisfied that your Job Description has been finalised, send it to hr@aber.ac.uk for analysis. They will then return it to you when the assessment is complete.

Where the vacancy does not require assessment, do not submit this to HR.

You should now submit your job for approval.

You can send your draft Job Description to Human Resources if you would like some feedback before it is HERA Assessed.

Job descriptions are allocated a grade based on their content. You should never alter a Job Description to meet a grade.

Request a vacancy

Log on to E-Recruiter.

Complete the job details

Job Details

The following Job Approval Process is for new or replacement roles and casual requests.

Extensions, ends, change of hours and any other contractual change for an existing employee should be submitted to the Employee Services Team at hr@aber.ac.uk.

Job Details

Now that the Job Description and Person Specification has been finalised, you can now complete the job information.

Log onto the E-Recruiter System at: <https://aber-ats-ss0.hireserve.com/>

On the left-hand menu, select **Jobs**, then **Create Job**.

This form contains all of the information that HR need to create and advertise a job. This information will also feed into all finance and HR systems, therefore accuracy is paramount.

If there is any essential information missing, **this may result in delays or rejection. The essential fields are marked with a ***.

If this is a re-advertisement or routinely advertised role, you can access the job details of a previous vacancy, then select **File > Copy** to replicate previous job details.

*** Job Manager:**

Select the Recruiting Manager – this gives them access to view their jobs and to shortlist. This person is responsible for overseeing the recruitment process and making the recruitment decisions. This person is also the chair of the interview panel.

*** Job Recruiter:**

Select yourself as the job Recruiter – this enables you to view and monitor your vacancies.

*** Job Owner:**

Select Recruiter – this will give you full access to all the details of your vacancy.

Do not select “do not archive applicants”

*** Job Title:**

Enter the job title from the Job Description. Be careful when you are using standard job titles to make sure they are accurate.

Do not populate the internal or external dates

Control Details:

*** Department:**

Select the Department/Faculty that the job is based in.

Do not populate "Department Contact"

Do not alter "status"

Do not populate "Exclude from lists"

*** Number of openings:**

How many vacancies are there? Enter number digits only.

*** Application form:**

Select "Advertised Application" for all non-casual positions.

Select "non-advertised Casual" for all casual appointments (reduced form but gathers essential information).

Do not use any other application form

*** Email to acknowledge application:**

Select "E02 On-line Application – confirm candidate" for advertised vacancies.

Select "E03 On-line Application – confirm casuals" for casual appointments.

Do not populate "URL to apply via 3rd Party"

Do not populate "Prevent candidates from re-applying"

Vacancy Close Workflow

Select Start Shortlisting

Job Roles

*** Recruiting Manager:**

Select the Recruiting Manager. This person is responsible for overseeing the recruitment process and making the recruitment decisions. This person is also the chair of the interview panel.

*** Welsh Language Level**

Select Lowri Jones. In her absence, select Carys Jones.

*** HoD / FM / Authorised Signatory**

Select the Faculty Manager or Head of Professional Service Department who has the authority to approve vacancies.

*** Finance**

Select your Departmental Finance Manager.

For any externally funded research positions, select Peter Botwood. In his absence, select your departmental Finance Business Partner.

*** HR Manager Check**

Select your HR Business Partner for your Faculty/Department.

*** Post Approval (HR)**

For all jobs, select Human Resources.

*** HR Co-ordinator**

Select Human Resources. HR will allocate this once it has been approved.

*** HR Recruiter**

Do not populate this unless you know the name of the HR staff who will be handing your recruitment.

Classifications

Do Not Populate Agresso PosNo

*** HERA:**

Has the job been HERA Assessed, matched to a role profile or matched to an existing position? Select:

- Yes to confirm your job has been HERA assessed, matched to a role profile or matched to an existing position.
- N/A if you job is a confirmed non-HERA position.
- If you select no, your job may be rejected until this has taken place.

*** ESTABLISHMENT:**

All posts must have been assessed as either approved in the departmental staff structure (EST) with funding for the post already approved, or one of the 6 other categories, for which Finance approval has yet to be gained. Select the category for the job. It must be one of:

- ABERFORWARD AberForward
- EST Established position in the agreed departmental structure.
- EXCLUDED Not in the agreed departmental structure
- EXT Externally funded post
- SUPERNUMERARY Supernumerary position, usually cover for staff absence, e.g. during maternity/parental/long-term sickness
- UNKNOWN This category should not be used regularly.
- VHS Variable Hours Staff

*** Department:**

Select the department that the job is based in. Where the job is in an Academic Faculty, either:

- Select the Department that the job is in.
- Where the job spans the Faculty (e.g. Faculty-wide administrators or managers), select the Faculty

*** Building Location:**

Select the building in which the job is located. For remote jobs such as fieldworkers, please select the building in which the department is based.

*** Line Manager:**

Enter the full name of the line manager of the position.

Who is the post line managing:

Where the job has line management responsibilities, enter the names of all those who will be line managed by this vacancy.

When this is a replacement post and the line management is the same as the current employee, you can type "replacing existing line management" or similar.

When the job does not have line management responsibilities, type "N/A".

*** Recruitment Reason:**

Select the recruitment reason.

- **New Position** for any new position
- **Replacement** where this position is a direct replacement. You should also use this when there have been changes to job title or details.
- **Casual Appointment** where you are appointing a named individual without advertisement, shortlisting or interview. This must only be used for a maximum of three months fixed term and cannot normally be extended.
- **Externally Funded Named Researcher** where an agreement for research funding includes a named researcher as a condition of the funding. They do not have to be recruited and are treated in the same way as Casual, even when this extends beyond three months
 - You must upload a copy of the signed funding agreement with your request, detailing the named researcher. A named researcher on a Full Economic Costing form or Funding Application is not suitable evidence – this is not a requirement of the funding. If you do not provide evidence, the job will need to be recruited.

Replacing who?:

When you are requesting a replacement post, enter the name or the employee who has left and is being replaced. If this is not a replacement post, enter "N/A".

*** Business case:**

Enter a short business case to justify the vacancy. This could demonstrate how the job meets the needs of the Strategic Plan, will generate revenue or fills an essential requirement.

Note that there is a character limit on the text box. If the business case is extensive, you may choose to attach this separately.

*** Implications and costs if not approved:**

Enter a short statement of the implications if the post is not filled. You could demonstrate how this will prevent meeting the strategic plan, will risk the loss of revenue or will lose an essential function.

*** Job Category:**

Select Academic for all teaching and research positions Grade 6 or above. Select Managerial, Administration and Support for all other positions. This controls the organisation of the website.

*** Job Family:**

Select the job family appropriate for the vacancy.

Please note that Campus Services does not relate to the Campus and Commercial Services. This would be appropriate for any positions providing a service to the campus in any department.

*** Academic Function:**

Select the appropriate Academic Function for the vacancy. Take particular care with Lecturer positions – some lecturers are teaching only and others are teaching and research. Ensure that this is correct.

- “Not Academic” – for all non-Academic vacancies;
- “Academic – Teaching and Scholarship” – for all teaching-only positions;
- “Academic – Research Only” for all Research-only vacancies.
- “Academic – Teaching and Research” for Lecturing positions where they are teaching and researching;
- “Academic – not Teaching or Research” is used extremely rarely, and is appropriate for jobs such as Pro Vice-Chancellor where it is definitively an academic role but does not involve teaching or research.

*** Researcher status**

Select the appropriate Researcher Status for Research-Only vacancies:

- Not a researcher – For all positions other than Research only;
- Post-Graduate Research Assistant – Where the researcher is expected to hold an undergraduate degree and is supporting research;
- Post-Doctoral Research Assistant – It is anticipated that the role holder will hold a Doctorate or possess equivalent experience and is supporting research;
- Post-Doctoral Research Associate – It is anticipated that the role holder will hold a Doctorate or possess equivalent experience and take a major role in research, such as a Principal Investigator or Co-Author;
- Research Fellow – Where the researcher is expected to hold a Doctorate and lead on research activities.

*** Grade:**

For HERA vacancies, select the Grade as confirmed by the HERA assessment. You can select multiple grades if required (e.g. for trainee positions etc.).

For Lecturers, select the corresponding Grade 7.

For Non-HERA, Reader, Professorial, Agricultural Wages Board and National Minimum Wage/Living Wage, select as appropriate.

Salary Scale:

Select the appropriate salary scale that corresponds with the Grade. Make sure that you select “(pro rata)” for all jobs that are less than full time or for a limited duration.

For non-HERA vacancies, leave this section blank.

Salary:

Where the job is exceptional and does not match a HERA Grade, enter the salary in the following format. Please note that this must be entered bilingually with the Welsh first.

£10.61 yr awr / £10.61 per hour

£13,000 y flwyddyn / £13,000 per annum

*** Funding:**

Select the funding type:

- Wholly General Institution Financed – Use this for all internally funded positions.
- Partially Financed by the Institution – Use this for all partially funded positions.
- Otherwise, select the appropriate external funding body.

*** Cost Code:**

Select the cost code that is funding the job. This can be different to the department, for example an AberForward may be based in Geography but funded by 153A AberForward.

*** Work Order:**

Enter the Work Order.

Internally funded work orders should be input in the format A1234-01. Externally funded work orders should be input as advised by Emyr Reynolds.

*** Account Code:**

Select the account code.

Only use 3004 Academic Related where no other Account Code is appropriate.

The codes 39XX are for Short-term or Casual vacancies only.

External Grant Title/Reference:

Enter the title of the grant and the reference number where appropriate. Otherwise enter "N/A".

Ext funding to cover adverts + costs:

Where the job advertising and/or relocation costs are covered by the external funding, select yes. Where the costs are not covered by external funding, select no.

*** Contract Type:**

Select Fixed Term or Permanent as appropriate.

Duration:

Where the job is fixed term, enter the duration of the employment in the following format. Please note this must be bilingual with the Welsh first.

Cyfnod penodol tan 31 Gorffennaf 2017 / Fixed Term to 31 July 2017
Cyfnod penodol o 3 mlynedd / Fixed term for 3 years

Where the post is open-ended, leave this blank.

*** FT/PT**

Select whether the job is Full Time (36.5 hours) or Part Time.

Weekly hours

When the job has regular weekly hours, enter these here as number digits only, e.g. "18.25". If it has annualised hours, leave this blank.

When you are advertising multiple roles with different hours, enter "Oriau amrywiol / Various hours" and include details on the job advert.

All jobs should have specified contracted hours wherever possible. Zero-hour need approval by the Deputy Director of HR and should only be requested when absolutely essential.

Annualised Hours

If you have populated weekly hours, leave this blank. Where the job has annualised, term-time or irregular hours, enter the number of hours and the duration in the following format. Please note this must be bilingual with the Welsh first.

600 awr y flwyddyn / 600 hours per year

120 awr dros 3 mis / 120 hours over 3 months

*** Post has overseas work:**

This is a mandatory field. If there is any chance of work for AU being done outside the UK, you must select "Yes".

*** Which country:**

Enter the name of the country where the work will take place plus an estimate of the % of employee time to be spent in that country.

Welsh Language Levels:

*** Essential Welsh Oral**

*** Essential Welsh Written**

Full guidance on the Welsh Language Levels can be found at

<https://www.aber.ac.uk/en/hr/policy-and-procedure/welsh-standards/>

General principles are as follows:

- Level A0 should be used in instances where it is deemed that no Welsh language skills are required. Any post which is front facing and in regular contact with the public as defined by the Welsh Language Scheme should be within the range of A1 to C2. The "public" refers to current students, staff, prospective students in Wales and the general public in Wales.
- In instances where a fluent Welsh speaker is required it is suggested that level C2 should be required for academic posts and for posts at grade 6 and above. Otherwise level C1 may be more appropriate.
- If writing skills are not necessary it is possible to request oral skills only.
- What level of Welsh will the person require for their interactions with the public?

The Levels that you select have to be verified by Welsh Language Services. If you anticipate any difficulties, speak with Welsh Language Services before submitting.

- Essential Welsh Oral – Enter the required verbal Welsh level for the vacancy
- Essential Welsh Written – Enter the required written Welsh level for the vacancy
- Desirable Welsh Oral – Enter the desirable verbal Welsh Level. Usually this would be one level higher than essential but may be different depending on the nature of the vacancy.
- Desirable Welsh Written – Enter the desirable written Welsh Level. Usually this would be one level higher than essential but may be different depending on the nature of the vacancy.

Posts requiring Welsh language skills at levels **A1 to B1** should include a clause to the effect that those willing to learn to this level may also apply.

*** Teaching through the medium of Welsh**

For Welsh Language teaching positions, select yes. For all other positions, select No.

Medical Fitness Assessment Required:

Select yes when a Medical Fitness Assessment is required. Leave blank when this is not required.

This should only be used where the job is physically demanding and we need to assess the applicant's physical ability as required to do the job (i.e. regular lifting of heavy items or working in confined or dangerous spaces). Where this is not an essential requirement, leave this blank.

*** DBS:**

Select Yes when a Disclosure and Barring Service Check is required for this position. Select No if it is not.

Full guidance on safeguarding and DBS requirements can be found at <https://www.aber.ac.uk/en/hr/policy-and-procedure/safeguarding/>.

This should only be used where a job is specifically working with children or vulnerable adults.

Those commonly requiring a DBS:	Those who don't require a DBS
<ul style="list-style-type: none">• Those who are teaching or supervising children under the age of 18.• Those providing one-to-one guidance to vulnerable adults.• Those conducting research relating to children or vulnerable adults, or researching in a school or hospital	<ul style="list-style-type: none">• Those who are teaching on a course that is not aimed at vulnerable adults, but may have them attending.• Administrators who are assisting a course for children under 18 but not working directly with them

Should you have any doubt when a DBS check is required, please consult with the Employee Services Team, phone 8555.

DBS Rationale

Where a DBS check is required, enter a brief explanation why this is the case, e.g. Teaching a class of children

Where a DBS is not required, please enter "N/A"

Do not populate Interview date.

Preferred Start Date:

Enter a preferred start date if you have one. Most commonly, this will be for fixed term research contracts or teaching dates.

Where there is no preferred start date, leave this blank.

Do not enter "As soon as possible" or similar. This is not attractive to applicants.

SOC Code (HR Field)

Do not populate

Part Time Teacher / Tutor Classifications

These fields are mandatory for any appointments for Part Time Teachers and Tutors matched to the Grade 6 and 5 Role Profiles, supplementing teaching on Faculty Degree Schemes. Failure to complete these fields may result in your request being delayed or rejected.

These hours must be an accurate reflection of what the appointees are expected to work. Unexpected additional hours can be claimed by timesheet as per standard process. Hours assigned to this category of staff must be a true reflection of expected workload.

Modules Taught

Please include brief details of the modules that the appointee will be supporting teaching. Module codes are fine.

Teaching dates

Please specify the start and end dates of the teaching period.

Teaching hours

Specify the number of hours that the appointee will be expected to be teaching (e.g. 10x1 hour seminar =10 hours), in line with the Work Allocation Management Model (WAMM).

Marking hours

Specify the number of hours that the appointee will be expected to be marking in line with the WAMM.

Preparation hours

Specify the number of hours that the appointee will be expected to be preparing in line with the WAMM.

Meeting hours

Specify the number of hours that the appointee will be expected to be attending meetings.

Total hours

Specify the total hours of the teaching, marking, preparation and meetings.

Total hours plus 17.6% Annual Leave

Add an additional 17.6% to the total hours to give the resulting hours to allow for Annual leave entitlement. This constitutes the total hours that the appointee will be contracted to.

HR Job Board Classifications

Do not populate this section. This is used by HR for advertising purposes.

Insert Part Time Teacher / Tutor Classifications as required

Advert

Job Advert

Do not enter anything into the Job Advert section.

Job Description

Though titled Job Description, use this section for the job advert. The Job Description will be attached separately.

This is not required for Casual Appointments and can be left blank in this case. You must still attach a Job Description for all vacancy requests (see section below).

Write a concise advert for the job. This should briefly outline the responsibilities of the post and make the job look inviting for applicants. You can include very brief information on the Department/Faculty or details on the project, but you might include a link to your department website instead. Every job is different, but you can look at other vacancies if you need some inspiration.

Always include a name and contact details of someone they could speak to informally about the position, usually the Recruiting Manager.

If you have the Welsh translation, please include this in the same box. Otherwise HR will translate this before advertising.

Save

Save your information, **File > Save**

Attach the Job Description

Attach the Job Description

You must now attach the Job Description and Person Specification to the job. This will be for internal use only and won't be seen by the public. Make sure that you upload this as a Word (.doc) document.

- Go to **Options > Documents**
- Click Add a Document.
- In Description, enter words to the effect of "Job Description for HR".
- Select Type as Vacancy Information Pack.
- Do not populate Show to Candidate.
- Do not populate Send to Agency.
- Select the file to upload. If the Job was HERA Assessed, you must upload the final Job Description as was assessed.

You can upload any other documents here if you choose to do so. You must upload a copy of the signed Funding Agreement for named researchers.

Select **File > Save**.

Return to your job details page by selecting **Back** in your web browser, or by selecting **History > Jobs > Job Title**.

Send for Approval

When you are satisfied that all the details are complete, you must now submit the vacancy for approval.

Select **Options > Workflows > Vacancy Request**.

A pop up box will appear asking if you are sure you want to do this. If you are content, select yes.

The job has been sent for approval. You do not need to take any action unless the job is rejected and returned to you.

If your job is rejected at any stage, it will return to the job creator in the form of an email link. This will include the reasons for the rejection. Should you wish to resubmit after you have made amendments, the job must go through the full approval process again.

Approval flow

The approval workflow runs as follows:

- 1) The job is sent to Welsh Language Services to confirm the Essential and Desirable Welsh Language Levels. They will need to approve the job before it will progress.
- 2) The job is sent to your finance manager to review. They have three options: Approve; no funds but approved on business case; or reject. They will need to approve the job before it will progress.
- 3) The job is sent to your Head of Department, Faculty Manager or other approved signatory to review. They will need to approve the job before it will progress.
- 4) The job is sent to the HR Manager/Business Partner to comment and approve. This is not a formal approval stage, but allows your HR Manager/Business Partner to comment on the vacancy and ensure that the request is appropriate for your needs.
- 5) The job is sent to HR for approval.
The vacancy will be checked for accuracy and compliance.
When the position is externally funded, it will automatically be approved.
When internally funded, the job will be considered by the Post Approval Group. They will approve or reject the job based on the information and business case you have provided.
- 6) If rejected, the job will return to the job owner. If approved, the job will be distributed in HR.
 - a. For Casual Appointments, you will now need to make an offer to the candidate to be appointed – **Go to Appointment section**.

b. For vacancies to advertise, HR will collate the advert and prepare to advertise. This will be advertised as soon as it has been verified, approved and translated. You can view the status of your jobs at any time by accessing **Jobs > Jobs Summary > Change Status to Submitted > Select the job details > Options > Workflow > Workflow Status.**

Workflow Approvals

Where you are responsible for making approvals in the workflow, you should follow these instructions.

You will receive an email asking you to check details of a job. It will include a link that will take you directly to the approvals page.

Click on the link.

This page will provide a summary of the workflow to be completed. Job details and any attached documents are available on the links on the right.

Review the details that are relevant to your approval, then approve or reject the job.

The screenshot displays a web interface for workflow approvals. At the top, it says 'Workflows' and 'Review and action Workflow Step - HR Post Approval'. There is a search bar with the text 'Candidate, Job, Department, U'. Below this are three tabs: 'File', 'Options', and 'History'. The main content area is divided into two columns. The left column, titled 'Workflow Information', contains the following details: Workflow name: Vacancy Request; Workflow type: Vacancy Approval; Workflow initiated by: Mcintyre, Bob; Job Title: Test job 6 / 1; Publish to: None; Job created date: 16/09/2016; Job created by: Mcintyre, Bob; Step name: HR Post Approval. Below this information is a 'Comments' section with a text input box. At the bottom of the main area are two buttons: 'Reject' (red) and 'Approve' (green). The right column contains three sections: 'Workflow History' with 8 workflow steps (listing 'Confirm Welsh Language St', 'Finance Approval (Mcintyre', 'Submit to HR/DHR for approv', 'HR Manager Check (Mcintyre', 'HR Post Approval (Mcintyre', and '... 3 more'); 'Job Details' with 'Test job 6 (1)'; and 'Job Documents' with 'No Documents'.

Please make any comments that you wish to make in the comments box. Where you are approving with conditions, please make these explicit in your comments. Where you are rejecting, ensure that you include details why so that the job owner can resubmit with changes.

Please be aware that these comments will be visible to the job owner and others in the workflow

Select **Approve** or **Reject**.

If the job owner is also an authorised signatory, you will receive multiple approval requests for one job. They must all be approved to allow the job to progress.

Advertisement

There are three phases of Job Advertisement at Aberystwyth University; 1) Prior Consideration/Aber Refresh, 2) Internal and 3) External. These stages have been agreed by the University and Trade Unions.

Prior Consideration/Aber Refresh

Prior Consideration and Aber Refresh are advertised simultaneously for 7 days.

Prior Consideration

Under the Redeployment Policy, staff who are facing redeployment or redundancy are on Prior Consideration for all jobs. Prior Consideration maximises job security, minimises the requirement for compulsory redundancy and protects the interests of our employees whilst retaining skills within the University.

In exceptional circumstances, Prior Consideration may be bypassed if the Recruiting Manager can demonstrate that the job has essential criteria that cannot be met by those on the redeployment register. An urgent need is not normally sufficient reason to bypass Prior Consideration. The Recruiting Manager must contact the Employee Services Team get approval from the Deputy Director of HR if they wish to bypass Prior Consideration.

Refer to the Shortlisting Section on how to shortlist applicants under Prior Consideration.

Should you be unable to appoint at Prior Consideration, or where there are no applicants, applications for AberRefresh are then considered.

AberRefresh

This is a scheme that allows members of staff to transfer more easily to new positions across the University.

In exceptional circumstances, AberRefresh may be bypassed if the Recruiting Manager can demonstrate that the job has essential criteria that cannot be met by those on the redeployment register. An urgent need is not normally sufficient reason to bypass AberRefresh. The Recruiting Manager must contact the Employee Services Team get approval from the Deputy Director of HR if they wish to bypass AberRefresh.

Should you be unable to appoint AberRefresh applicants, or when there are no applicants, the advert will be advertised Internally.

Your job will be advertised for 7 days on Prior Consideration / Aber Refresh.

Internal

All jobs are advertised for internal applications for 7 days once Prior Consideration/AberRefresh has been completed.

Should you be unable to appoint an internal applicant, or when there are no applicants, the advert will be advertised externally.

External

Most jobs will be advertised externally for 30 days. For grades 1-4 where many applications are expected, the vacancy will be advertised for two weeks in the first instance. This is usually adequate to get a pool of applicants.

In addition to our website, all jobs are also advertised with the JobCentre (Universal Job Match) as standard and are publicised on the University Twitter and Facebook accounts. All jobs Grade 6 and above are also advertised with jobs.ac.uk as standard. You may choose to also advertise elsewhere, such as with an Academic Journal, Professional Publication or Welsh-Language Publication. Contact the Employee Services Team if you would like to advertise in other places as we can advise you on this.

E-mail and distribution lists are often effective advertisement for specialist jobs and are usually free.

Composition of Appointing Panels

The compositions of the recruitment panels are specified below. However, in exceptional circumstances, where this is not possible to adhere to these panel compositions approval should be sought from the Director of Human Resources or Deputy to vary the panel membership.

It may be necessary in exceptional circumstances for the Vice-Chancellor to nominate a Pro Vice-Chancellor to take their place on the recruitment panel.

A gender-balance should be maintained on recruitment panels. Where in exceptional circumstances this is not possible the agreement of the Director of Human Resources or Deputy should be obtained.

Where candidates elect to be interviewed through the medium of Welsh, the panel composition will ideally reflect this requirement. Where this is not possible, simultaneous translation facilities will be made available.

Executive level posts

Vice Chancellor (in accordance with Ordinance)

- Chair of Council (Chair)
- Deputy Chair of Council
- 3 independent members appointed by and from the Council
- 1 member appointed by and from Senate (with provision for an alternate)
- Vice-Chancellor or Principal of another university institution (determined by the Chair of Council)
- University Secretary or Director of Human Resources

Deputy Vice-Chancellor and Pro Vice-Chancellor (in accordance with Ordinance)

- Vice-Chancellor (Chair)
- 2 independent members appointed by and from the Council
- 1 member of Senate (determined by the Vice-Chancellor)
- [In cases of externally advertised positions] A representative of appropriate standing from another Higher Education Institute
- University Secretary or Director of Human Resources

Head of Professional Service (Executive members and University Secretary)

- Vice-Chancellor (Chair)
- Pro Vice-Chancellor
- 1 independent member appointed by and from the Council
- If the post requires specialist technical skills, Chair may nominate an external representative
- Director of Human Resources or depute

Academic Posts

Head of Academic Department

- Vice-Chancellor (Chair)
- Pro Vice-Chancellor
- External representative with relevant expertise (only where required for specialist posts e.g. for Head of IBERS this would require BBSRC representation)
- Director of Human Resources or depute

Professor

- Pro Vice-Chancellor (Chair)
- Head of Academic Department
- External representative with relevant expertise (only where required for specialist posts)
- Director of Human Resources or depute

Reader

- Pro Vice-Chancellor (Chair)
- Head of Academic Department
- Human Resources Business Partner

Senior Lecturer

- Pro Vice-Chancellor (Chair)
- Head of Academic Department
- Human Resources Business Partner

Lecturer

- Head of Academic Department (Chair)
- Professor or Reader within the Academic Department
- Member of Academic staff from another Academic Department

PDRA/Research Assistant/Associate Lecturer /Part Time Teachers

- Head of Department or depute (Chair)
- Member of Academic staff from the Department (normally the line manager)
- Member of staff from another Academic Department or in the case of collaborative projects, a member of staff from the relevant partner department or institution

Professional Service Departments

Head of a Professional Service or Grade 9/10 Posts (not Executive level)

- Vice-Chancellor (by request)
- Pro Vice-Chancellor or Executive level Head of Professional Service (Chair)
- Head of Professional Service
- If the post requires specialist technical skills, Chair may nominate an external representative
- Director of Human Resources or depute

HERA Grade 8

- Head of Professional Service*
- Line manager or nominee
- Member of staff from another Department
- HR representative where requested by the Chair

*N.B. Chair will be the relevant line manager

Hera Grades 5, 6, 7

- Head of Department (by request) Line manager (Chair)
- Member of staff from Department unless the Head of Department is on the panel
- Member of staff from another Department

Hera Grades 3, 4

- Line manager (Chair)
- Member of staff from Department
- Member of staff from another Department

Hera Grades 1, 2 and other non-Hera posts*

- Line Manager or nominee
- Member of staff from Department

Prior Consideration and Aber Refresh Panels (where there is 1 candidate)

- Line manager (Chair)
- HR representative

Where there is more than 1 candidate, the normal Composition of Appointing Panels must be followed.

Shortlisting

When a job has closed, you may now begin shortlisting. HR will send the application forms to the Recruiting Manager for shortlisting.

The Recruiting Manager must complete the shortlisting. They should include members of the interview panel when doing this.

Shortlisting Prior Consideration/AberRefresh

An applicant would normally be scored 0-4 on Essential Criteria where 2 is a satisfactory score. Under prior consideration, an applicant is deemed to have a satisfactory score for a criterion where they **could meet this requirement with training in a reasonable timeframe**.

For example, when it is essential that they have experience working in a certain area, this is something that they could reasonable gain while working in the job, therefore would get a satisfactory score. If, however, it is essential that they have a degree in a certain subject and they do not, this is not something that they could gain within a reasonable timeframe.

Please note that shortlisting under Prior Consideration will be scrutinised by HR and may seek further clarification when someone has not been shortlisted.

Shortlisting under Prior Consideration must be fully considered and concluded before applications under Aber Refresh are sent to you.

Shortlisting applicants

Use the Shortlisting Matrix to score the application forms. The shortlisting documents are available at

<https://www.aber.ac.uk/en/hr/employment-information/recruitment/>

The Recruiting Manager, and anyone assisting the shortlisting, must declare if they have any specific interest in any of the applicants i.e. Colleague, family member, friend, referee etc. This will not impact the shortlisting but an alternative interview panel composition may be appropriate. Discuss any conflicts of interest with the Recruiting Manager who can escalate with HR if they need advice.

Acquaintances and work colleagues from different teams do not pose a conflict worth altering panel composition, but declare them if there is any doubt.

Fill the "Key to Shortlisting Criteria" with the Essential Criteria from the Person Specification.

List the applications by reference number and consider each applicant against the essential criteria.

Where there are more than 30 applicants, you may choose to do a long-list where you score against one or two essential criteria only. This can be useful to reject unsatisfactory applications without fully shortlisting. Complete the shortlisting in full for all remaining applications.

Against each criterion, an applicant should be scored 0-4:

0. The Candidate has provided no evidence
1. The Candidate has provided limited evidence
2. The Candidate has provided satisfactory evidence
3. The Candidate has provided good evidence
4. The Candidate has provided excellent evidence

When the shortlisting is complete, total the scores against each candidate and rank them.

When assessing candidates that are Welsh speaking against non-Welsh speakers who are willing to learn, the following scoring should be used:

0. Has not provided any evidence;
1. Has not provided sufficient evidence;
2. Has provided evidence of willingness to meet the Welsh language level;
3. Meets the Welsh language level;
4. Has provided evidence of having used the Welsh language extensively e.g. in the workplace.

Where a candidate has scored 0 or 1 for any essential criteria, regardless of how well they have scored elsewhere, they are deemed to be unable to meet the requirements of the job, and therefore **will not be invited to interview.**

When you have lots of high-scoring applications, you can shortlist against the desirable criteria to find the best candidates.

The top 4 candidates would normally be invited to interview. Should you have multiple vacancies, you should increase the number of interviewed candidates, noting that you still have all the top scorers. Therefore for 2 vacancies we might expect 6-8 candidates, for 3 vacancies we may expect 8-12 etc.

Prior Consideration applications at Internal or External

The University will occasionally receive applications under prior consideration during the Internal or External phases. These applications still get prior consideration over internal and external applicants.

The applicant should declare on their application form if they are eligible for redeployment in their declaration. Please note that this is occasionally ticked where it should not be, therefore always check this against their current or most recent employment. If they are not or have not recently been Aberystwyth University Employees, they cannot be eligible under prior consideration.

The Recruiting Manager must shortlist these applications and mark the box on the shortlisting matrix if they are eligible under prior consideration. These applicants should be fully considered before any other applications.

If there is any doubt if someone is eligible under Prior Consideration, please speak with the Employee Services Team, phone 8555, e-mail hr@aber.ac.uk.

Disability Confident Employer

As an equal opportunities employer, the University is accredited as a Disability Confident Employer. We guarantee an interview for any applicant who has declared a disability under this accreditation where they have met the essential criteria. This can be in addition to your other candidates, or can replace the lowest scorer as you would like.

On the applications summary page in E-Recruiter, anyone who has declared eligibility under Disability Confident will be clearly marked.

Rehabilitation of Offenders

The Rehabilitation of Offenders Act 1974 enables certain criminal convictions to be ignored after the rehabilitation period. After this time, applicants with criminal convictions do not need to disclose them.

We ask all applicants if they have been convicted of a criminal offence in the UK for which they are still subject to a period of rehabilitation. They should disclose any such convictions on their application form.

Having a criminal record does not bar someone from working for the university. The Recruiting Manager is responsible for considering the nature of the vacancy against the circumstances and background of the offence. Convictions should not influence your shortlisting, but should be discussed where a disclosure has been made at the point of interview. Should there be any uncertainty as to whether a conviction should influence a recruitment decision, please discuss this with your HR Business Partner before making a job offer.

All disclosures of convictions must be kept in the strictest of confidence and not disclosed with anyone who is not directly involved with your particular vacancy.

Where a criminal conviction comes to light after the recruitment and selection process, please contact your HR Business Partner for advice.

Non-EEA Candidates to be considered

Please be aware that, where there are Non-EEA candidates for the post, the shortlisting matrix will be verified by the HR department to ensure that all shortlisted candidates meet the minimum criteria specified to be interviewed. This is required as part of the compliance checks HR undertake to meet the strict requirements of UKVI Sponsorship.

Please allow sufficient time for this additional check to be undertaken when arranging an interview date and in returning your shortlisting matrix to the HR department. Candidates cannot be invited to interview until this check has been carried out.

Confirm candidates to be interviewed

Based on your scores, Prior Consideration and Disability Confident, clearly list the candidates to be interviewed on the final page.

Submit your shortlisting

When your shortlisting is complete, send this to hr@aber.ac.uk with the matrix attached.

You must allow HR sufficient time to give the candidates 7 days' notice of their interview. Therefore, you must complete and return the shortlisting to the Employee Services Team at least 10 working days ahead of the advertised interview date.

HR will contact the unsuccessful applicants and invite the successful candidates to interview.

Interviews

Now that you have your shortlisted candidates, the Recruiting Manager must make arrangements for the interview.

Interview arrangements

The interview arrangements for vacancies must be sent to HR with the shortlisting documents.

The interview date and panel must be confirmed before a job will be advertised externally. Other details must be submitted with the shortlisting.

The Recruiting Manager is responsible for ensuring that the Employee Services Team has all the information required to arrange interviews. You must supply the following:

- Interview Date;
- Interview Times;
- Interview Duration;
- Interview Location;
- Where and to whom should they report to?
- Confirmation of panel members – All members must have complete the Equality and Diversity E-Learning;
- Details of any assessment tasks/presentations;
 - Topic of presentation/nature of the task;
 - Date and time if held separately to the interview;
 - Duration of the presentation/task;
 - Who will be the audience;

You should include this standard information in every interview.

- Will PowerPoint Facilities be available;
- Assessment criteria for the task/presentation.

UK residents will ordinarily be invited to attend an interview in person and are able to claim expenses in accordance with policy. Candidates travelling from outside the UK will normally be invited to interview by Skype. If you wish to invite these candidates to attend an interview in person, the Recruiting Manager must make a request to the Deputy Director of HR. This will ordinarily be allowed for the most senior appointments.

All panel members, led by the Recruiting Manager, should familiarise themselves with the candidates' applications and the Job Description in advance of the interviews.

Question-and-answer interviews are most common, but we also encourage the use of work based exercise selection alongside this. Teaching staff are generally expected to make a presentation or short lecture on their subject area or teaching style. Administrative roles can be asked to complete an in-tray or admin exercise. Technical or catering staff could be asked to complete a task. These assessments can be more representative of the candidate's general performance and abilities.

Interview contents

All interviews should be opened with greetings and introduction, the offer of water and a brief overview of the department and the job. This prevents confusion while also enabling the candidate to relax into the interview. Explain that the panel will be making notes during the interview.

All vacancies that are Welsh Language Level B1 or above must include a question or assessment task to assess the candidates Welsh Language abilities to compare against the essential criteria.

All interviews should end with an opportunity for candidates to ask questions. You should ask the candidates to report to HR with their Right to Work and Certificates if they have not already done so. They should be informed when they can expect to hear the outcome and be escorted to the door/nearby public space.

Good interview practice

- Try to create a rapport with the candidates to make them comfortable;
- Keep an eye on the time. If the candidate begins to ramble, you may ask them to conclude their answer to move on. You should avoid keeping candidates waiting;
- Avoid making assumptions on the candidate's skills or abilities, especially from their work experience or any disclosed disabilities;
- Ensure mobile phones are switched off. Vibrating phones are just as distracting and disrespectful;
- Be aware of your body language. Try to be open and welcoming. Avoid crossed arms and maintain eye contact when you are not writing notes;

- Do not ask personal questions that are not related to the job, i.e. family, age, other commitments. If the candidate talks about any of these areas without a question, you can ask them to stop;
- Be aware of interviewer bias:
 - Halo Effect – Same accent, appearance, school as you;
 - Horn Effect – Judgement based on accent, weight, appearance etc.;
 - 'Like me' Effect – the candidate is just like the boss;
 - Judgement based on cultural differences;
 - Judgement based on gender stereotypes.

Guidance for Interviews of Prior Consideration Candidates

Where there is only one Prior Consideration candidate, the interview should be informal. You do not require the full interview panel. The recruiting manager and a member of the HR team are required.

Should there be multiple candidates, you should follow the formal interview process, but to establish the most capable candidate.

The questions should be brief and based entirely on the Essential Criteria, designed to establish that the candidate is capable of doing the job with reasonable training. Therefore if they are close to meeting the essential criteria, they would ordinarily be appointable. You should not ask any questions that are not based on the Essentials, such as "Why have you applied for this position". This is inappropriate for Prior Consideration Candidates.

If you do not feel that the candidate is appointable, you must get approval from the Director of HR before you inform the candidate of the outcome. You will need to demonstrate why the candidate is not capable of doing the job with reasonable training. When the Director of HR has confirmed, you can communicate the recruitment decision.

Interview Questions

The Recruiting Manager is responsible for creating and compiling the questions for the interview, in conjunction with the interview panel. There should be a maximum of 8 questions, though 6 is usually ample for most interviews. These should be focussed on the Essential or Desirable Criteria (avoid doubling up on information that you have already established from the application form), or can focus on the expected tasks/responsibilities of the job.

Questions such as "Tell me about a time when..." or "What experience do you have doing..." are very practical and assess their actual experience and skills. This is more useful than asking someone "how do you prioritise" as the answers are usually theoretical and not based on actual experience or skills.

Questions should be open to encourage the candidate to do most of the talking.

Prepare the interview questions

Questions should be clear, direct and short. Long or wordy questions are very difficult for a nervous candidate to understand. Multiple-part questions are fine, but allow the candidate to answer each part before moving to the next, otherwise it can be overwhelming.

All candidates must be asked the same questions. Should the candidate miss the point of the question or be particularly brief, panel members are welcome to prompt or remind the candidate. This gives nervous candidates a chance to do their best, but care should be taken not to provide an answer. Where they have required a lot of prompting, this should be reflected in their notes and scores.

Assessment Tasks/Presentations

In addition to a straight question/answer interview, there is great benefit in having an assessment task or presentation. For a practical job, you can better assess a candidate's ability to do the job. Normally these would happen immediately before the interview so that there's no delay on post-interview discussions.

In most cases, a presentation would be to the interview panel only, would not be offered presentation facilities and would limit their handout to 1 sheet of A4.

Academic positions would normally be expected to make a presentation, mini-lecture or lecture except of around 15 minutes plus questions. A Lecturer could be asked to do a mini-Lecture on their research or on a core teaching area in the Department. Alternatively they could make a presentation on their teaching methods or experience. A Researcher could do a presentation on their research areas.

For Academic position, you may choose to invite an audience of departmental colleagues to attend the lecture/presentation, ask questions and be invited to share their views on the candidates. They should complete presentation feedback forms to be compiled and summarised by the Recruiting Manager or their nominee who must oversee the presentations.

The Recruiting Manager or their nominee should arrange for feedback to be provided to the interview panel. The feedback should be based on content, quality of presentation, response to questions etc. and should be given a score.

For non-academic jobs, the variety of jobs does not make it practical to have standard assessment tasks, and we encourage Recruiting Managers to design their own tasks appropriate for the position in conjunction with their HR Business Partner, for example:

- Administrative positions may be asked to do an in-tray exercise, excel task or respond to some queries by email. This is also an opportune moment to assess their written Welsh abilities where this is a requirement.
- Financial or data positions may be asked to analyse excel data and create a report.
- Catering positions may be asked to create an example menu with budgets or cook an omelette.
- Managers may be asked to do a presentation on their managerial style or an extended "what changes would you make" presentation.

When preparing assessment tasks, you must ensure that they have a correct or desired result. They should be practical and measurable so that the candidates can be compared objectively.

Invitations

HR will issue interview invitations by email to the successful candidates at least 7 days prior to the interview date. This will include details of any presentation that they are expected to provide, or a summary of the assessment tasks.

Selecting your preferred candidates

Using the Interview Summary Sheets, each panel member must make notes on the answers that the candidates give. You should also include conclusions on the presentations/assessment tasks. These notes must be written in pen, legible and practical to score. These will be used to provide feedback to the candidates, and the candidate can request to see these. You can include a note such as "wore red jacket" as a reminder, but must not include anything such as "terrible fashion sense" or "bad body odour". These comments are inappropriate.

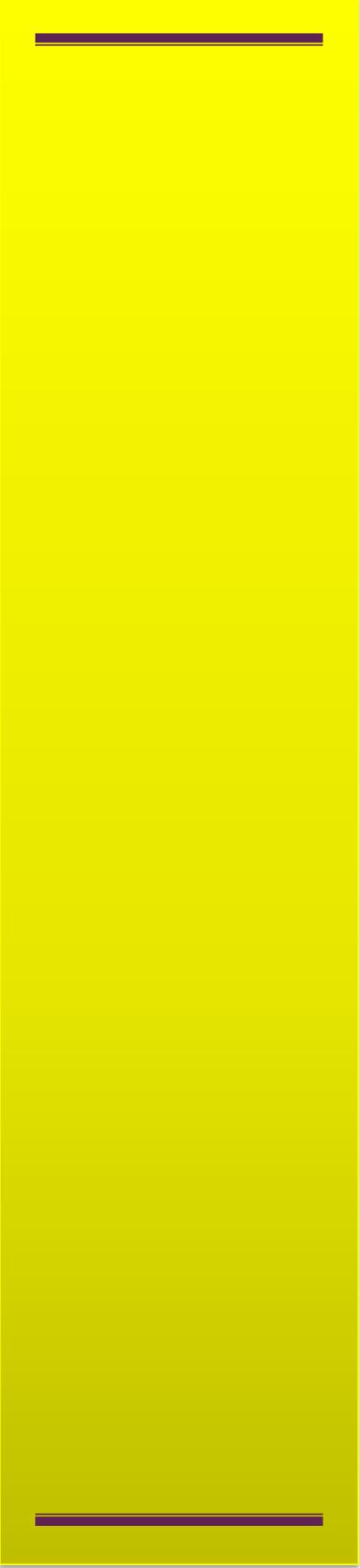
Each question should be given a score of 0-4:

0. The Candidate has provided a poor or incorrect answer
1. The Candidate has provided a limited answer
2. The Candidate has provided a satisfactory answer
3. The Candidate has provided a good answer
4. The Candidate has provided an excellent answer

You may choose to score assessment tasks or presentations differently if it has a heavier weighting, such as a lecture for a teaching position, but you must keep a measurable objective score.

You may choose to leave all of your scoring to the end to assist consistent scoring across all the candidates.

The panel should have a brief discussion on the scores and the candidates. Interviewing is difficult and it is easy to forget something that a candidate has said. For specialist roles, the panel cognate may need some guidance on any questions that they may not have the specialism to fully understand. Panel members are welcome to amend their scores should the discussion change their view.



All of the scores should be totalled for each candidate for each panel member. Write these onto the Interview Summary Matrix and total all of the scores. The highest scoring candidate(s) should be appointed.

Interview Outcome

Right to Work checks

HR and other selected staff have been trained in conducting Right-to-Work checks, where candidates are asked to provide documentation to confirm their Right to Work in the UK. Most commonly, they provide a passport, EU ID card or Residence Permit/Visa. UK citizens can also provide a full birth certificate with proof of national insurance number.

All candidates are asked to bring their Right to Work documents to HR on the day on their interview. Skype candidates are asked to supply a copy of their Right to Work by email which must be verified in person before they start work.

It is a legal requirement that we hold current and valid Right-to-Work documents for all employees before they begin work. Further to this, it is a requirement of our Visa Sponsorship Licence and United Kingdom Visas and Immigration regulations.

Non-EEA Candidates

If the successful candidate is not from the European Economic Area (EEA) or Switzerland, do not make any offers until you have discussed with the Employee Services Team. There are additional compliance requirements for these candidates that must be fulfilled before an offer can be made.

If a Faculty/Department wishes to appoint a candidate who is not a citizen of the European Economic Area and would need the University to issue a certificate of sponsorship, we need to demonstrate why the individual was appointed over a settled worker. If there are multiple candidates who have the necessary skills and experience, then a settled worker must be appointed over the non-EEA candidate even if the migrant has more skills or experience. There are exceptions to this for the following PHD level positions where you can appoint a migrant if they are the most suitable candidate. These positions are: Chemical Scientists, Biological Scientists and Biochemists, Physical Scientists, Social and Humanities Scientists, Natural and Social Science Professionals not elsewhere classified, Research and Development Managers, and Higher Education Teaching Professionals.

Each category of PhD position is accompanied by a minimum salary threshold, linked to the "SOC code". The salary offered must meet these minimum thresholds otherwise we cannot issue a Certificate of Sponsorship for a Visa

As of August 2017, typical salary thresholds would be £28,000 for an experienced Scientist, or £32,300 for a Higher Education Teaching Professional. Be aware that these are constantly under review and are regularly increased.



The Recruiting Manager, in conjunction with HR, must complete and sign off a Tier 2 Form outlining the reasons for non-appointment of EEA candidates.

Make a verbal offer to the successful candidate or Casual Appointment.

The Recruiting Manager or Nominee must contact the unsuccessful candidates to inform them of the outcome

Offer

The Recruiting Manager should contact the successful candidate to inform them of the outcome (Unless non-EEA as above). Once this has been done, you will need to discuss and confirm the following:

- Salary⁴
- Hours/days of work (Work Schedule)
- Conditions of the offer (references, Disclosure and Barring Service Check, right to work check)
 - Where a DBS is required, the candidate must not begin working until a satisfactory DBS certificate has been received (unless permitted by HR)
 - No-one may begin working until HR has verified their Right-to-Work in the UK. This is an essential condition of our Sponsor License and could have significant consequences if not adhered to.
- Proposed start date
- Probation period (2 years for academic staff, 12 months professional service staff)

Any discussions can constitute a verbal contract that is legally binding, so please ensure that you cover the conditions of employment and do not offer anything that we may not be able to deliver, such as relocation packages that are not within procedure.

The candidate may ask for some time to consider the offer before confirming if they accept the job. This is fine, but you should ask them to confirm within a reasonable timeframe.

Rejection

When the successful candidate has provisionally accepted the position, the Recruiting Manager or their nominee must contact the unsuccessful candidates to inform them of the outcome. The Recruiting Manager may delegate this to another member of the interview panel if they choose to.

Receiving a rejection is a very unpleasant experience and should be done with sensitivity and tact. They will be expecting your call, so do not prolong it any more than necessary. You should offer them the opportunity for feedback, either now or at a later date.

Receiving constructive feedback is very desirable and should be as practical as possible. Try to avoid comparing them to the other candidates, telling them something material that they can improve or work on. Try to sandwich the feedback between the highlights and strengths of their interview. When appropriate, encourage them to apply for other vacancies in the future.

⁴ Be aware of the minimum salary thresholds for Non-EEA applicants, see Non-EEA section.

Salary

Confirm the Spinal Point on which the successful candidate will be appointed. Ordinarily, they would be appointed on the lowest point of the respective grade. In certain circumstances, a successful candidate would be appointed higher on the scale, such as when they bring particular skills or strengths, or in comparison to their current salary. The Recruiting Manager has discretion to appoint anywhere in the advertised grade, but may be asked to justify their reasoning.

Lecturers are ordinarily appointed to Grade 7, Spinal Point 33. They would normally progress to Grade 8 on completion of probation and PGCTHE or Fellowship of the HEA. You may appoint a lecturer to a higher Spinal Point if you can demonstrate that their specialism and skills are sufficient. You may appoint a lecturer to grade 8 if they demonstrate specialism and skills and have achieved PGCTHE or Fellowship of the HEA.

Sometimes, the successful candidate will request to be appointed higher on the salary scale. This is at the discretion of the Recruiting Manager, but they will need to consider if they can justify it. If the Recruiting Manager does not feel that this can be justified, then the offer should be reiterated. It is then up to the candidate to either accept or reject the offer. Should they reject it, this should be documented (preferably as an email trail), and an offer subsequently made to the next highest scoring candidate subject to pre-employment checks.

Interview documents

You must submit all the interview documents by email to hr@aber.ac.uk. All these documents must be completed in full and written legibly in pen.

- Copy of the interview questions;
- Interview assessment sheets (one per panel member per candidate);
- Interview Summary Matrix, confirming candidate to be appointed;
- Interview Summary Sheet.

HR will confirm the offer of employment when these have been received.

Be aware that candidates have the right to view the recruiting paperwork and it may be subject to audits from UKVI and external funders.

Appointment

To appoint to an advertised vacancy, complete an appointment form.

The Recruiting Manager must complete the appointment form in full. Submit this form to hr@aber.ac.uk with any recruitment paperwork.

You must include the following:

Name of Person to be appointed:

Enter the full name of the successful candidate.

Email:

Enter the email address of the candidate (required for casual appointments)

Start Date

Enter the proposed date on which the Candidate will begin working (subject to pre-employment checks). This must be a specific date – we will not accept “as soon as possible”.

End Date (if applicable)

For fixed term appointments, please select the end date. Please note:

- Fixed term periods for whole weeks should end on the Sunday, even if their last day would be on the Friday
- Fixed term periods for whole months should end as such: 1st March – 31st March, 15 April – 14 May. (15 April – 15 May would be one month and one day)

Grade and Spinal Point

Where appointments have been made on the HERA scale, confirm the spinal point to which they are to be appointed, otherwise, please enter the salary.

Will this person be working Shifts?

Select yes or no. Shift work attracts enhanced pay in accordance with the Framework agreement.

Shifts are defined as working either:

- An agreed shift pattern covering at least 11 out of 24 hours (i.e. will be working at least 11 continuous hours)
- For grades 1 or 2 only, split-shifts are where staff are attending more than one shift on a day, with a gap of 2 or more hours in between shifts.

Work Schedule and Total Hours

Complete the table with the work schedule that the appointee will be working (exclusive of breaks).

You must include the days and times of work and the total hours. Where Candidates will be working on a shift pattern, please include the full shift pattern confirming the start date of the pattern.

It is very important that work schedules are correct. These have a significant impact on annual leave balances and the ability to record leave and other absences. The work schedule should be confirmed with the candidate at the verbal offer.

HR cannot action an appointment without a complete work schedule

Candidate Hire

When the appointment form has been received, accompanied with any relevant recruitment paperwork, HR will complete the pre-employment checks for the selected individual(s). HR will confirm that the Right to Work check is in place, submit references and complete a DBS check where appropriate.

References will be sent to the Recruiting Manager by HR when they have been received.

When the pre-employment checks have been completed, the candidate will receive an email asking them to complete a form to complete their employee information, including Next of Kin and Emergency contact details, health information and Bank and Tax details.

When completed, HR will "hire" the candidate, create them in ABW and issue their contract.

Induction and Start

It is the responsibility of the Recruiting Manager or the position's Line Manager to make arrangements for the candidate's first days at work. They should arrange:

- Start date and time
- Where they should report to
- Work equipment should be made available:
 - Desk/phone/computer
 - Locker/drawers
 - Equipment/machinery
- Departmental induction, tour etc.

For new staff who have been issued with a Certificate of Sponsorship, a Right to Work check must be undertaken PRIOR to them starting work. This must not be done on their first day.

HR will contact the Sponsored member of staff and their Line Manager to attend a meeting at 9:00 on their first day of work to discuss their responsibilities and the University's obligations under UKVI Guidance. Both parties will be required to sign a letter to confirm that they have read and understood their responsibilities.

HR runs an induction every second Monday (or following day where this falls on a bank holiday). All new staff are expected to attend this induction. This covers general information on the University and Policies and procedures and PoblAberPeople, as well as an opportunity for the employee to ask any questions in relation to their employment. Health, Safety and Environment also attend for a brief induction.

For permanent staff, there is a Welcome New Colleagues Event which takes place every six months. This is also compulsory. This is a one-hour event led by a member of the Executive Committee as a welcome event for all staff as well as an opportunity for staff to meet new colleagues from across the University. Trade Unions are also often in attendance.

All staff must also complete a Health, Safety and Environment Induction Report, available from the Health, Safety and Environment web pages. For short-term or casual staff, this should be completed within their first 2 working days, or first two weeks for permanent staff.

All staff must also complete the Diversity E-Learning Course, details of which are provided to them at the HR induction.

It is up to the recruiting department to induct your new starters. There are a number of templates available on the University website, but these should be tailored towards the job and your departmental needs. They should be shown how to use key equipment, be shown around the department, introduced to colleagues and guided on emergency procedures.