

Durham SU Recruitment and Selection Policy

Policy Name:	Recruitment and Selection Policy		
Approval Date:	9 November 2022	To Be Reviewed:	Every 3 years
Approved By:	People and Governance Committee		
Noted / Endorsed:	Senior Leadership Team		
Document Location:			
Related Policies:	a) Equality & Diversity and Inclusion Policy b) Staff Protocol c) Safeguarding Policy		

REVIEW HISTORY			
Date	Name	Signature	Notes
October 2018	Graham Atkinson		New policy
November 2022	Lauren Hodgson		Re-approved
DD/MM/YYYY			
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Recruitment & Selection Policy Statement:

Durham Students' Union recognises that recruiting and selecting the right people is fundamental to our continued success. We seek to attract and select the most suitable applicants with the necessary skills and attributes to support the achievement of our strategic aims and who embrace our core principles and values.

We also aspire to create an organisation that reflects the diversity of the people we serve. This policy and process are to be used as a guide for recruiting managers, in conjunction with relevant recruitment and selection training.

1. Purpose

- 1.1. This policy sets out the standards that facilitate effective recruitment and selection to attract and select the most suitable applicants to vacancies. This policy is supported by a Recruitment and Selection Process which details the responsibilities and expectations of both Recruiting Managers and the People Team at each stage of the recruitment and selection process.
- 1.2. To promote the recruitment of a diverse range of employees such as disabled candidates, candidates from different age ranges, racial, educational and social backgrounds. Reflecting our values, our aim is to provide awareness of the importance of diversity to foster creativity and reach out to a broad customer base, also reaping the business rewards.
- 1.3. To be non-discriminatory and meet the requirements of the Equality Act 2010.
- 1.4. To comply with employment legislation and best practice.
- 1.5. To treat all applicants fairly and consistently.
- 1.6. To ensure that these policy aims are achieved, all recruiting managers should undertake training in effective recruitment and selection.

2. Scope

- 2.1. The policy applies to all employees of Durham Students' Union, unless they are expressly excluded. Agency workers, self-employed contractors and elected officers are excluded from this policy (unless it explicitly refers to them i.e. the role of officers in selection).
- 2.2. This policy applies only to the recruitment and selection of employees within Durham SU. Whilst many of the principles and activities may apply to volunteers, there is a separate policy on volunteer recruitment.
- 2.3. This policy does not form part of an employee's contract of employment and it may be amended at any time.

3. Principles

- 3.1. To be an employer of choice that offers good terms and conditions, development opportunities and a positive working environment.
- 3.2. To encourage and value diversity, ensuring equal opportunities and treating all prospective and existing staff fairly, with equity, dignity and mutual respect.
- 3.3. We recognise recruitment and selection is a two way process and ensure the provision of appropriate, accurate information throughout to support candidates in application and decision making.
- 3.4. Adopt effective HR practices which are professional, efficient and customer focused.

4. Employer and Manager Responsibilities

- 4.1. Employee and manager responsibilities are documented throughout the policy

5. Legislation

- 5.1. It is essential to be aware of the legal requirements that underpin the recruitment and selection process. We will aim to be compliant with all legislation and will include this in relevant training for recruiting managers, as follows:
- 5.2. In line with the Equality Act 2010, selection decisions are taken on the basis of an individual's skills, abilities, experience, knowledge and, where appropriate, qualifications and training, irrespective of their sex, race, age, disability, sexual orientation, religion/belief, gender identity or any other protected characteristic.
- 5.3. In line with the Immigration, Nationality and Asylum Act 2008 only people who are eligible to work in the United Kingdom (UK) will be appointed.
- 5.4. In line with the Rehabilitation of Offenders Act 1974, details of any previous convictions are provided by candidates at the selection stage, so that their relevance to the post for which they have applied can be considered.
- 5.5. In line with the Safeguarding Vulnerable Groups Act 2006, each vacant post will be assessed as to whether or not it falls into the category covered by the safeguarding of young people and vulnerable adults regulations.
- 5.6. When selecting for a position that could be vulnerable to bribery risks, we will ensure that selection procedures incorporate an appropriate level of due diligence to mitigate that risk (which is proportionate to the risk associated with the post in question) in line with the Bribery Act 2010. This is particularly important where e.g. a vacancy is one in which the post-holder will hold responsibility for purchasing or awarding contracts.
- 5.7. All records produced as part of the recruitment process must be held in accordance with the Data Protection Act 2018 which includes:
 - Personal data that is recorded and retained as part of the recruitment process will be justified as relevant to, and necessary for, the recruitment process itself, or for defending the process against challenge.
 - Records of each interview (or other selection method) conducted will be held, including the reasons for the selection of the successful applicant and the reasons for the rejection of the unsuccessful candidates.
 - Recruitment records (other than information that is relevant to the successful applicant's employment) will be held for a maximum period of six months and then destroyed, adhering to the data protection principle that records held for any purpose should not be kept for longer than is necessary for that purpose.
- 5.8. The fact that a particular job applicant is, or has been, a trade union member will also be disregarded when making a selection decision, in line with the Trade Union and Labour Relations (Consolidation) Act 1992.
- 5.9. In line with Fixed Term Employees (Prevention of less favourable treatment) Regulations 2002, fixed term employees will not be treated less favourably than comparable permanent employees on the grounds that they are fixed term employees, unless this is objectively justified in accordance with the legal framework.

6. Recruitment Monitoring

- 6.1. In line with good practice, we will monitor recruitment processes to ensure they are non-discriminatory.
- 6.2. Application forms also include diversity monitoring forms (which are separated from application forms and used for statistical information only). This information will enable us to monitor who we are attracting and selecting into roles and tells us more about the demographics involved, helping to inform appropriate action to contribute to our equality and diversity goals.

7. Redeployment Candidates

- 7.1. We support employees who are selected for redundancy to be redeployed into suitable alternative work (including those whose fixed term contract is coming to an end due to redundancy). Employees at risk of redundancy who have at least two years' continuous service with Durham Students' Union will be eligible to be considered as priority candidates for redeployment.
- 7.2. The positions that are available have to be suitable and reasonable, factoring in the hours/working pattern, pay and contractual terms and job content and status.
- 7.3. Employees on maternity / adoption / shared parental leave who have been selected for redundancy have a statutory entitlement to be given priority above any other employee, (even where others are more qualified or experienced) and to be offered any suitable alternative vacancies.
- 7.4. Individuals in redeployment will be alerted to any new vacancies or opportunities and should apply for potentially suitable vacancies using the standard internal process.

8. Probationary Periods

- 8.1. Once appointed, new employees will be placed on a probationary period of six months (or four / two months for employees on a fixed term contract) unless otherwise specified.
- 8.2. The purpose of the probationary period is to allow managers and employees to assess suitability when taking into account capability, performance and conduct.
- 8.3. During the probationary period the standard disciplinary and performance improvement policies will not apply and any performance or conduct issues will be dealt with in accordance with the procedure set out below.
- 8.4. The procedure for effective management during the probationary period is outlined below in the Recruitment and Selection Procedure.

Durham SU Recruitment & Selection Process

1. Identifying a Vacancy

- 1.1. When a vacancy arises (whether as result of the introduction of new post or replacement of existing role) it is necessary for the Recruiting Manager (line manager of the post) to make an assessment of need of the role. This should consist of asking the following questions:
 - Does the work of this job or particular aspects of it still need to be done, either at all, or as they currently are carried out?
 - Could the work, or parts of it, be made more efficient through the use of technology, thus reducing the amount of staff time needed?
 - Is there spare capacity in the rest of the team that could absorb the work, or aspects of it?
 - Does the job need to have a different focus and/or level of responsibility?
- 1.2. Once determined a Role Description and Person Specification should be prepared by the Recruiting Manager. The Executive Assistant will supply Role Description and Person Specification templates to be used. These completed documents should be shared with the Department Director and agreement made on salary of the role in line with the Students' Union's reward policy.

2. Approval of Posts for Recruitment

- 2.1. The Recruiting Manager must make a request to recruit the position, which must be authorised by the Chief Executive Officer and forwarded to the Executive Assistant along with a copy of the Role Description and Person Specification.
- 2.2. Posts within the organisation must be approved in line with the organisation's policy on delegated authority, currently that:
 - Replacement of existing vacancies (once reviewed) by the Chief Executive Officer;
 - Approval of new posts which align to the strategy, or are not in the budget, or are at senior level, or may involve redundancy by the HR Committee;
 - Replacement or appointment of the Chief Executive Officer by the Board.

3. Agreeing the Recruitment and Selection Plan

- 3.1. Work on this can be undertaken whilst awaiting approval of the post.
- 3.2. The Recruiting Manager will discuss with the Executive Assistant the most appropriate method of recruiting to the vacancy.
- 3.3. The Recruiting Manager will complete a Recruitment Plan (see [Appendix B](#)) and provide to the Executive Assistant and Department Director for approval.
- 3.4. Prior consideration for possible appointment will be given to:
 - Staff on a redeployment register in line with our redeployment practice.
 - Candidates who were previously assessed as being appointable for the same post or a post which is of the same grade/duties, within the previous 6-months.

- 3.5. Where direct appointment to the vacancy is not possible or appropriate, the Recruiting Manager will discuss with the People Team the most appropriate method of advertising the vacancy in line with best practice. The recruitment strategy will usually follow one of these approaches (or a combination in certain circumstances):
- **Internal Recruitment Only** (advertised online via email to current staff, usually with a minimum one week advertising period) – appropriate in circumstances where the Recruiting Manager and Department Director agree that the role will provide a suitable development opportunity for current staff and are confident that the required skills and competences for the role already exist widely within the organisation.
 - **External Recruitment** (advertised internally and externally via extensive, targeted media, usually with a minimum two week advertising period) – appropriate in circumstances where the Recruiting Manager and Department Director agree that the organisation will gain best value by conducting a full recruitment process to reach the widest possible talent pool.
- 3.6. The Executive Assistant will draft the advert for the post and this along with a copy of the Role Description / Person Specification and additional information will be posted in the agreed recruitment media.
- 3.7. Candidates will be required to complete and submit an Application Form to apply for the post, except for senior posts or recruitment through agencies where CVs may be accepted.

4. Use of Recruitment Agencies

- 4.1. In some circumstances, it will be appropriate to use recruitment agencies, either to supplement a self-managed recruitment process or to wholly manage the recruitment process. If a recruitment agency is to be used it should be on agreement between the Recruiting Manager and Executive Assistant.
- 4.2. The Executive Assistant will maintain a supply list of current agencies, including negotiated rates / terms and conditions.

5. Planning the Selection Process

- 5.1. This step should be undertaken alongside *Agreeing the Recruitment and Selection Plan*.
- 5.2. The Recruiting Manager should plan the Selection Process, using the Recruitment & Selection Plan Template / Checklist (see [Appendix B](#)). This will include:
- Determining key dates such as advertising, closing date etc in line with the recruitment activity timeline.
 - Determining who will form the selection panel for the post (see 6.1 to 6.8).
 - Determining what methods of selection will be used.
 - Organising dates for the panel to shortlist and hold selection event.

6. Selection Panel

- 6.1. The following provides guidance on the composition of Selection Panels and members should be identified by the Recruiting Manager and agreed with the Department Director.
- 6.2. In determining panel membership consideration should be given to the inclusion of panel members who are:

- External to Durham SU and can provide professional expertise.
 - Based outside of the immediate work area in circumstances where there are internal candidates or candidates who are well known to other panel members.
- 6.3. The optimum panel size is considered to be three or four members (including the Chair) dependent upon the circumstances and/or level of the role.
- 6.4. Where appropriate, selection panels will usually consist of an elected Sabbatical Officer, although this is not essential (upon agreement with the Department Director).
- 6.5. Where possible, selection panels should have a suitable gender balance. If for any reason this is not practical or possible, it must be agreed in advance with the Department Director.
- 6.6. Panel members should have completed suitable Recruitment and Selection training.
- 6.7. Any panel member who has an acquaintance with an applicant or where there is a recognised conflict of interest should declare this.
- 6.8. Senior staff appointments will always include a member of the Board (usually the Chair).

7. Short listing and Planning Selection Event

- 7.1. Once the vacancy has closed, the Executive Assistant will send a Short-listing Pack to the Recruiting Manager. This will include:
- Role Description and Person Specification;
 - Applications received (including removal of Diversity Monitoring forms);
 - Short-list Analysis Form.
- 7.2. The Recruiting Manager should organise for these documents to be shared with the Selection Panel in advance of the short-listing meeting.
- 7.3. The short-listing process should be undertaken by at least the Chair of the Panel and one other panel member, in line with the following guidelines:
- Short-listing is the stage of the selection process where information provided by applicants in their application form and supporting documentation are assessed against the selection criteria identified in the person specification.
 - Where possible all panel members should participate by submitting their analysis to the Recruiting Manager in advance of any short-listing meeting.
 - The short-listing panel should assess each candidate's application against each of the individual essential criteria and record their assessment on the Short-listing Analysis Form using the established scoring system.
 - It is imperative that decisions taken about whom to include and exclude are only to be made on the assessment of the information provided by each individual against the specified criteria. Care must be taken not to make any unjustifiable assumptions.
 - If there are a large number of applicants who meet all of the essential criteria each of these candidates' applications should then be considered against the desirable criteria, using the same scoring system. An appropriate number of the highest scoring candidates should be identified to be invited to the selection event.
- 7.4. The Recruiting Manager will be responsible for returning the short-listing paperwork to the Executive Assistant.

- 7.5. The Executive Assistant will ensure that all candidates successful at the short-listing stage are invited to the selection event and unsuccessful candidates will be advised that their application has not been successful.
- 7.6. It is the responsibility of the Recruiting Manager to provide the Executive Assistant with a timetable / schedule for the selection event, as well as any additional information that should be sent to short-listed candidates, for example presentation topics or supporting information.
- 7.7. In planning the timetable for the selection event, the Recruiting Manager should give consideration a range of methods to effectively assess the short-listed candidates. These methods should test against competences, experience, attitude and cultural / values fit and could include a number of the following (in any appropriate order):
- Interview
 - Unseen / Seen Written Exercise
 - Presentation
 - Group Exercise
 - Assessment Centre
 - Personality Testing

8. Selection Event

- 8.1. The Recruiting Manager will prepare in advance, and agree with the panel, the interview questions to be used as part of the Selection Event and will share these with the Executive Assistant.
- 8.2. The Executive Assistant will forward a Selection Event Pack to the each of the members of the Selection Panel in advance of the Selection Event. This will include:
- Role Description and Person Specification.
 - Application Forms for all short-listed candidates.
 - Interview questions.
 - Selection Analysis Form.
- 8.3. The selection event should be carried out in line with the following guidance:
- 8.4. The Recruiting Manager should arrange for a member of the panel / alternative member of staff to be available to:
- Receive candidates on arrival.
 - Administer any of the tests / additional selection methods agreed as part of the selection event.
 - Give candidates a brief tour of the Students' Union and/or campus (optional).
 - Take the candidate to meet the Selection Panel for the Interview

9. Conducting the Interview

- 9.1. Usually the Recruiting Manager will manage the interview process following the structure outlined below:

- | | |
|------|---|
| Open | <ul style="list-style-type: none">• Greet the candidate• Introduce the Panel |
|------|---|

	<ul style="list-style-type: none"> • Explain the structure of the interview and how other selection methods will be used • Provide relevant information relating to the role
Main	<ul style="list-style-type: none"> • Invite candidate to give their presentation (if part of Selection Process) • Panel ask questions related to the presentation • Panel members ask questions relating to the criteria, in a logical order • Invite candidate to ask any questions they have
Close	<ul style="list-style-type: none"> • Explain next steps to candidate (with timescales) • Thank candidate for their interest in the post

10. Panel Decision

- 10.1. Upon completion of the Selection Process the panel should assess each candidate's responses during the interview, along with the results of any additional selection methods against the criteria in the Person Specification. This information should be recorded on the Selection Analysis Form being used, usually using the following scoring criteria:

3.	Exceeded	Provides evidence to suggest that they are at a level, which is demonstrably above the required standard.
2.	Met	Provides evidence to suggest that they are at a level which is at the required standard.
1.	Partially met	Provides evidence to suggest that they are at a level which partially meets the required standard or demonstrates potential to reach the required level.
0.	Not met	Evidence provided suggests that they are at a level which is below the required standard.

- 10.2. Selection decisions can and should be made on a variety of criteria, including logic (distinct scores in response to interview questions) – but also on other factors such as evidence of personal alignment with organisational values, demonstration of required attitudes and ability to compliment the team, department and organisation. These criteria should be objectively agreed to be part of the decision-making process.
- 10.3. In addition, for each candidate an outline of the decision reached should be agreed by the panel and recorded. This will support appropriate feedback being given to the candidates.
- 10.4. All panel members will usually carry equal weighting as part of the decision-making process. If this is not the case it must be agreed in advance of the Selection Event.
- 10.5. The decisions reached by the panel on the assessment of each candidate and the final choice of the appointee should normally be by consensus.

11. Feedback to Candidates

- 11.1. The Recruiting Manager will be responsible for organising, where possible, a verbal decision to all candidates regarding the outcome of the selection event. All candidates should be offered feedback regarding their performance during the selection event.

12. Paperwork

- 12.1. Once the panel has agreed which candidate is to be appointed, the Recruiting Manager should notify the Department Director and Executive Assistant.

- 12.2. A copy of all paperwork, including application forms and Selection Analysis Form should be submitted to the Executive Assistant, who will keep appropriate summary records on file.

13. Appointment

- 13.1. Prior to making a verbal offer of appointment, the Recruiting Manager must determine the appropriate starting salary to be offered to the successful candidate in agreement with the Department Director.
- 13.2. Usually the Recruiting Manager (or a designated member of the panel / Executive Assistant) will make contact with the successful candidate, to make a conditional verbal offer of appointment subject to appropriate clearances and references.
- 13.3. Once the verbal offer has been accepted the Recruiting Manager should send the Executive Assistant the following information to prepare the offer of employment and contract:
- 13.3.1. Name of successful candidate (and address if candidate sourced through agency)
 - 13.3.2. Starting salary
 - 13.3.3. Agreed start date
 - 13.3.4. Any specific conditions of offer (i.e. agreeing to honour existing holidays)

14. Appointment Checks and Induction

- 14.1. Upon receipt of the paperwork the Executive Assistant will ensure the following pre-employment checks are undertaken:
- 14.1.1. Eligibility to work in the UK (checked at selection event if possible)
 - 14.1.2. References
 - 14.1.3. DBS disclosure (where identified in advance as being a role requirement)
- 14.2. A written offer of employment may still be made, but will state that the offer is subject to the satisfactory receipt / completion of the above.
- 14.3. The Executive Assistant will send out and ensure the timely return of the offer letter and contractual paperwork to the successful candidate, confirming their appointment.
- 14.4. Induction for new staff begins as soon as a new member of staff's formal appointment has been confirmed. The Recruiting Manager must maintain contact with the individual and begin to plan with them their induction in line with the Durham SU Induction Framework.

15. Probationary Period

- 15.1. As outlined above, new employees will be placed on a probationary period of six months (or four / two months for employees on a fixed term contract) unless otherwise specified.
- 15.2. All new starters should have probation period objectives agreed with their manager that set out clear performance standards and expectations about what the employee needs to achieve / do to be successful during their probation period. These should be revisited and reviewed during the probationary period and will include:
- What the employee is expected to achieve in their role during the probationary period and thereafter.
 - Details of the core values of Durham SU and behaviours expected of the employee.
 - The standards of regular attendance expected from the employee.

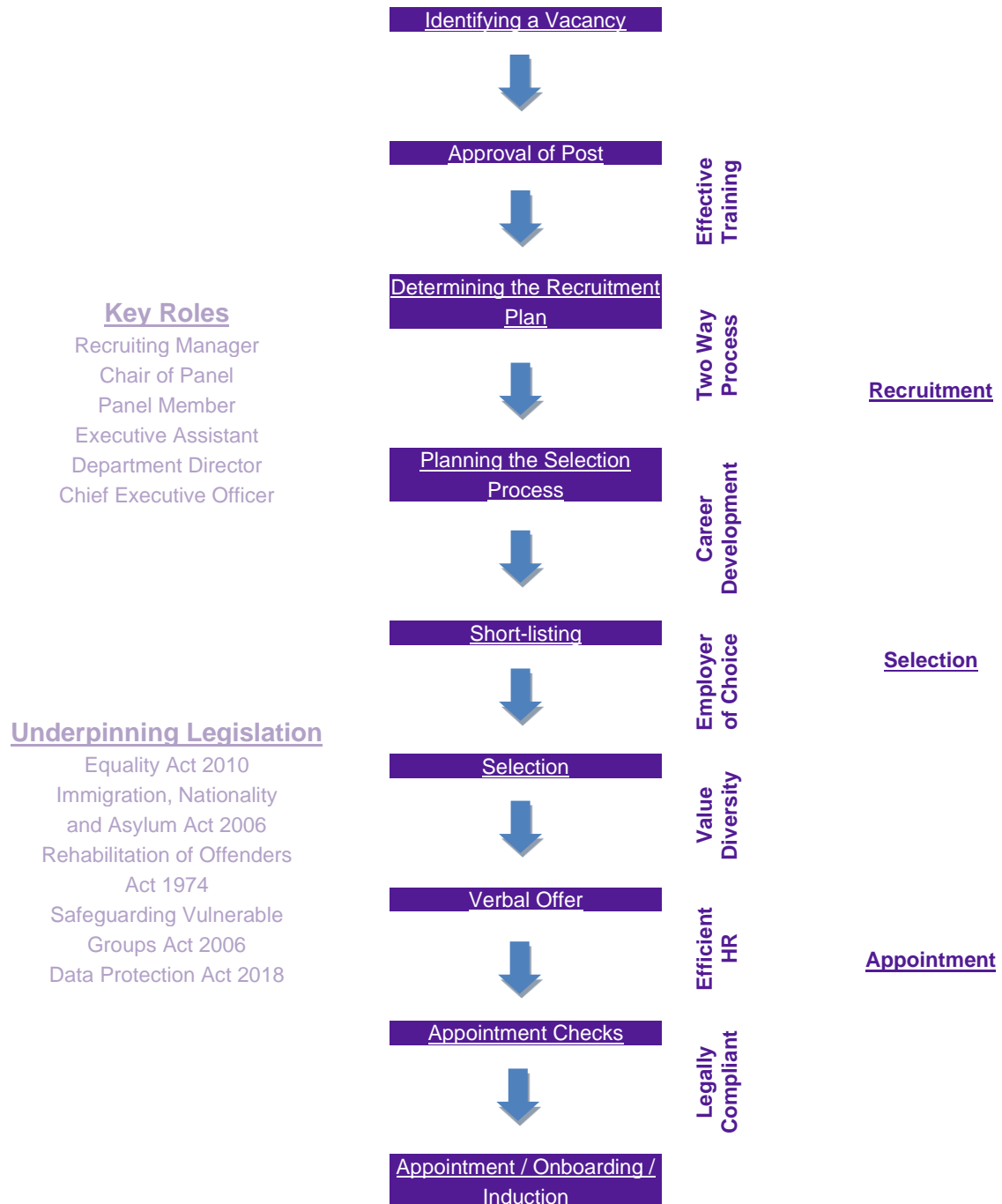
- The standards of performance / a description of any relevant standards of behaviour that are required in respect of the job duties.
 - Any agreed induction and training plan/development to help the employee to do their job.
 - The standards against which the employee's performance will be assessed.
 - How any problems with performance will be addressed.
- 15.3. The manager should follow a formal structured process that is aimed at assessing and reviewing the employee's performance, capability and suitability for the role. The process should include:
- Regular monitoring of the new employee's performance and conduct through review meetings. They should be a two-way process and provide both the manager and the employee with the opportunity to discuss progress on a one-to-one basis.
 - Identification and discussion of any problem areas at the earliest possible time.
 - The provision of regular constructive feedback;
 - Supervisory support and guidance; and
 - The provision of any necessary training and coaching.
- 15.4. The manager should agree an action plan with the employee (stating what should be done, by whom, how and by when) so that their progress can be monitored during the probationary period.
- 15.5. The manager should keep full, clear records and documentation of meetings, throughout the probationary process.
- 15.6. Where any concerns have arisen about the employee's performance or behaviour, the manager should discuss these fully and openly with the employee (not wait until the next review meeting) and agree an action plan/support to remedy the problem.
- 15.7. Where necessary, the individual should be helped to understand that a continued failure to achieve the required standards could ultimately lead to their employment being terminated.
- 15.8. At the end of the probationary period, a final probationary review meeting will be held with the employee's manager. This must be conducted on or before the date on which the probationary period comes to an end and should be documented. The outcome of the probationary review meeting may be:
- Confirmation in post
 - Continuation or extension of the probationary period (if it is thought that further training or support would lead to a satisfactory level of improvement).
 - Failure of probation and termination of employment.
- 15.9. Where it is decided that the termination of a probationer's contract is a possible outcome, the manager will set out clearly the reasons why the employee has not successfully completed the probationary period and will give the employee the opportunity to present their case including any mitigating circumstances. The manager must discuss the matter with the Department Director or Chief Executive Officer before any decision is made not to confirm the employee's appointment.
- 15.10. The outcome of the probationary review meeting will be confirmed to the employee in writing and, if the outcome is termination of employment, the employee will be offered the opportunity to appeal. The employee should notify the Chief Executive Officer in writing of their intention to appeal clearly stating the grounds on which the appeal is to be made within 14 calendar days of receipt of the confirmation letter. An appeal hearing will normally be

heard by a manager with no previous involvement. The outcome of the appeal will be confirmed in writing to the employee and may include:

- The appeal is denied and the termination of employment stands.
- The appeal is upheld. The member of staff is reinstated and the probationary period is continued or extended.

If managers or employees require further information on the above, please contact Executive Assistant.

Recruitment & Selection Flowchart



Recruitment & Selection Plan

This plan should be completed by the Recruiting Manager of the vacancy, following consultation and discussion with the Executive Assistant and Department Director.

Job Title	
Department	

Recruitment Checklist (Please delete / complete as appropriate):

✓ Has the role been assessed against the pay structure and salary been agreed?	YES NO
✓ Are there any ways of adjusting the post that would be more effective or cost-efficient i.e. redistribution of work?	YES NO
✓ Has the vacancy and Job Description been approved by the Director of Department?	YES NO
Financial Considerations	
✓ What will the impact of these changes be to your wages & salaries for the current year with respect to the budget?	<div>Increase of (if £0 then input 0) £</div> <div>Decrease of (if £0 then input £0) £</div>
✓ Confirmed by (who in Finance):	<u>on</u> __/__/__
✓ What is the advertising budget?	£
✓ What budget code should be charged for recruitment costs?	
People Considerations	
✓ Have you discussed and agreed the vacancy and Job Description with the Executive Assistant? NB: If not, the vacancy cannot be advertised.	YES NO
✓ Is the role Permanent / Temporary (fixed-term)	Perm Temp
✓ Is the post Full Time or Part Time	F/T P/T
✓ Please specify the preferred start date, anticipated end date and proposed duration of contract.	Start __/__/__
	End __/__/__
	Duration
✓ Does the role require a DBS check?	YES NO
✓ Will the role line manage any other positions?	YES NO

Recruitment Timetable:

Activity:	Date:
Advertising commences	__/__/__
Deadline for applications	__/__/__ at __ AM/PM
Shortlisting	__/__/__
Invite to attend selection / interview day sent to shortlisted candidates	__/__/__
Interview date	__/__/__
Desired commencement in post for new starter	__/__/__

Recruitment Documentation:

Document:	Produced By:	Deadline:	Complete:
Job Description and Person Specification			<input type="checkbox"/>
Job Advert			<input type="checkbox"/>
Supporting Information Pack			<input type="checkbox"/>
Interview Questions			<input type="checkbox"/>
Written Exercise (if used)			<input type="checkbox"/>
Presentation Brief (if used)			<input type="checkbox"/>

Advertising Media:

- ☐ <https://www.durhamsu.com>
- ☐ <https://su.careers>
- ☐ Durham University Website?
- ☐ Durham University Alumni Network?
- ☐ www.charityjob.com?
- ☐ Local Jobs Boards?
- ☐ LinkedIn?

Add or delete media as appropriate for your vacancy

Selection Methodology:

Which of the following methods will be used as part of the selection process?

- | | |
|---|--|
| <input type="checkbox"/> Application Forms | <input type="checkbox"/> Standard Interview |
| <input type="checkbox"/> Unseen Written Exercise | <input type="checkbox"/> Seen Written Exercise |
| <input type="checkbox"/> Presentation | <input type="checkbox"/> Group Exercise |
| <input type="checkbox"/> Ability/Aptitude Tests/Assessment Centre | <input type="checkbox"/> References |
| <input type="checkbox"/> Personality Testing | |

There will be available resources across the range of selection methods to enable managers to recruit for attitude, values and competences. These will be made available on HR Toolkit.

Additional Notes:

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Selection Panel:

Name:		Role:
1.		Line Manager (Chair of Panel)
2.		Sabbatical Officer
3.		A.N.Other (another Line Manager or Director)

Plan Signed Off and Agreed:

	Name	Date
Line Manager		__/__/__
Department Director		__/__/__

Completed forms should be sent to the Department Director and Executive Assistant for consideration and decision regarding approval of vacancy. If vacancy is new or exceeds existing budget, approval may be required from HR Committee.