Guidance for accessing and using the online approvals process can be obtained here. Stonefish is accessed using your username (e.g. abcd123) and password. User profiles have been created for members of staff who regularly submit staffing requests. If you find that you cannot access the system pl ease e-mail Selfservice-hr@rhul.ac.uk who will look at this for you.

You will be asked to submit the following documents (online). Job Description (this should already be attached), Person Specification, and advert for the role. The latest blank templates for these to be used can be found here. You will be asked to confirm who will be on the recruitment panel with you and for how long and were you wish the advert placed. The Recruitment Team can advise on placement of the advert if required.

All recruitment is undertaken through our online Recruitment System "Stonefish". Guidance on the system can be found here. The system allows recruiting managers and panel members to shortlist applications online as and when they are received and the Chair of the panel is required to then submit the final shortlist and interview details for the Recruitment Team to then action. Following on from interviews the Chair of the panel is able to submit interview decisions and complete an online offer form for the successful applicant.

Within 5 working days of approval being confirmed through Stonefish the recruitment team will place your advert for the role. This is providing that the team is in receipt of the HERA'd Job Description, Person Specification and advert. There will be delays should this information not be provided and/or it is sent in the wrong current formats.

All roles are placed on the College website this gives internal members of staff the opportunity to apply for roles within the University due to a possible change in their circumstances or career progression. If your role is deemed suitable for a member of staff that is "currently at risk of redundancy" you will be contacted by a relevant Human Resources Officer.

You are notified as soon as the first application is received through the online recruitment system and will then be able to log onto the system and start the online shortlisting process. This process should take place as soon as possible after the closing date.

Interviews should take place no sooner than 5 working days after shortlisting is submitted through Stonefish to the Recruitment Team, this ensures that the invites can be sent out and that applicants are then able to make arrangements to attend and prepare for the interview and any tests/presentations required. In order for interview invites to be sent out the Recruitment Team you must ensure that you complete the online interview arrangements form. Delays in completing this online could mean that the interview date will need to be re-scheduled.

The Recruitment Team will invite applicants and where possible request references. The Chair of the panel is able to view references that have been received back by selecting the applicant and clicking on the references tab.

The Recruitment team will provide all panel member with a panel pack (interview pack) via e-mail as soon as possible but normally after confirmation of attendance from all the applicants. We are no longer able to provide hard copies of these packs.

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During the interview process notes should be taken on each of the applicants. You will then be required to confirm your interview decisions on the Stonefish system. You are required to confirm the outcome from interview for each of the applicants that attended providing justification to why they are/are not suitable for the role.

The system will ask you to complete an online offer for the applicant who you offer the role to. You will also be required to upload your interview notes/interview questions testing for our records. No offer letters will be drafted/sent until this information is provided.

Panel members are reminded that no comments should be written that you would not wish to be disclosed to applicants. An applicant can request to see this information through Data Protection/Freedom of Information.

Having defined clearly the type of person you are seeking to recruit, the next stage is to identify methods of attracting a pool of suitable applicants.

There are many ways to advertise a vacancy including on-line advertising. The benefits of advertising on line include:

- The job advert can be live within 48 hours
- Costs much less than printed media
- No limit on content
- 24 hour access for applicants to apply
- Employer branding opportunities

The University uses websites such as jobs.ac.uk, Reed, Guardian on-line, professional bodies' websites, and specialist websites as well as the University's own website. All vacancies are posted on the University website as a minimum.

The aim of advertising is to generate interest from potential applicants by attracting a sufficient number of applicants who possess the necessary skills, experience and qualifications to do the role effectively. A poor or vaguely worded advertisement may result in a large number of applications, many of which may be unsuitable, thus wasting valuable time and resources.

The advertisement should always be drawn up with reference to the person specification and the job description. The job title will target the audience and therefore should be appropriate and easily recognisable. An advertisement should:

- Create a positive impression of the University. Think about 'selling' the University/the role, what we can offer (career prospects, training and development, scope for achievement, importance of role)
- Include an appropriate job title – make sure the target audience will understand the jobtitle
- Include the job tenure (e.g. permanent, fixed term) the reward package, job location
- Provide a clear and accurate picture of the job duties and level of seniority,
- Outline the type of applicant you are seeking. Describe the necessary and the desirable criteria for job applicants (to limit the number of inappropriate applications received)
- Be pitched at the right level to appeal to suitable applicants

- Make it clear how applicants should apply and the closing date
- State the expected interview date/s.
- Give an indication of the timing for interviews/selection testing
- Be honest and truthful
- Avoid being written in a way which might be, or reasonable be interpreted as, being discriminatory
- Be written in plain, conversational English.
- Be personalised as much as possible so that it reads as if it is speaking directly to the potential post holder, e.g. 'You will be responsible to…', and 'You will need to have …'

The Recruitment Team will liaise with the recruiting manager to agree:

- The content of the advertisement
- The content of the application pack (e.g. job description, person specification, organisation chart, departmental information etc.)
- Where the advertisement will be placed
- The timetable e.g. date the advert appears, the closing date, the dates for short listing and interviews. applicants
- The location for interviews
- Any other selection methods to be used and the arrangements for these
- The names of the short listing and interview panel members
- Any other particular arrangements/requirements

The Human Resources department will pay for the cost of advertising the post on jobs.ac.uk and in one publication or website, any additional advertising will need to be met by the recruiting department.

Agency fees can be expensive and so generally positions will be advertised directly by the University. However, in some circumstances, for example when it has not been possible to find a suitably qualified or experienced applicant or for a particularly specialist or senior role, it might be appropriate to engage a recruitment agency to assist with filling the role. The University participates in two consortiums to benefit from competitive agency rates and so recruiting managers should liaise with the Recruitment Team if seeking to use a recruitment agency.

If an applicant does not have the "Right to Work" in the UK the University can apply for a Certificate of Sponsorship (CoS). This would be subject to the following requirements being fulfilled whilst advertising the post.

The UK Visas and Immigration (UKVI) determines the skill level and salary requirements for roles where a CoS can be obtained. These roles must then be matched to an appropriate Standard occupational classification (SOC). The Recruitment Team will advise if there is a suitable SOC that the role fits into.

Once a Code has been identified the University is required to ensure that we meet the Resident Labour Market Test (RMLT). This test requires the University to prove to the UKVI that there is no suitable settled worker who can do the job.

The RMLT requires all adverts to appear to settled workers for a minimum of 28 days and as a minimum the advert will typically need to appear on www.Jobs.ac.uk, Universal Job Match (Job Centre

Recruitment page) and our own Recruitment pages.

It is a requirement of the RMLT that all adverts state the following:

- Job title
- Location of the job
- Salary range, or indication of salary package
- Any terms of the offer, e.g. fixed term, part-time
- Main duties and responsibilities of the job (job description)
- Essential skills, qualifications and experience required to perform the role. It is critical to identify all requirements which will be used as grounds for making an appointment. This can include criteria such as leading international academic excellence in a subject area. If the requirement cannot be justified, it should not be used as selection criteria or be included in the advert.
- The closing date for applications

Please note that that UKVI states the following in regard to any appointments "Where we refer to a suitable settled worker, we mean any settled worker who has the skills and experience you are seeking. If you find that you have more than one applicant who has all the necessary skills and experience that you advertised for, where one of them is a settled worker and the other is a migrant, you must appoint the settled worker even if the migrant is more skilled or experienced than the settled worker. The only exception to this rule is if the job falls within one of the PhD SOC Codes listed in paragraph 251, when you can appoint a migrant if they are the most suitable applicant."

In order to provide evidence to the UKVI that we have tested the market the following needs to be returned to the Recruitment Team prior to any written offers being sent out.

- Completed online shortlisting forms that clearly identifies why an applicant has not been shortlisted for a role.
- Complete the online interview decisions, confirming why applicants have or have not been successful after interview. Completed interview forms providing evidence related to the selection criteria on which the decision for the applicant being successful or unsuccessful at the interview stage is based. You are required to upload interview notes, on the offer section of Stonefish.
- Evidence of the interview questions or area of questioning during interviews and any scoring matrix that has been used
- Details of any testing/other selection methods undertaken by applicants with the results and the scoring system used.

In addition to the above the University are required to retain copies of all the shortlisted applicants applications on the employee file for the duration of the contract at the University.

Once all the evidence has been collated the Human Resources Department will then look at the type of application required for a CoS.

In the majority of cases, a restricted or unrestricted CoS number must be assigned by the Human Resources Department within 12 months of the date the advert first appeared on Jobcentre Plus, the closing date to meet the resident labour market test. This is dependent on the SOC code and for some roles the time reduces to 6 months. Once issued, a restricted or unrestricted CoS number has a 3 month 'shelf life' during which time the migrant must apply for and receive their visa and endorsement to their passport. When the visa endorsement has been received, employment must commence within 3 months of the date when endorsement was given.

The number of Tier 2 certificates of sponsorship that the University has is restricted. Recruiting managers should therefore take advice from the Human Resources Department prior to advertising if they believe a Tier 2 certificate of sponsorship may be required.

Further guidance on the relevant codes of practice (including where vacancies should be advertised and for how long) are available from the Recruitment Team in the Human Resources Department.

Shortlisting is carried out online using our recruitment system Stonefish. All panel members are notified when the role they are advertising receives its first application and at this stage you are able to start the shortlisting process.

Shortlisting is a sifting exercise to decide, based on a comparison of the job applications against the criteria (that you have said is measurable at the application form stage) which applicants you wish to invite for interview/testing. Short listing should be carried out objectively and consistently by comparing the relevant information in the application with the criteria detailed in the person specification as being measured by reviewing the application form to establish whether, on paper, the applicant has the type of experience and skills that are necessary or desirable for the job and will minimise the risk of any bias and potential for unlawful discrimination. At no stage during the recruitment process should recruiting managers conduct searches on prospective employees on social networking websites.

All roles close at midnight on the agreed closing date and shortlisting should be completed as soon as possible after this date. Short listing should be carried out by the same individuals who will form the main interview panel, it is suggested that all panel members score applicants however as a minimum the Chair of the panel will need to complete the scoring and make the shortlisting decisions.

Where a large number of applications are received it may be appropriate to have a reserve short list which can be referred to if an appointment is not made following the initial interviews.

Short listing should take place as soon as possible after the closing date to ensure that sufficient notice can be provided to applicants who are invited to interview. In addition, long delays in the selection process may mean that strong applicants secure employment elsewhere. All applicants should be notified of the outcome from shortlisting however, all applicants are advised if they haven't heard from the University within six weeks of the closing date then they should assume that they haven't been shortlisted.

Once the Chair of the panel has completed the scoring for applicants, they need to complete the interview decisions and interview arrangements through the Stonefish system. Please remember that when deciding on an interview date a minimum of 5 workings days from receipt of the shortlist to the recruitment team is required. The recruitment team are then notified that this has been completed and will check through the shortlisting to ensure that it has been carried out fairly and consistently before confirming the decisions.

Once the shortlist has been confirmed and if all the required information is present to create schedules and invites the recruitment team will create and invite the applicants. The system is set up so that at 1am the morning following confirmation of the shortlisting all applicants who have been set to reject are sent an e-mail to confirm that they have not been shortlisted for the role. Anyone who has been marked as a reserve is informed that the shortlisting decisions have not yet been completed and that we will be in touch again and those invited (if they have not already has an invite from the recruitment team during the course of the day) will receive an e-mail to say that they have been shortlisted for the role and that we will be in touch with further details as soon as possible.

The next stage is to carry out a selection process so you can establish which of the shortlisted applicants is most suitable for the role. Interviewing is the most commonly used method of assessing prospective employees and all selection programmes must include a panel interview as a minimum. There are other methods available to assist the decision making process, for instance, psychometric testing, aptitude tests, presentations, teaching demonstrations and work based exercises e.g. typing exercise, data entry or creating a spreadsheet.

The Recruitment team will prepare an interview schedule, invite applicants for interview, take up references and prepare interview packs for the interview panel. The interview packs will be sent via e-mail include:

- Interview schedule
- Application forms
- An interview notes form for each applicant (based on the person specification)

Panel members should note that this is personal, sensitive data and should be held confidentially and if you choose to print this (we no longer provide hard copies) it should be returned to the Recruitment team for processing at the end of the interview and selection process.

The interview itself has at least three main purposes:

- To collect information about the applicant in order to find out how well the applicant fits the requirements of the job, this is the key purpose. The information collected will assist with assessing the skills, experience and general background of job applicants in order to make a decision on which applicant is the most suitable.

- To give information to the applicant about the University and the post applied for

- To leave all applicants with a positive view of the University, and to ensure that all applicants feel that they have been given a fair hearing.

Normally all members of the interviewing panel will be senior to that of the role being filled and there should be at least one male and one female member on the panel. Wherever possible, the immediate supervisor should be involved in the selection interview.

It is not usual practice for the outgoing role holder to be included in the interview panel. An opportunity to meet with other staff in the section as well as the outgoing role holder can be useful but it should not be conducted or treated as mini-interviews.

To help ensure effective and non-discriminatory interview practice, all panel members are required to have attended the University's Recruitment and Selection Training and where this is not possible, as a minimum, it is essential that the chair of the interview panel has attended. It is recommended that refresher training is undertaken every 3 years to keep abreast of any University procedure and legislative requirements changes.

Professor	• Principal or Senior Vice Principal • Executive Dean of School • Head of Department • One External Advisor • Senior academic from another department (Indicative size of interview panel: 5-8)
Senior Lecturer/Reader	• Executive Dean of School or nominee • Head of Department • A senior academic from the recruiting department • A senior academic from another department (Indicative size of interview panel: 4-6)
Lecturer	• Head of Department • Two senior academics from the recruiting department • A senior academic from another department (optional) (Indicative size of interview panel: 3-6)
Senior Academic Management roles	• The Principal or nominee • Senior Vice Principal(s) • Director from Professional Services • Director of Human Resources or nominee • Executive Dean of School • External Advisor
Senior Professional Services roles	• The Deputy Principal (Operations) or nominee • Director from Professional Services • Director of Human Resources or nominee • Senior Vice Principal
Professional Services G6-G9	• Director of Service or nominee (as applicable) • The line manager • A senior member of staff from the recruiting department • A stakeholder from another department
Professional Services G2-G5	• The line manager • Two senior members of staff from the recruiting

In advance of the interview the panel should:

- The Chair will need to read through the Discrimination Institutional Statement for meetings to ensure that all panel members are clear that they are responsible for ensuring that discrimination does not occur (Appendix 1)
- Undertake careful and well thought through preparation: re-read application forms, recapping on the strengths of the various applicants against the selection criteria
- Plan the structure and content of the interview. Prepare questions based on the criteria set out in the person specification (see below "Effective questioning techniques".)
- Decide the roles of the various panel members; agree who is going to ask which questions

- Decide who will be the appropriate Chair of the panel. The Chair's role is to control the interview and steer the discussion in an appropriate direction. They will ensure that the

interview runs smoothly by introducing the panel; keeping the panel to the agreed timescale; linking one section of the interview to another; summarising where appropriate and closing the interview.

- Prepare the information you are going to provide for the applicant
- Make sure the venue is organised and the environment is right, turn of work phones and refrain from looking at e-mails during the interview process

The panel should endeavour to put the applicant at ease from the start. As most applicants are likely to be nervous, one way to alleviate the initial tension is for the chair of the panel to start by offering the applicant refreshments, asking about their journey and introducing the other panel members. The aim is to make the applicant feel at home and relaxed to assist them with performing at their best.

The Chair of the panel should explain the format for the interview and the likely length of the interview, followed by some background information about the department and the post. The Chair should outline the order of the interview and explain that the panel will be making notes and confirm that there will be an opportunity at the end of the interview for the applicant to ask questions they may have regarding the role, the University or the conditions of service.

Finally, applicants should be given advice on the next stage in the selection process and be given an indication of when and how they will hear about the outcome of their interview.

Having prepared your questions, it is important to check that they are put to the applicant in an effective way in order to elicit as much useful information as possible from the applicants.

- Design questions to check facts, obtain relevant information about each applicant's background, test achievement and assess aptitude and potential. This approach ensures consistency and fairness because all interviewees will be given an equal opportunity to sell their skills and abilities. Managers should not, however, restrict themselves to asking only these questions, as there will also be a need to ask questions that are specific to a particular applicant, for example to clarify something vague or ambiguous on an application form or ask about a gap between jobs. In addition, at the interview itself, further unplanned questions will be necessary in order to follow up or probe any relevant matter raised or hinted at by the interviewee.

- Ask specific questions on matters such as the applicant's work experience, qualifications, skills, abilities, ambitions and strengths/weaknesses.

- Ask questions that are challenging, but never ask them in an intimidating manner.

- Ask questions that require the applicant to give examples of real situations that he or she has experienced.

- Questions should be open ones, encouraging the person to give extended replies. Open questions are those to which a person cannot just answer yes or no and they usually start with; why, where, how, when, what, which or who. Examples of open questions include:

  "Please tell us about your previous job"
  "How did you manage to…?"
  "How did you feel about this?"
  "Tell me about a time when…?

- Panel members should not be afraid to probe and re-phrase questions. An important questioning skill is to be able to ask 'follow up' questions once an interviewee has started

talking, either to get further information, to clarify a point or to check your understanding of the situation. By probing further, the interviewer will be able to delve deeper into an issue and gain a greater understanding, e.g. "can you give me an example which shows how you were able to use this skill?" or "what exactly did you mean when you said that you had responsibility for that particular function?"

- Avoid questions that relate to family, health, race, religion, sexual orientation or age.

It is essential that interview panel members keep notes of the interview and afterwards to make a record of the rationale behind the selection decision, i.e. to note the key reasons why the successful applicant was selected and the other applicants rejected. Note taking is important as it assists panel members to accurately recall applicant responses, especially when several applicants have been interviewed over separate days.

Interview notes may also be called upon should the University be questioned about recruitment decisions, and therefore should be clear/readable. If no records are created and one of the rejected applicants subsequently brings a tribunal claim alleging discrimination, it is unlikely that panel members will be able to recall the precise matters that were discussed at the interview or the way in which questions were phrased.

Managers should be aware that any record created about an individual and placed in a structured file (or input to a computer) will give rise to individual rights under the Data Protection Act 1998. Specifically job applicants will have the right, upon written request, to be given a copy of their own file. Interview notes should therefore be compiled with this in mind.

If any type of selection test is to be used it should be fundamental to the job and careful consideration should be given to which of the criteria defined in the person specification will be assessed. All applicants should be told in advance what form the test will take. There are various selection tests that can be used in addition to panel interviews and the Recruitment Team can explore these further with recruiting manager. Selection tests could include:

- Aptitude tests
- In tray exercises, for example a typing test or administrative exercise
- Presentations

For academic appointments it is normal practice to invite applicants to make a presentation on an agreed topic (e.g. on recent or forthcoming research or on curriculum development). A member of staff who has attended the recruitment and selection training must chair the presentation panel, attending all the presentations and be available to feedback to the interview panel.

Referees will not be approached without the applicant's permission and this is clearly stated on the application form. As references are necessarily subjective by nature, they should be used primarily to confirm or refute the information given by the applicant during the interview.

Any references that have been received prior to the interview can be viewed by the Chair of the panel

on Stonefish. It is important that all references are treated in strictest confidence and should be carefully destroyed by the panel members after the interview or returned to the Recruitment Team for shredding .
The successful applicant should not start work without references being obtained first, except in exceptional circumstances, and with the approval of the Director of Human Resources (or his/her representative), in which cases continuation in employment will be subject to the receipt of satisfactory references.

Having held the interviews and carried out any testing, the final stage is for the panel to evaluate the information gathered on each applicant and compare this to the requirements in the person specification defined at the start of the recruitment process.

One method which you may find helpful is to rate each applicant against each of the criterion you are measuring, for instance:

1 = Weak, fails to meet the criterion
2= Marginal, meets some of the criterion
3= Meets the criterion
4= Strength, provided clear evidence of meeting the criterion
5= Outstanding, provided multiple evidence of meeting the criterion

It is important to make sure that every selection decision can be justified on objective grounds unrelated to disability, gender reassignment, pregnancy and maternity, race- this includes ethnic or national origins, colour and nationality, religion or belief, sex and sexual orientation and prevailing legislation and that the decision is supported by the evidence gathered during the selection process.

It is important to note that offers of employment can be made verbally or in writing, therefore, care should be taken in raising expectations at interview or in discussions after the interview.

It is standard practice at the University for offers of employment to be made subject to:

- ISA registration/CRB clearance (where required),
- The prospective employee having the necessary permission to work in the UK, in accordance with the Asylum and Immigration Act. The Asylum and Immigration Act makes it a criminal offence for an employer to recruit an employee who does not have the right immigration status to work in the UK. If the employing department wishes to appoint someone who has indicated on their application form that they do not have permission to work in the UK, the HR team will work with the recruiting manager and the prospective employee on the individual's application for permission to work in the UK
- References that are satisfactory to the University.

The Recruitment Team are responsible for sending the formal offer of employment to the successful applicant on behalf of the University and will be prepare this based on the information provided in the "Offer" that the Chair of the panel is required to complete online in Stonefish.

For the role of Professor the panel are also required to complete an assessment of the applicant in regard to the University's Professorial banding scales (See HR page of University website for current

Professorial Pay Scales here: http://www.rhul.ac.uk/humanresources/payandbenefits.aspx).

Please note that offers letters are subject to references (if they have not already been received) and confirmation of the applicant's eligibility to work in the UK. These checks need to be carried out 24 hours prior to the individual commencing work with the University, please bare this in mind when confirming a start date.

Along with the letter of appointment, the prospective staff member is also sent the terms and conditions of employment applicable to the post, the Health and Safety Policy Statement, details of the superannuation scheme where relevant and any other documentation specific to the post.

The successful applicant will be informed of the result either by the Recruitment Team or by the Head of Department/Panel Chair. Unsuccessful applicants will normally be sent a 'regret' letter by the Recruitment Team unless other arrangements have been explicitly agreed.

Letters of appointment are sent from the Director of Human Resources and can be signed on his/her behalf by the Deputy Director of Human Resources and Human Resources Managers. The exception to this is for Chair appointments that are sent from the Principal and can be signed on his behalf by the Vice Principals and the Director of Human Resources.

In line with the UKVI'S regulations the University is required to check the applicants proof of right to work in the UK at least 24 hours prior to them commencing work and therefore the applicant will be asked to bring in the following documentation (included with the offer of appointment) prior to their start date:

- Passport and where appropriate visa details or UK Birth Certificate (Full)
- P45 from previous employer (a P46 will be provided in the absence of a P45)
- Student card (if a full time student)
- National Insurance Card
- Certificates for any qualifications of degree level or above and any academic teaching qualifications.

Managers should be aware that unsuccessful applicants might wish to receive feedback on his/her application after the interview and this is particularly helpful in the case of an internal applicant who might wish to re-apply for a similar post in the future. It is therefore important to ensure that you have completed the interview decisions tab on Stonefish and provided clear notes about each applicant's interview performance and the subsequent panel discussion. Where you have provided clear notes the Recruitment Team will be able to pass on the feedback accordingly to the unsuccessful applicant. If this information is missing, further clarification will be required from the Chair of the original interview panel.

If the offer of appointment is declined, the panel may have already determined the details of a 'reserve' applicant. Otherwise, the panel should be reconvened to discuss action to be taken.

An effective programme of induction will help to ensure that new employees settle in well and gain an understanding of the organisation and its policies, procedures and culture as early as possible. It also gives them a full opportunity quickly to become effective and motivated team members. If induction is left to chance, it is likely that a new employee will end up ill-informed about, and poorly trained in, the organisation's policies, procedures and practices. The likelihood of the employee leaving within the

first few months of employment will also increase.

The College's staff induction framework sets out the roles and responsibilities of staff in making sure high quality induction takes place. Recruiting managers are responsible for ensuring that arrangements for the new starter's arrival are made in a timely manner and communicated with them; identifying who will act as induction facilitator; and releasing staff to attend induction events and essential training. The induction facilitator completes an induction checklist with the new starter within the first two weeks of employment and ensures that arrangements are made prior to the new starter's arrival.

For more information, including a full explanation of roles and responsibilities, induction checklists and the dates of the next staff induction events, please see the 'new staff' section of the staff intranet.

The University's recruitment practices outlined in these guidelines aim to support recruiting managers to find the right person for the job regardless of age, disability, gender reassignment, pregnancy and maternity, race- this includes ethnic or national origins, colour and nationality, religion or belief, sex and sexual orientation. These are classed as protected characteristics.

Rejection for employment is also unlawful if it is on the grounds of a applicant's past or present trade union membership or, with some exceptions, on the basis of a 'spent' criminal conviction.

The University would be liable in law for any discriminatory actions perpetrated by its staff in the course of their employment. This means that if a manager who, for instance, is conducting recruitment interviews behaves in a way that could be construed as discriminatory; the University will be potentially liable to pay compensation to the individual if a successful complaint is subsequently made to an employment tribunal. It is irrelevant whether or not discriminatory treatment is intentional.

A job applicant who believes that he or she has experienced discriminatory treatment during the process of recruitment has three calendar months from the date of the discriminatory treatment to lodge a claim with a tribunal. It is important to note that a claim can be submitted to the Tribunal at any stage of the recruitment and selection process, including before the advertisement has been placed.

There is no limit on the amount of compensation that can be awarded by tribunals in discrimination claims.

There are various types of discrimination:

- Occurs when someone is treated less favourably than another person because of a protected characteristic. For example, an employer unjustifiably inviting applications from female applicants only.
- (excluding pregnancy & maternity and marriage & civil partnership)

Discrimination against someone because they associate with another person who possesses a protected characteristic For example, not short listing an applicant because they mention that they have a child with a disability.

- (excluding pregnancy & maternity and marriage & civil partnership)
  Discrimination against someone because others think they possess a particular protected characteristic. For example, not appointing a applicant who the panel believe might be gay.

- (excluding pregnancy & maternity)
  Can occur when you have a rule or policy that applies to everyone but disadvantages a particular protected characteristic. For example, an unjustified requirement for applicants to speak or write English to a standard of fluency. This criterion would discriminate indirectly against people who come from a country in which English is not the first language.

- Victimisation occurs when someone is treated badly because they have done something in relation to the Equality Act. For example, they have raised a grievance about discrimination and you decide not to appoint them on this basis

- Harassment is "unwanted conduct related to a relevant protected characteristic, which has the purpose or effect of violating an individual's dignity or creating and intimidating, hostile, degrading, humiliating or offensive environment for that individual".

Under current legislation, employers are able to encourage applications from individuals with protected characteristics in order to address serious under representation in the workforce. However, at the point where the selection process takes place, the member(s) of the under-represented group should be assessed on the same terms as the other applicants. If an employer attemptsto appoint on the grounds of gender, race or ethnicity, this is positive discrimination and is unlawful in the UK. This does not apply under the Disability Discrimination Act where an organisation can take positive steps to improve the numbers of disabled people in its workforce.

The above Act makes it unlawful for an employer to discriminate against a disabled person for a reason which relates to the disabled person's disability in respect of an application for employment, or during employment. The Act does not require employers to change their arrangements to accommodate anyone with any sort of disability but rather the law says that if a disabled person applies for a position, then the employer should make all reasonable efforts to enable the disabled applicant to attend for interview, and if appointed, to actually carry out the job by making reasonable adjustments where necessary. It would also apply to an existing employee who becomes disabled during employment.

A person has a disability if he or she has, or has had, a physical or mental impairment which has a substantial and long-term adverse effect on his or her ability to carry out normal day-to-day activities.

The University is committed to the principals of promoting disability equality, preventing and eliminating unlawful disability discrimination in Employment. As such we have been awarded the Two

Ticks/Disability Symbol for demonstrating our commitment to being Positive about Disabled People in employment, recruitment, retention and career progression.

In acceptance of the two ticks scheme the University has agreed to:

- to interview all disabled applicants who meet the minimum criteria for a job vacancy and to consider them on their abilities
- to discuss with disabled employees, at any time but at least once a year, what you can both do to make sure they can develop and use their abilities
- to make every effort when employees become disabled to make sure they stay in employment
- to take action to ensure that all employees develop the appropriate level of disability awareness needed to make these commitments work
- to review these commitments every year and assess what has been achieved, plan ways to improve on them and let employees and Jobcentre Plus know about progress and future plans

The Stonefish system will automatically highlight applicants who opt into the scheme and who meet the minimum criteria for a role.

There is no duty on job applicants to volunteer to disclose a disability to a prospective employer, although applicants are encouraged to contact the Recruitment Team if they have any special requirements. Questions should not be asked at interview about an employee's health as part of the selection process. However, questions can be asked to establish whether any adjustments to working practices or premises would be necessary to support the disabled applicant should he or she be appointed. Such questions are permitted, but it will be important to ask them in a positive way, and they should only be asked after seeking advice from the Human Resources Department

Where a disabled person is placed at a substantial disadvantage by an employer, it is the organisation's duty to make adjustments to remedy the situation. This requirement applies to recruitment decisions and decisions relating to employment, promotion, transfer, training or any other benefit. Some possible remedies are set out below:

- providing aids/adaptations
- alterations to plant and machinery
- providing a reader or interpreter
- altering company policy
- granting leave
- providing supervision
- providing flexible working hours to accommodate special transport needs
- changing the place of work
- re-allocating some of the disabled person's duties to another member of staff (where reasonable)
- modifying procedures for testing or assessment
- special arrangements for training

It is expected that the employer will not be required to make adjustments that are unreasonable and such considerations will include the value of the adjustments to the disabled employee, disadvantages

caused to other employees and the costs involved.

University of London

The following statement should be tabled at the beginning of meetings, groups and committees where staffing decisions are considered. This will include meetings to discuss pay, redundancy, job evaluation (HERA) and recruitment interviews.

The University is an equal opportunities employer and will not tolerate discrimination on the grounds of legally protected characteristics (age, disability, gender re-assignment, marriage and civil partnership, pregnancy and maternity, race, religious belief, sex and sexual orientation).

All members of this group/panel/committee are responsible for ensuring discrimination does not occur. Any concerns should be raised, as they occur, to the chair.

The process for recruiting, selecting and appointing staff involves a complex range of activities starting with making the decision that an appointment needs to be made and culminating in inducting the chosen applicant successfully into employment at the University. Advice on best practice for a number of these required activities is available from HR, for instance, the HR Department have produced a set of guidance notes covering best practice in recruitment and selection processes i.e. *Recruitment and Selection Best Practice Guidance*. Section 6 of this document offers advice on processes in the areas of:

- Identifying the vacancy
- Drawing up of job descriptions and person specifications
- Obtaining approval to recruit
- Attracting suitable applicants including advertising and use of recruitment agencies
- Dealing with immigration issues and the resident labour market test
- Short listing
- Selection methods
- Running interview panels including, panel constitution, interview preparation and format, effective questioning techniques and the keeping of interview notes
- Selection tests
- Obtaining of references
- Final selection for employment
- Making the appointment
- Induction
- Equality and diversity

and is available on the University web-site at:

http://www.rhul.ac.uk/personnel/documents/BestpracticeguidanceRecruitmentandSelection1.pdf

Recruitment and Selection Best Practice Guidance is now supplemented by this document giving advice on the sort of experience individual departments should be expected to provide for applicants on their interview day. Job applicants should be made to feel welcome and it is in the best interests of the Department to impress rather than intimidate. It is not considered appropriate, for example, simply to invite applicants to the Department, ask them to wait outside the interview room, call them in for a formal interview and send them home. Most departments also ask applicants to make a presentation. Below are listed as currently used by a number of academic departments:

- A timetable is drawn up tailored for each applicant including a tour, presentation, lunch and interview and applicants are told beforehand what to expect on the day;
- Each applicant is assigned a member of staff as a 'guide' for the day. The guide should be a relatively disinterested party with no part to play in the assessment of the applicant. The guide is responsible for keeping the applicant to time;
- Applicants are asked to report to the Departmental/School Office at a designated time to meet their guide;

- The guide shows the applicant around the department visiting relevant spaces for the post eg. teaching spaces, labs (research/teaching) and other areas across campus as time allows;
- If time allows and, if appropriate, the applicant is introduced to staff holding key positions in the Department either individually or in pairs eg. Director of Research, Director of Teaching, Senior Faculty Administrator and Technical Operations Manager for brief discussions;
- The applicant is prompted to request to see particular areas/facilities of interest eg. library/computing facilities, potential office;
- The guide is invited to answer any non-HR questions the applicant has;
- Guides, collectively, take applicants to lunch. This should ideally be a buffet attended by other members of the Department;
- Each applicant gives a presentation of their research work or on a specified theme to the rest of the Department and answers any questions. The type of job dictates the length and style of the presentation. The audience includes academic and non-academic staff (including those members of the Department on the interview panel). The applicant leaves the room to allow discussion between all members of the Department. The Head of Department must ensure appropriate discussions are held eg. contributions from staff who have not heard presentations from all applicants must be treated with caution;
- A formal interview normally follows the presentation;
- The HoD holds an informal discussion with the potential post-holder selected by the Panel;
- Before the official start date, the applicant attends a lunch and afternoon visit at the Department including discussions with the HoD and the Academic coordinator to ensure a smooth start.