# Summary guidance for Academic Recruitment

This guidance summarises the processes which support smooth and efficient academic recruitment exercises. Further information can be sought from our Recruitment team as required.

## **Post approval**

You require written approval for a post before it can be advertised.

* *Internally funded posts*: approval will usually come as an outcome of your School Planning meeting, from Workforce Planning Group, or via the Master.
* *Externally funded posts:* approval will come from FAS. Forward your cost centre/grant code to [vacancies@st-andrews.ac.uk](mailto:vacancies@st-andrews.ac.uk) who will obtain confirmation of the funding.
* *Maternity and sickness cover:* approval should be sought from the Director of HR via the School’s [HR Business Partner](https://www.st-andrews.ac.uk/hr/businesspartner/).

As soon as you are ready to advertise your approved post, you must liaise with the Principal’s Office ([pa-facdeans@st-andrews.ac.uk](mailto:pa-facdeans@st-andrews.ac.uk)) to set an interview date to include in your advert. **Failure to act quickly may result in significant delays to advertising, interviews and final appointment.**

## **Advertising**

Do:

* Complete the standardised [academic Advert/Further Particulars template](https://www.st-andrews.ac.uk/hr/recruitment/) relevant to the type of academic post you are recruiting and forward this with the written post approval and confirmation of panel members to [vacancies@st-andrews.ac.uk](mailto:vacancies@st-andrews.ac.uk)
* Inform the recruitment team of any specialist outlets you wish to use for advertising (jobs.ac.uk and the University website will be used as standard)

Do not:

* Use old, localised Adverts/Further Particulars as the templates are updated regularly.
* Alter the formatting of the template or the information about the University.
* Significantly alter the main duties or Person Specification except to include subject specific information.

## **Interview Panels**

Ensure you have the right panel makeup:

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Type of post** | **Head of School** | **School reps** | **AVP Dean\*\*** | **Master** | **Principal** | **External Assessors** |
| Associate Lecturer | √ | 2 | √ |  |  |  |
| Lecturer | √ | 2 | √ |  |  |  |
| All Temporary posts (longer than 12 months)\* | √ | 2 | √ |  |  |  |
| Senior Lecturer | √ | 2 | √ | √ |  |  |
| Reader | √ | 2 | √ | √ |  |  |
| Professor | √ | Up to 2 | √ | √ | √ | 2 |

\*For temporary posts under 12 months, the School can convene a panel, which is normally made up of three representatives from the School. For queries regarding such posts, please contact your HR Business partner.

\*\* For Associate Lecturer and temporary posts, the AVP Dean may be replaced by an approved representative, chosen by the Master’s Office.

Panels should also:

* Utilise the School Manager/nominated senior administrator to assist with the administrative aspects of the recruitment exercise and act as the key liaison with HR and the Master’s Office.
* Be mixed gender and, where possible, reflect other forms of diversity, to avoid issues of unconscious bias. Additional panel members can be added from other Schools if it is impossible to achieve this within the School.
* Avoid conflict of interests as much as practically possible, whether personal or business related (See [Declaration of Interests Policy](https://www.st-andrews.ac.uk/policy/research-external-work/declaration-of-interests-policy.pdf)).
* Have undertaken the following mandatory training (accessed via [OSDS’ webpage](https://www.st-andrews.ac.uk/osds/essentials/mandatory-training-for-employees/)) prior to the shortlisting stage:
* Recruitment and Selection online training
* Unconscious Bias training
* Diversity in the workplace training
* The HoS is expected to convene the Panel. Delegation of this duty should be discussed with the Master prior to advertising.

## **Longlisting**

Longlisting is not always necessary but where it is:

* Ensure all panel members (other than the PO representative) are involved.
* You may add **up to 3** subject matter experts from within the School who are not on the formal panel. No other School member may review the applications.
* Ensure the PO representative receives the longlist in good time (5 working days) ahead of the shortlisting meeting.
* Longlist no more than 8-10 candidates for a single appointment and no more than 10-12 for multiple appointments.
* Retain notes on decisions in order to justify decisions and provide feedback to unsuccessful candidates.

## **Shortlisting**

* Ensure only the formal panel members are involved including the PO representative (i.e. do not include the additional subject matter experts).
* The PO representative will convene the shortlisting meeting.
* Shortlist up to 4-5 candidates for a single appointment and no more than 6 for multiple appointments.
* You may add up to 3 reserve candidates if there are enough potentially appointable.
* The expectation is that shortlists are of mixed gender.
* Retain notes on decisions in order to justify decisions and provide feedback to unsuccessful candidates.
* At this stage, the topic and format of presentation (if applicable) should also be agreed with the shortlisting panel.

## **Inviting to Interview**

* Send an Interview Details form to [vacancies@st-andrews.ac.uk](mailto:vacancies@st-andrews.ac.uk) listing the shortlisted and reserve candidates.
* Allow a minimum of two weeks between the Interview Details form being sent to HR and the interviews taking place.
* The School, in conjunction with HR, will draw up an initial timetable based on the shortlist and obtain approval from the Master’s office. The timetable should not be communicated, formally or informally, to the shortlisted candidates before being approved by the Master’s office.
* HR will send out initial invites to the shortlisted candidates and once they have confirmed attendance, HR will send the final timetable to the whole panel.
* HR will handle initial pre-interview contact with the candidates. It is vital that the School does not contact the candidates directly before HR confirms it is ok to do so. This will ensure that the correct information is disseminated at the correct time.
* The School should not accommodate requests for different times/dates as this can have serious knock-on effects on the rest of the candidates because all times will have been carefully worked out to accommodate different time zones (for MS Teams interviews) as well as timings of presentations, breaks and PO availability.

## **Holding Interviews**

* Current practice is to conduct academic interviews via MS Teams where possible. Please contact the HR vacancies team for guidance regarding exceptions to this. Any such exceptions must be approved by the Master as early in the process as possible.
* If required, the School is responsible for setting up individual MS Teams interview slots so that they can control access on the day of the interview. It is recommended that the School has a short trial call with the candidates the day before the interviews to ensure everything works.
* When all or some of the candidates are to be interviewed via MS Teams, ensure the interview venue has the necessary technology to support this. Your School Computing Officer or ITS will be able to assist.
* HR will organise travel and accommodation for any interviews to be held in person.

## Presentations

* Candidates are usually asked to present on a topic of the panel’s choice. These should last for 30-50 minutes (including 10 minutes for questions). As a guide, professorial presentations should last about 40 minutes, followed by 10 minutes of questions.
* All academic members of staff and postgraduate research students should be invited to the presentations.
* The Convenor will moderate the Q&A sessions and panel members do not normally ask questions following presentations.
* Feedback should be collated by an appointed delegate (who does not necessarily have to be a member of the panel) and provided to the panel either by email before the panel discussion or the delegate will be asked to join part of the panel discussion meeting.
* The panel will consider this feedback in their appointment deliberations but are not bound by it.

## Interviews

* Interviews for Associate Lecturers/Lecturers should generally take 30-40 minutes.
* Senior Lecturers and Readers should generally take 40 minutes.
* Interviews for Professors should generally take 50 minutes.
* Within this, 5-10 minutes should be allowed for candidate questions at the end of the interview.
* All candidates should be asked the same questions for fair comparison and questions should focus primarily on the candidates’ capability and potential rather than historical achievements (which will have formed the basis for the shortlisting decision).
* Notes must be taken in order to justify the appointment decision and provide feedback to unsuccessful candidates.
* The PO representative will chair the post interview discussion.

## **Appointment**

## Non-Professorial appointments

* The Convenor should verbally offer the post to the successful candidate and agree a start date.
* Salary will normally be on the bottom point of the grade in accordance with the University’s Starting Salary policy which applies to all staff.
* Justification must be provided on the Details of Appointment (DoA) form for appointments above the bottom point of the grade and must not be agreed with the candidate **prior to HR approval.**
* The Convenor should let unsuccessful *internal* candidates know they have not secured the post once the successful candidate has verbally accepted the offer.
* If more than one candidate is appointable, retain 1-2 reserves as back up. These candidates will remain ‘live’ for 6 months following the interview and HR will update them along with all other unsuccessful candidates.
* Convenors must provide timely feedback to unsuccessful candidates if requested.

## Multiple appointments

In exceptional circumstances, more than one appointment may be made to a singly advertised post, but this must be agreed with the Master **prior to the interviews and prior to making any verbal offer to further candidates.**

## Professorial appointments

Salary, start dates and any other conditions (such as start-up funding) will be negotiated between the successful candidate and the Principal or Master who will inform HR so they may issue the formal offer.

The Master will update all unsuccessful Professorial candidates directly.

## For all appointments

Please allow at least 14 days between sending the recruitment team the DoA and the start date.

HR will initiate the visa process where required upon receipt of the DoA but the preferred start date may require amendment if there are delays in obtaining the visa.

## **References**

The offer paperwork will be sent out to the candidate as soon as possible and regardless of whether all references are available. However, the appointment will be subject to satisfactory references and the offer could be withdrawn upon failure to secure these.

## **Failure to appoint**

Once all candidates have been updated as outlined above, the School should take time to review whether the post is to be readvertised in the same or different format. HR will contact the School within 4 months from the initial recruitment exercise if it remains vacant.

Responsibilities

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | **School** | **Panel** | **Panel Convenor** | **HR** | **Principal’s Office** |
| Getting post approval |  |  | √ |  |  |
| Writing Ad/FPs |  |  | √ |  |  |
| Advertising posts |  |  |  | √ |  |
| Longlisting |  | √ |  |  |  |
| Shortlisting |  | √ |  |  |  |
| Interview invites |  |  |  | √ |  |
| Timetable |  |  | √ | √ |  |
| Interview set ups (rooms/Teams) | √ |  |  |  |  |
| Travel/Accommodation |  |  |  | √ |  |
| Interviews |  | √ |  |  |  |
| Verbal Offers |  |  | √ (non Profs) |  | √ (Profs ) |
| Salary approval (non-standard) |  |  |  | √ (non Profs) | √ (Profs) |
| Formal Offers |  |  |  | √ |  |
| Rejections |  |  | √ (internal candidates for non Prof posts) | √ (external candidates for non Prof posts) | √ (all candidates for Profs) |
| Feedback |  |  | √ |  |  |
| Visa process |  |  |  | √ |  |
| Seeking references |  |  |  | √ |  |

Human Resources

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