**St George's, University of London**
**POLICIES AND PROCEDURES**
**RECRUITMENT & SELECTION POLICY**
**(Incorporating Notes of Guidance)**

**CONTENTS**

## 1.    Introduction

*"To promote by excellence in teaching, clinical practice and research, the prevention, treatment and understanding of disease"*

St George's, University of London agrees there should be a fair, effective and non-discriminatory system for recruitment, pre-employment and on-going checks, retraining, promoting and developing people.

The University will ensure that all managers involved in chairing recruitment and selection panels receive appropriate information in order that staff are selected, promoted and treated fairly according to their merits and abilities.

The University will ensure that recruitment procedures provide equal access to all persons and will be implemented in accordance with the responsibilities with under the Equality Act.

All applications for work will be decided fairly and on merit.

## 2.    Purpose

This document provides a policy and procedure which ensures all checks relevant to employment, required by law and good practice are in place and operating effectively in the University.

It sets out clearly the standards for recruiting staff and the processes that should be followed by recruiting managers and Human Resources recruitment staff. The policy and procedure incorporates both pre-employment and on-going employment checks that need to be undertaken throughout an employee's working life with the University.

The policy and procedure will follow best practice with the overall aim "To promote by excellence in teaching, clinical practice and research, the prevention, treatment and understanding of disease."

## 3.    Equal Opportunities Statement in Relation to Recruitment

In accordance with the Equality Act St George's, University of London will ensure its recruitment strategies and procedures provide equal access to all persons and will be implemented in accordance with the Equality and Diversity Policy.   The fair implementation of this policy will positively promote at all times equality of opportunity in employment for staff in accordance with policies, to ensure that no person receives less favourable treatment than another on the grounds of age, disability, race, nationality, ethnic or national origin, gender, religion beliefs, sexual orientation (including transgender) and criminal conviction history.

Furthermore, St George's, University of London confirms its commitment to a comprehensive policy of equal opportunities in employment in which individuals are selected and treated on the basis of their relevant merits and abilities and are given equal opportunities within St George's. The aim of these policies is to ensure that no job applicant or employee should receive less favourable treatment on any grounds not relevant to good employment practice. St George's is committed to action to make these policies fully effective.

## 4.    Scope

The policy and procedure will apply to the recruitment and selection of all staff for all posts, including non-executive directors, staff on secondment to the university /or holding Honorary contracts, volunteers, students or trainees, temporary and substantive staff.

## 5.    Recruitment Procedure

### 5.1    Assessing the Need for the Vacancy

A vacancy provides a good opportunity to reassess the requirements of a job. Therefore several questions need to be addressed prior to recruiting

- Do we want the same job to be done, or have there been changes?
- Does the job need to be done at the same level as the previous incumbent?
- Do we anticipate any changes in the job in the foreseeable future?
- Are we going to reorganise the work of the section soon?
- Can the job be carried out on a job-share/part time basis?
- Do we need to fill the post at all?

By considering and answering these questions, the actual requirements of the job and how they fit into the overall Division/organisational structure can be assessed and clarified.

### 5.2    Approval to Recruit to the Post

An advertisement cannot be placed until the necessary funding approval and, where applicable, other approval has been given.

Institute Directors and Heads of Departments should ensure that the appropriate permission to fill has been obtained before seeking to advertise a vacancy. For the majority of St George's funded posts it is necessary to obtain authority from the Staffing Review Committee before new posts can be filled or existing posts refilled.

The Principal has delegated authority to approve the filling of existing non-academic posts.

The Research Office provides the necessary confirmation of funding and authorises recruitment to grant funded posts and posts funded from other external sources.

Funding for NHS funded posts is approved by the relevant budget holder in the Trust and authorised by the Finance Department.

### 5.3    Job Description and person specification

A job description must be produced for each vacancy. The person specification should set out clearly the essential educational or professional registration requirements, skills, experience and aptitudes needed for the satisfactory performance of the role. It is the essential skills and requirements that are taken into account when determining the grade of the post.
Guidelines on how to draw up a job description and person specification are outlined in Appendix C and D.

The job description fulfils several important functions:

- it gives sufficient information to restrict applications to those who are suitable for the post

- it encourages people to apply for the post

- it can form an important part of the contract between St George's and the successful candidate by defining what it is he or she is expected to do

- it can help to clarify training needs for the post holder

- it can form the basis for job evaluation and grading for the post.

## 5.4    Setting the Appropriate Grade

The level of grade for the post should be considered and assessed based on the Job Description and Person Specification. The HR Department is committed to ensure consistency, parity and fairness across St George's and will carry out this analysis. The process of assessment/evaluation could also protect the organisation against claims made under the Equal Pay Act 1970.

## 6    Initiating the Recruitment Process

The Recruitment Request Form is designed to assist Recruiting Managers in the effective planning and preparation for their specific recruitment process.

In order for the recruitment of an approved post to begin, the Recruitment Request Form, see Appendix E, must be completed and passed to your HR Manager. Accompanying this form should be a copy of the Job Description and Person Specification.

The form can be downloaded from the Human Resources Department intranet/portal pages.

## 6.1    Advertisement

All posts must be advertised in order to promote equality of opportunity. The only exceptions to this are those categories approved by Staff Strategy and Resources Committee and the Council (see Appendix B).

## 6.2    Jobs at St George's – on line recruitment system

All advertisements appear on the recruitment website http://www.jobs.ac.uk/

St. George's, University of London now provides a full-service electronic recruitment process via the *Jobs at St. George's* website, http://jobs.sgul.ac.uk/.  On the website applicants can find details of our current employment opportunities and how to apply for them. Additionally they can subscribe to the website and be automatically notified when new jobs are advertised. Their details are stored for up to a year, making the application process quick, easy to use and non-repetitive.

At the same time we have automated the tasks associated with managing the recruitment and selection process. *Vacancy Management* is a web-based programme that enables selection panels to view and shortlist job applications received on the website. Whether you are a staff member or an external panel

member, you will be able to access this program remotely from any computer with internet access.

Guidance for Managers and selection panel members on recruiting staff using the online recruitment system can be found within the Vacancy Management system and should be referred to along with this policy and procedures.

Job applications can be viewed in real time as they are submitted by applicants and shortlisting can be completed quickly and easily in parallel with this process.

For any operational queries regarding *Vacancy Management*, please contact:

**Eunice Atibere**
*Recruitment Coordinator and Staff Development Administrator*
*Ph. 020 8725 3314*
*Ext. 3314*
*Email eatibere@sgul.ac.uk*

For other recruitment related queries, please contact:
**Kevin Browne**
*Human Resources Manager*
*020 8725 5994*
*Ext. 5994*
*Email kbrowne@@@sgul.ac.uk*

or your Divisional Human Resource Administrator or Manager.


### 6.3    Closing date for applications

The closing date for applications will normally be two weeks after the publication date. However this may be four weeks for senior posts. In addition, the UK Border Agency (UKBA) stipulates that applications for Work Permits (Tier 2 – General) for migrant workers must demonstrate that the post was advertised for a minimum of 28 days.

### 6.4    Applications

It is the policy of St George's to use application forms for all appointments.

Using the Jobs at St. George's website, applicants can:
* search for vacant roles using a number of methods
* view and print all job related information including job descriptions
* access step-by-step help to apply for roles
* apply for vacant roles, 24 hours a day
* view and print applications
* contact St. George's and apply for a role manually if they wish


### 6.5    Short Listing and Invitations to Interview – also see Appendix E

The Vacancy Management system of the Jobs at St George's – on line recruitment system allows all Vacancy Users to view the details of all jobs for which they are members of a selection panel.  By accessing an individual job, you may view and score the applications as they come in instead of having to wait until the job closes.

There is also a space for making notes on each application. After the job closing date, when the Vacancy Users have scored all of the applications, the scores are submitted electronically to the Vacancy Owner.

It is the policy of St George's that short listing shall be carried out by not less than two people and brief notes shall be kept of the reasons for rejecting particular candidates and short listing others. It is important to keep the notes that you make at this stage in case a complaint of discrimination is made at a later stage.

All applicant scores are automatically calculated and averaged so that the Vacancy Owner and Vacancy Users can view the applicant totals when agreeing the shortlisting decision. The Vacancy Owner then electronically submits the final shortlisting grid to the Recruitment Coordinator for validation.

The Recruitment Coordinator will liaise with the Vacancy Owner regarding any presentations or tests required, sets up the interview venue and timings and confirms these to the Vacancy Owner and all members of the selection panel. The Recruitment Coordinator also notifies timings and venues to the shortlisted candidates.

The HR Department will point out whether any of the applicants have indicated that they have a disability. In accordance with the Equality Act, these applicants should be interviewed if they meet the essential criteria in the person specification.

For Appointment Committees, for academic posts, St George's invites all members of the Appointment Committee to contribute to the short listing process. In this way, the selection process is more likely to be fair and open, and St George's is in a better position to defend any complaint of discrimination.

The confidentiality of applications must be respected by those short listing. No information on an individual's application should be given to others unless the individual applicant has given his/her permission.

## 6.6    Applicants who are not Short Listed

All unsuccessful ('Rejected') candidates will be sent an automatic email once the Recruitment Coordinator has validated the shortlist, advising them that they have been unsuccessful. Any candidates who have been marked "Reserve" will not receive a notification until after interviews have taken place, as they may still be invited to replace shortlisted candidates who withdraw or are otherwise unable to interview.

## 6.7    References

The application form asks candidates to name two referees, one of whom should be the current or most recent employer. Applicants are asked to note whether they give permission to approach the referees prior to interview. The HR Department will take up references for all shortlisted candidates who have indicated permission.  .

References confirm or refute information given in the application form and confirm the panel's initial assessment at the interview of the candidate's suitability for appointment. They also provide further information on the suitability of the candidates.

All conditional offers of employment are made "subject to satisfactory references"

Written offers of employment will only be issued when at least one satisfactory written reference has been received.

References are given in confidence and it is essential that all copies are returned to the Human Resources Department after an interview panel has completed its work.

## 7. Offers of Appointment

A verbal offer of employment will be made by the recruiting manager leading the interviews to contact the successful applicant by telephone to ensure that he/she would be willing to accept the job. This conversation can also help to confirm the proposed starting salary and the proposed starting date.

The HR Department will issue the conditional offer of employment.

Offers of appointment will not be issued until at least one satisfactory written reference has been received.

The Human Resources Department will ensure that all candidates are told of the outcome as soon as possible. Throughout the recruitment process, the candidates have been in close contact with us and it is in our interest to ensure that the impression they gain of St George's is favourable, whatever the outcome.

## 8. Pre-employment Checks

Offers of employment will be conditional on receipt of satisfactory employment checks. The Human Resources Department are responsible for ensuring that all pre-employment checks are carried out. Documentation of all checks are retained on the personal file of the applicant. In the event of being unable to obtain satisfactory evidence the offer of employment may be withdrawn.

All applicants for employment with the University will be subject to the following types of pre-employment checks where appropriate and required for the post:
- Verification of identity
- Eligibility to work in the UK - Certificates of Sponsorship and staff recruited from abroad
- Qualifications
- DBS check
- References
- Occupational Health
- Professional Registration verification (if required)

The University will carry out all pre-appointment checks in compliance with the Data Protection Act 1998. Information should only be obtained where it is essential to the recruitment decision.

All information will be securely stored and destroyed within the required time limits. Pre-appointment checks will only be made after a provisional decision has been made on the successful applicant, although references will be requested in advance of interviews where permission has been given.

Failure by an applicant or employee to provide accurate information in a timely manner is a serious matter. Where it is found that an individual has declared inaccurate information it may disqualify them from appointment or be considered to be Gross Misconduct which may result in their dismissal.

## 9. Verification of Identity

It is vital that the identity of a prospective employee is reliably verified before appointed. Prospective employees need to provide either of these two combinations:

- two forms of photographic personal identification and one document confirming their address.

- one form of photographic personal identification and two documents confirming their address.

- The identity of prospective employees will be verified by the recruitment department by checking one of the following Original (photocopies are not acceptable) photographic ID is used to check identity using one of the following:

- Valid passport – any nationality

- UK Driving Licence – either photo card (only if accompanied with the counterpart licence) or paper.

- A national ID card

- Original UK birth certificate

- Or valid photo ID card

If the candidate is not able to provide any acceptable photographic personal identification then two forms of non-photographic personal identification and two documents confirming their address must be provided. All four documents must be from a different source.

In the event of false documentation being provided the recruitment officer will raise this with the relevant HR Manager. If an applicant is unable to provide satisfactory documentary evidence the offer of employment is withdrawn. This is recorded in the job file and copies of the documentation are retained on file.

## 10.    Feedback

St George's offers applicants for posts the opportunity to receive written feedback about why they have not been shortlisted and/or selected after interview.

Requests for feedback will be forwarded to the Chair of the interview panel who should supply the Human Resources Department with appropriate comments. The Recruitment Coordinator will then compose a letter for the candidate.

When providing the feedback to the Recruitment Team please remember that feedback should be:-

- ♦ constructive
- ♦ meaningful
- ♦ beneficial
- ♦ reasonable
- ♦ justified

## 11. Documentation

All documents and including all written notes relating to the selection process should be returned to the Human Resources Department where they will be retained for a period of six months following the appointment decision.

## 12. Complaints

If a member of a selection panel feels that there has been any irregularity in the appointments procedure and the matter should be raised with the Chair at the time, and subsequently to the Director of HR.

Where individual applicants (whether internal or external) or other members of staff who are not themselves applicants, raise any complaint about the recruitment and selection process, they should be referred to the Director of HR who will investigate the matter and report back to all parties concerned. If complainants remain unsatisfied, they may make take the matter up through the appropriate Grievance Procedure.

## 13. Duration of Appointment

In the case of externally funded staff it is St George's policy to appoint for the known duration of the funding. It may also be appropriate to use fixed term contracts in other circumstances, for example, to cover maternity absence.

## 14. Probation

The appointments of the majority of staff will be subject to the satisfactory completion of a probationary period of employment. Details of the normal periods which apply are given in the statements of terms and conditions for the posts. Appointees may have previous relevant experience which will not require a probationary period to be applied at all or may allow a reduced probationary period to be applied.

## 15. Starting Salary

Within the financial provision or established grading of the post, the salary offered should have regard to the candidate's experience or expertise and will normally be at or one point above the incremental point equivalent to the candidate's present salary. Applicants are asked to state their current salary on the application form. On occasions it may be necessary to obtain proof of salary, for example by requesting a copy of the most recent payslip. Advice is available from the HR Department on this issue. A salary should not be offered to a successful candidate without first referring to the HR Department, unless a member of the HR Team was present on the selection panel.

**LEGISLATIVE REQUIREMENTS IN RECRUITING, SELECTING AND EMPLOYING STAFF**

*SEX DISCRIMINATION ACT 1975 and RACE RELATIONS ACT 1976*

The Sex Discrimination Act 1975 (SDA) and the Race Relations Act 1976 (RRA) make direct discrimination and indirect discrimination on grounds of sex, marital status and race unlawful. They are supported by Codes of Practice produced by the Equal Opportunities Commission and the Commission for Racial Equality respectively. Complementing the SDA is the Equal Pay Act 1970 which is intended to prevent discrimination between men and women with respect to the terms of their employment. The provisions of the EC Equal Treatment Directive are also concerned to ensure that there shall be no discrimination on grounds of sex, marital or family status.

Direct discrimination occurs where a person is treated less favourably than others would be in the same circumstances on grounds of sex and/or race or a married person is treated less favourably on account of his/her marital status than an unmarried person of the same sex.

Indirect Sex Discrimination is subtle, in that it occurs when an employer applies a provision, criterion or practice to the detriment of a woman which would also be to the detriment of a considerably larger proportion of women than of men and which is not justifiable by factors unrelated to sex. (This applies equally to the less favourable treatment of men).

Complaints of unlawful discrimination in employment may be made to an Employment Tribunals which, if they find in favour of the applicant, may order, by way of remedy, compensation, in respect of which there is no upper limit, to be paid to the complainant. The EOC and the CRE may also carry out formal investigations and make recommendations on matters related to their areas of responsibility and may issue non-discrimination notices.

*DISABILITY DISCRIMINATION ACT 1995*

The Disability Discrimination Act makes it unlawful to discriminate against disabled people in the provision of employment, services and property. Disability is defined by the Act as a physical or mental impairment which has a substantial and long term (lasting or expected to last for at least 12 months) effect. The Code of Practice associated with the Act amplifies the definition of disability which is very wide. Disability as defined by the Act would include, for example dyslexia, obesity and facial disfigurement.

- It is unlawful to discriminate against disabled people:

- in the terms on which employment is offered

- in the arrangements made for entering employment

- by a deliberate refusal to offer employment

- in the opportunities for promotion, training and other benefits

- by applying some other detriment

Complaints of discrimination may be made to an Employment Tribunal. In the above respects the Act is similar to the SDA and the RRA, but it does not include the concept of indirect discrimination.

Subject to practical and financial considerations, the Act also imposes a duty to make reasonable adjustments to premises or arrangements which might place disabled people at a substantial disadvantage in comparison with people who are not disabled. Examples of reasonable adjustments would include: making adjustments to premises; acquiring or modifying equipment; allocating some of the disabled person's duties to another employee; modifying working hours; assigning the person to a different place of work; providing a reader or interpreter; modifying instructions or reference manuals; and, allowing absences during working hours for rehabilitation, assessment or treatment.

*DATA PROTECTION ACT 1998*

The Data Protection Act 1998 came into force on 1 March 2000. It regulates the use of personal data and gives effect in UK law to the European Directive on Data Protection (95/46/EC).

The Act covers some manual records as well as computerised records and is concerned with the processing of "personal data", that is, data relating to identifiable living individuals.

It works in two ways:

- Giving individuals (data subjects) certain rights

- Requiring those who decide how and why personal data are processed (data controllers) to be open about their use of those data and to comply with the data protection principles in their information handling practices.

The Information Commissioner, appointed by the Queen, is responsible for promoting the following of good practice. This is done through a Code of Practice, (Employment Data Protection Code) that is currently being issued. (The role also ensures that organisations are complying with the Act and serves enforcement notices to require organisations to comply with the law).

The Legal requirement on employers is to comply with the Act itself. The benchmarks in the code are designed to bring about compliance with the Act. They develop and apply the Act in the context of employment practices.

The Employment Practices Data Protection Code has four parts:

- Recruitment and Selection
- Employment Records (collecting, storing, disclosing and deleting records)
- Monitoring at Work (the monitoring workers' use of telephone or email systems)
- Medical Information (occupational health, medical testing, drug and genetic screening)

Each part of the code has been designed to stand alone and which parts of the code you choose to use will depend on the relevance to your role of each area covered.

### WHAT DOES PART 1 OF THE EMPLOYMENT PRACTICES DATA PROTECTION CODE MEAN FOR ME AS A RECRUITER?

**Applications:**
- Only seek personal data that are relevant to the recruitment decision to be made
- Only request information about an applicant's criminal convictions if that information can be justified in terms of the role offered
- Provide a secure method for sending applications

**Short listing:**
- Be consistent in the way personal data are used in the process of short listing candidates for a particular position
- Inform applicants if an automated short-listing system will be used the sole basis for making a decision

**Interviews:**
- Ensure that personal data that are recorded and retained following interview can be justified as relevant to, and necessary for, the recruitment process itself, or for defending the process against challenge.

### IMMIGRATION, ASYLUM AND NATIONALITY ACT 2006

Under Section 21 of the Immigration, Asylum and Nationality Act 2006 it is a criminal offence for an employer to knowingly employ someone who does not have permission to be in, or to work in, the United Kingdom. An employer who employs an illegal migrant is liable to pay a fine of up to £10,000 per illegal worker[1].

In order for St George's, University of London to meet its legal responsibilities to prevent illegal migrants working in the UK, SGUL is required to carry out document checks on every person we intend to employ to ensure that we only employ people who are legally entitled to work in the UK. The Act also includes employer responsibilities for tracking and monitoring the immigration status of migrant workers once employed and reporting unauthorised absence.

Prior to commencing employment successful candidates are required to produce original official documentation confirming their legal right to work in the UK.

The documents which show a person's entitlement to work are split into two lists (List A and List B) which can be found in Appendix J. If an employee presents a document from List B, St George's must carry out follow-up checks every 12 months to confirm the individual's 'right to work' status. This legislation applies to all employment. To avoid discrimination under the Race Relations Act 1976 it is essential that all new employees are asked to provide this documentation.

All applicants are asked to confirm their immigration status on application forms and if shortlisted they are required to provide the HR Department with evidence.

**Right to work**

All candidates invited to interview will be asked to provide copies of one of the following official documents:

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[1] If an illegal worker is knowingly employed the offence will carry the potential of an unlimited fine and/or prison sentence of up to two years.

- Copies of the identification pages or appropriate visa pages of their passport describing the holder as a British citizen or an EEA national or showing that they are otherwise entitled to work in the United Kingdom.
- A birth certificate issued in the UK or in the Republic of Ireland.
- A certificate of registration or naturalisation as a British citizen.
- A letter issued by the Immigration and Nationality Directorate or UKBA of the Home Office indicating that the person has permission to take up employment.

All successful candidates will be required to provide the originals of one of the above documents on commencing employment.

The above statement is included in all Job Descriptions, under the "Further Particulars - Terms & Conditions"

For posts which will not qualify for a Work Permit to be issued the following statement will also be included in the Job Description and Person Specification -

*"The UKBA will not grant a work permit for this post as it does not meet the minimum qualifications or skills requirements. Applicants should therefore have no restrictions on their legal right to work in the UK".*

**POSTS THAT DO NOT REQUIRE ADVERTISEMENT**

St George's has agreed that posts falling within the following categories need not be advertised before filling.

- Posts resulting from applications where it is necessary to put forward a named individual (e.g. MRC development awards, Welcome Lecturers and similar posts). In most cases the individual being put forward will already be a present or past employee of St George's or the Hospital and will have been recruited by advertisement.

- Rarely St George's may apply for such funding for individuals who are not past or present employees, and in those cases, St George's should set up an interview panel consisting of senior academics, some not directly involved with the proposal to ensure that the person proposed is of sufficient calibre.

- Applying for a research grant for an existing or previous fixed term employee to enable an extension of the contract.

- Giving a further contract to an existing fixed-term employee to enable an extension of the contract.

- Providing vacation employment to students, or casual or short-term employment, where because of the casual and short-term nature of the post, advertisement would not be feasible.

- The appointment of local organisers in General Practice Appointments to Chairs and Readerships. After consultation with St George's and with due consideration to the St George's, University of London procedures for the Appointments as Professors, Readers and Teachers of the University of London may invite a person to take up a vacant chair or reader appointment outwith a recruitment process.

- The appointment of clinical lecturers in clinical training programmes following a recruitment process carried out by the London Deanery.

**ST. GEORGE'S, UNIVERSITY OF LONDON**
**GUIDANCE FOR WRITING A JOB DESCRIPTION**

**What is a Job Description?**

A Job Description is a written document that describes the purpose, duties, responsibilities, tasks and relationships of a particular job. All St George's staff should have an up to date job description, regardless of working patterns or working location.

**Why do we need Job Descriptions?**

The most obvious use for a job description is in the recruitment and selection process. The HR Department ensures that any new post that is advertised has a corresponding up to date job description.

Whilst the majority of St George's staff will have received a job description at the start of their employment, the likelihood is that it is now out of date and may bear no relation to the job that is actually being done. There is also a group of staff whose start date pre-dates the existence of job descriptions!

**Why do I need an up-to-date Job Description?**

People and the job they are doing change and it is unlikely that the job description you received when you started work is still fully relevant to the job you are actually doing. And some members of staff have never had a job description.

The advantages in maintaining an up to date job description are:

- it helps you understand your job and clarifies your duties and responsibilities
- it can assist in understanding the priorities of your job
- it clarifies the reporting structures of your job
- it is essential for any assessment of promotion or job evaluation exercise
- it provides useful evidence at appraisal/Personal Review

**Who Should Write the Job Description?**

For new posts or posts that are being recruited to, writing a Job Description is the responsibility of the line manager in consultation with the HR Department.

In other cases, the best person to write the job description is the person actually doing the job. Your line manager should have some input into the process and assistance if required, is available from the HR Department.

**How do I go about updating/writing my Job Description?**

Before setting about updating an existing job description or even starting from scratch it is useful to undertake an analysis of your job.

The following checklist will help you gain the information you need (the information in italics applies to those who are updating existing out of date job descriptions):

| | |
|---|---|
| What is your job title? | |
| To whom are you responsible? | |
| Who is responsible to you? | |
| *Have there been any alterations in reporting lines or in the number of people directly managed by you?* | |
| What is the main purpose of your job? (I.e. in overall terms, what are you expected to do?) | |
| *Has the purpose of your job altered?* | |
| To achieve that purpose, what are your main areas of responsibility (e.g. principal accountabilities, key result areas or main tasks)? Describe what you have to do, not, in any detail, how you do it. Also indicate why you have to do it, i.e. the results you are expected to achieve by carrying out the task | |
| *Have any additional tasks been added to the job? Are you no longer required to carry out any of the duties which are in the existing job description?* | |
| What are the dimensions of your job in terms of targets or outputs? For example, numbers of people managed, number of research papers produced? | |
| *Have these changed?* | |
| Note any other information you can provide about your job such as:<br>- How your job fits in with other jobs in your department or elsewhere in St George's (including an organisation chart would be helpful)<br>- Flexibility requirements in terms of having to carry out a range of different tasks<br>- How work is allocated to you and how your work is reviewed and approved<br>- Your decision-making authority<br>- The contacts you make with others, inside and outside St George's<br>- The equipment and tools you use<br>- Other features of your job such as | |

| travelling, unsocial hours, effort, stamina demands or hazards<br>- The major problems you meet in carrying out your work<br>- The knowledge and skills you need to carry out your job | |
|---|---|

Once you have this basic information, you can begin to write or re-write your job description.

**What is an ideal format for a Job Description?**

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**ST GEORGE'S, UNIVERSITY OF LONDON**

**JOB DESCRIPTION**

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**1.      Job title**

**2.      Division/Section or Centre**

**3.      Responsible to:**
Job title of your immediate supervisor or first line manager

**4.      Accountable to:**
Job title of the appropriate head of section/department

**5.      Responsible for:**
The job titles of all posts which directly report to you.

**6.      Overall purpose of job**
A brief description of the reasons why the job exists.

**7.      Main Duties and Responsibilities**
This section should include short descriptions of the main elements of your job (derived from the job analysis).   When writing the duties and responsibilities always use active verbs like "writing", "typing", "examining" to describe precisely what is done.  Avoid vague terms such as "in charge of", "deals with".

> **Examples**:
> A*dminister oral immunisations within the guidelines of the study.*
>
> *Organise and maintain a personal filing system.*
>
> *Assist in the preparation of teaching material, publications, grant applications, Ethics Committee applications etc.*
>
> *Contribute to the writing and submission of grant applications to relevant funding bodies.*
>
> *Complete VAT exemption forms and declarations re: dangerous substances etc.*

It is also helpful to classify the duties and responsibilities involved in a job under appropriate headings.  For example 'Teaching', 'Research' and 'Administration'.

**8.      Nature and Scope of Job (optional)**

This section provides an opportunity to describe your job and role in more general terms within the context of St George's.

This section, if used, should add "flavour" to the job description.  This is helpful for third parties to gain a better picture of what the job entails rather than from a list of duties and responsibilities.   There are no rules for writing nature and scope descriptions except that they should not be too long or repetitive.

**9.      Special Factors**

It is important to highlight any unusual features of your job.  These may include the need to travel extensively, shift working, the requirement to wear a uniform or protective clothing or physical factors such as the need to lift heavy objects.

**10.      Date**

All job descriptions must include a date to ensure currency.

**Do you have any suggestions and tips for writing a Job Description?**

1.  Use the above template as a guide.
2.  Analyse your job before you start writing.  Think about the job you're doing now, not the job you would like to do.  Your job description is a working document and can be changed as and when your duties change.
3.  Write the duties and responsibilities in terms of outcomes e.g. "Type accurate minutes of monthly board meetings".  Don't go into detail about how the duty should be carried out.
4.  Try and keep your description as short as possible.
5.  The duties and responsibilities section doesn't necessarily indicate the scope and importance of the job.  This can be explained in the Nature and Scope of Job (if appropriate).
6.  Always date your job description.
7.  Get your job description agreed by your Head of Department and send a signed copy to HR for your file.
8.  A good time to review your job description is at your annual appraisal/Personal Review (or before so that both parties can discuss any changes necessary.

### ST. GEORGE'S, UNIVERSITY OF LONDON
### GUIDANCE FOR WRITING A PERSON SPECIFICATION

**What is a Person Specification?**

A Person Specification is a written document that describes the knowledge, skills and attributes that are required of the jobholder to carry out the role to an acceptable standard of performance.

**Why do we need Person Specifications?**

The Person Specification is an extremely important feature of the job description as it sets down explicitly the standards/criteria by which candidates for interview will be tested.

**Who should write the Person Specification?**

For new posts, or posts that are being refilled, drafting the person specification is the responsibility of the Line Manager, in consultation with the HR Manager/Recruitment Officer.

In other cases, the best person to write the Person Specification is the person actually doing the job. Your Line Manager should have some input into the process and assistance, if necessary, is available from the HR Manager/Recruitment Officer.

**How do I go about writing a Person Specification?**

A Person Specification is drawn up from a role profile/job description and describes the knowledge, skills and attributes that are required to perform the role. You need to compose statements, which address particular assessment criteria. It may be useful to think about the following criteria:

- Qualifications
- Experience
- Knowledge
- Skills
- Personal Attributes

Each of these areas should then be broken done into two categories:

- Essential
- Desirable

These categories would indicate the skills that candidates MUST have against those, which it would be advantageous to have.

The biggest danger here is that of overstating the competencies required. It is, of course, natural to go for the best, but setting unrealistically high levels for candidate's increases the problems of attracting applicants, and results in dissatisfaction among

recruits when they find their talents are not being used. Understating requirements can, of course, be equally dangerous but tends to happen much less frequently.

**What is the ideal format for a Person Specification?**

The Person Specification will form the basis of the short listing and selection process. It is therefore expected that the following criteria will be addressed and evidenced in the candidates supporting statement.

| Criteria | Essential | Desirable | How it is to be Tested |
|---|---|---|---|
| **Qualifications** | ▪ Degree in Psychology<br>▪ BPS recognition | | AF |
| **Experience** | ▪ Experience of work with children with disabilities and their families | ▪ Experience of work with autistic children | AF, INT |
| **Knowledge/ Skills** | ▪ The ability to carry out psychometric and language tests<br>▪ Excellent communication and interpersonal skills | | |
| **Personal Attributes** | ▪ Flexible<br>▪ Empathetic<br>▪ Enthusiastic<br>▪ Committed to Continuing Professional Development (CPD) | | |

**Key:**
**AF=Application Form, CV=Curriculum Vitae, INT=Interview, ST=Selection Test**

**Do you have any tips or suggestions for drawing up a Person Specification?**

- Use the above template as a guide

- Make proper consideration about the job description and the skills required to perform that role

- Make proper consideration to setting the appropriate levels for the characteristics. Too high a specification may leave few or no suitable candidates, too low a specification will leave candidates without the necessary skills required

- Take care to avoid all forms of discrimination, direct and indirect

- Consider the justification for the requirements you set

- Consider re-wording standard phrases to ensure they do not discriminate. Instead of "Must be a car owner" consider using "Should have access to a car"; instead of "Must have 'O' level English" consider "Must have 'O' level English or an equivalent qualification"

- Give consideration to how you will be testing the criteria and incorporate it into the person specification

- Be clear and concise so that your criteria are not open to interpretation

- Always date the document

- Agree it with the Head of Department as part of the Job Description

- If the Job Description is reviewed and changed, do the same to the person specification to ensure its accuracy and validity

**Guidance for Selection Interviews**

Most jobs are still filled through interviews, but reliance on this method is based on assumptions which often may not stand up to close scrutiny. It cannot automatically be assumed that all those involved in an interview are good judges of an applicant's character and skills, and able to sum up an individual in an interview lasting a relatively short time. You should also remember that the skills needed to perform successfully at interview may be quite different from those required at work. Concentrate on the Person Specification and try to assess each candidate in terms of the attributes identified as being necessary for the successful performance of the job.

In spite of the limitations of interviewing, it is the main method by which recruitment decisions in St George's are made and, the interview almost invariably forms the final selection process. It is important therefore that the interview is used as effectively as possible.

Interviews need not be formal affairs. In general, you are more likely to find out about a candidate if he or she can feel relaxed and to a certain extent informal, although this may be difficult to achieve in the context of an appointments committee. Don't feel that you have to set up a panel for all appointments simply because we have always done it that way. Although St George's would wish that appointments are made by at least two people, you may find out much more about a candidate by conducting two separate interviews.

**Seminars, Presentations and Selection Tests**

Remember that there are methods for assessing candidates other than interviews. It is standard practice to ask potential academics or researchers to give seminars or lectures. Work related tests have been useful to help assess the capabilities of candidates and predict future performance.

Examples of work based tests that could be used:
- Copy/Audio Typing
- Spreadsheet/Data Entry
- In Tray Exercises
- Presentations
- Numeracy/Literacy/Comprehension
- Presenting a Problem/Scenario based tests

If presentations or selection tests are to be used, all candidates should be given clear guidance as to their scope and form before coming for interview. In all cases care should be taken to ensure that all candidates are subject to the same conditions. If selection tests are to be included as part of the process, further advice can be obtained from the Recruitment Officer

**Preparing for an Interview**

There are a number of things you can do to make sure that you are properly prepared to carry out an interview. You should carefully read each application and think about the following points.

- Compare the person specification with what you already know about the candidate from the application form and decide which areas of experience, qualifications and competence need exploring or clarifying.

- Plan the questions. They should be designed to probe the candidates' knowledge, ability, and attitudes in a consistent manner. Other questions should be aimed at a more general assessment of the candidate. Do not ask for personal information or views which are irrelevant to the job.

- Allocate the subjects. If there is more than one interviewer, decide who will ask about the different areas such as job knowledge, training or qualifications.

- Be ready for the candidates' questions. Give candidates an opportunity to ask questions and anticipate the information needed to meet the likely ones.

- Be properly organised. Make sure that you have set aside enough time for each interview and for making brief notes between interviews.

- Make sure that there will be no interruptions such as telephone calls. Have another member of staff available to show candidates where the cloakroom is and explain how to reclaim travelling expenses and so on.

- Interviewing is a demanding activity. A lack of preparation can therefore cause poor or unproductive interviews. In these circumstances, the interviewer sometimes talks more than the candidate, and asks leading questions to which the answer is obvious. Important aspects of each applicant's experience, qualifications, views and attitudes may be left unexplored, so that a proper selection is almost impossible.


**Conducting the Interview**

The main purpose at this stage is to assess each candidate against the requirements of the post. Interviewing is not an easy or natural skill. If you feel that you could do with some help in this area, contact the Recruitment Officer or Staff Development Manager who has information about courses that are available. Remember that the overall objective is to reach an accurate assessment of the candidates and decide who will best fit the job.

- Try to overcome the rather unnatural circumstances of the formal interview and encourage the applicant to relax, to speak freely and generally to perform as well as possible. The interviewer must keep the conversation flowing while speaking no more than is necessary. It is important that the interviewer retains control of the conversation. The following suggestions can be helpful, particularly for those who are relatively inexperienced.

- Start slowly and deliberately. Remember that it takes time for the candidate to settle down. If more than one interviewer is involved introduce everyone to each candidate.

- Aim to make the candidate feel at ease; aggressive interviewing is not likely to give you a true picture of his or her qualities.

- If the Job Description has been properly drafted and the candidates have had an opportunity to see their place of work and informally discuss the post, it is unlikely that you will have to spend too much time telling them about St George's or the job. However, it can be a good idea to stimulate discussion about the post to ask if there are any points that they wish to clarify about the post.

- Start the questioning in areas which are immediately familiar to the candidates such as their present jobs, before working backwards to previous appointments and finally forwards to their thoughts about the job for which they have applied.

- Encourage each candidate to speak freely by asking open-ended questions (such as "tell me what you think about....") which cannot be answered simply by the answer yes or no.

- Concentrate on issues relevant to the appointment. It is particularly important to be wary of personal questions that have little bearing on a person's capacity to do the job. Neither should you ask questions of female candidates that you would not ask a man and vice-versa.

- Once the candidate is at ease, follow up your open-ended questions with some that oblige the candidate to express positive opinions.

- Keep the interviewing flowing by using encouraging gestures rather than filling any gaps by talking.

- Although it is sometimes helpful for the interviewer to express his or her own views, it is usually better to follow-up earlier questions or ask new questions.

- Remember to avoid allowing personal prejudices for or against certain types of person, dress, appearance and so on getting in the way of sound, objective judgements of the candidate's ability to meet the requirements of the job.

- Keep an eye on the time, and make sure that you cover all the essential points noted in your preparation.

- Try to take notes without distracting the candidate.

- Allow time towards the end for the candidate to ask questions and invite him or her to do so. The questions themselves may be revealing or helpful.

- In some cases it will be appropriate to make sure that the candidate is familiar with the full terms and conditions of the appointment and check that these are acceptable.

- Tell the candidate at the end of interview when and how he/she should expect to hear the outcome of the selection process.
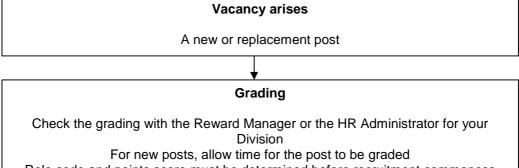
St George's
University of London

# RECRUITMENT PROCESS

| **Vacancy arises** |
| :---: |
| A new or replacement post |

↓

| **Grading** |
| :---: |
| Check the grading with the Reward Manager or the HR Administrator for your Division<br>For new posts, allow time for the post to be graded<br>Role code and points score must be determined before recruitment commences |

↓

| **Approval to recruit** |
| :---: |
| 1. *Research Grant funded:* funding approval required from Research Grants Office<br><br>2. *HEFCE Funded:* approval obtained through annual Planning Round or Staffing Review Committee |

↓

| **Recruitment request** |
| :---: |
| Submit the completed Recruitment Request Form (attached) and electronic versions of the advertisement, job description and person specification to the HR Administrator for your division |

↓

| **Vacancy Management** |
| :---: |
| The Recruitment Team will set up and manage the vacancy using the online recruitment tool, *Jobs at St. George's*. All panel members (Vacancy Users) will be asked to evaluate job applications online. You, as the recruiting manager (Vacancy Owner) will be responsible for submitting the final shortlisting decision online. |

- Guidelines for the completion of this form can be found on the Human Resources Department portal pages (Recruitment and Selection section).
- The post will not be advertised until the grading has been determined and the full funding and job description/person specification/job advertisement are supplied.
- A separate form should be completed for each recruitment request.
- SGUL runs regular Recruitment and Selection training. Please refer to the Staff Development section on the portal https://portal.sgul.ac.uk/organisation/sgul/cs/hr/staff-development for details of the next session.

# RECRUITMENT REQUEST FORM

*Please use this form for each new vacancy*

## SECTION 1 – DIVISION DETAILS

| | |
|---|---|
| **Name of Division submitting request** | |
| **Name of contact person (Vacancy Owner)** | |
| **Extension number** | |
| **Email address** | |

## SECTION 2 – VACANCY DETAILS

| | |
|---|---|
| **Job title** | |
| **Staff category and grade of post** | |
| **New or replacement post** | New / replacement |
| **Previous post holder (if replacement)** | |
| **Full or part time role** | Full time / part time |
| **If part time, specify hours per week** | |
| **Tenure of post** *(This should be parallel to the funding period, if not, please explain)* | |

## SECTION 3 - GRADING DETAILS

*For new posts, please send a copy of the job description to the Reward Manager or the HR Administrator for your Division so the post can be graded using the HERA job evaluation system.*

| | |
|---|---|
| **HERA role code** | |
| **HERA points score** | |

## SECTION 4 – FUNDING DETAILS

| | |
|---|---|
| **Salary scale** | |
| **Maximum start point on scale** | |
| **Salary charge code** | |
| **Grant holder** | |
| **Grant awarded by** | |
| **Does funding body need to approve CV of appointee?** | Yes / no |

| | |
|---|---|
| **Cost of advertising is covered within grant overhead (charge to SGUL)** <br><br> **OR** | ☐ *(Tick if applicable)* |
| **Cost of advertising is not covered by grant overhead (charge to grant)** | ☐ *(Tick if applicable)* |
| **Funding authorisation required from** | Research office / Finance office |
| **Funding authorisation signature** | |
| **Date** | |
| **Funding approval attached** | Yes / no |

## SECTION 5 - APPROVAL TO RECRUIT TO POST

*If this is a HEFCE funded post, an NHS funded post or SL/Hon Con. post this request must be submitted through the Annual Planning Round or the Staffing Review Committee.*

| | |
|---|---|
| **Has approval been requested and granted?** <br><br> *If yes, please attach confirmation letter from the relevant meeting at which it was agreed.* | Yes / no |
| **Divisional Manager's signature** | |

## SECTION 6 - ADVERTISING DETAILS

*In the event that a work permit for a non-EEA national is required, the advertisement must appear for at least **four** weeks in order to fulfil UK Border Agency requirements.*

*Please contact the HR Administrator for your Division to discuss advertising periods.*

*All posts will be automatically advertised on the SGUL web site, notice board, Opportunities and the jobs.ac.uk website.*

| | |
|---|---|
| **Name of preferred publication/journal you wish your advert to appear in** | |
| **Start date of advertisement** | |
| **Closing date of advertisement (Two weeks to one month after publication)** | |

*To ensure that the advert appears in the next available publication the HR Department will need a fully completed Recruitment Request pack by 9.00am on Tuesday morning, the week prior. Information regarding other publications can be sought from the Recruitment Team on ext. 0131.*

*The post will not be advertised until the full funding approval and job description are supplied.*

## SECTION 7 – *SHORT LISTING* DETAILS

*The Recruitment Team requires details of all members of the shortlisting panel in order to provide them with access to Vacancy Management when setting up the vacancy. Short listing should be conducted by at least two people, one of whom should also be on the interview panel.*

| Forename Surname | Email address | Attended e-recruitment training? |
|---|---|---|
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |

| Date shortlisting will be complete: |  |
|---|---|

## SECTION 8 – *INTERVIEW* DETAILS

| | |
|---|---|
| **Date of interviews** |  |
| **Venue of interviews**<br>*(To be held within your Division - please provide full location details)* |  |
| **Commencement time for interviews** |  |
| **What time will the panel convene prior to the interviews?** |  |
| **Will the selection procedure incorporate a selection test?**<br><br>If yes, please give brief details | **Yes / No** |

*It is recommended that interviews should be a minimum of 30 minutes in duration. Therefore interviews will be booked at 40-minute intervals. 30 minutes for the interview and 10 minutes for note taking etc. Please advise us if you would prefer longer intervals.*

## SECTION 8a – INTERVIEW DETAILS (CANDIDATE *REPORTING* DETAILS)

*Please provide details of who candidates should report to on arrival for the interview.*

| | |
|---|---|
| **Name** |  |
| **Room Number** |  |
| **Location** |  |
| **Telephone extension** |  |

## SECTION 8b – *INTERVIEW DETAILS* (INTERVIEW PANEL)

| Name | Job Title | Division (or address and telephone number if external) |
|---|---|---|
| | | |
| | | |
| | | |
| | | |
| | | |

## SECTION 9 - ATTACHMENTS

*Please ensure the following are attached if relevant.*

| 1.Funding approval (refer to Section 4) | Yes / no |
|---|---|
| 2. Approval to recruit to post (refer to Section 5) | Yes / no |

## SECTION 10 - SIGNATURE

| Name of person requesting recruitment | |
|---|---|
| Signed | |
| Date | |

**ST GEORGE'S, UNIVERSITY OF LONDON**
**CANDIDATE INTERVIEW ASSESSMENT RECORD**

| Candidate's Name | Post Applied For | Department | Date of Interview | Reference No |
|---|---|---|---|---|
|  |  |  |  |  |

| Criteria (Based upon the criteria highlighted in the Person Specification) | Essential or Desirable E / D | Criteria Met Y / N | Comments |
|---|---|---|---|
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |

| Selected / Not Selected | Justification |
|---|---|
|  |  |

Signed (Panel Chair) …………………………   Date ……………………………

**THIS FORM SHOULD BE FULLY COMPLETED AND RETURNED TO THE RECRUITMENT TEAM**

**ST GEORGE'S, UNIVERSITY OF LONDON**

# NOTES OF GUIDANCE
## CANDIDATE INTERVIEW ASSESSMENT RECORD

This form has been developed to *assist* the short listing panel in assessing and recording each of the candidates on their merit, in relation to the agreed criteria for the post. It is not intended to provide a formula for selecting the successful candidate, more a tool for helping to ensure that the final selection decision is made on objective grounds, and that all parts of the process are adequately recorded.

♦ The Recruitment Team will complete the Candidate's Name, Job Title, Department and Reference No. and transfer the details of the criteria, from the Person Specification, onto the form.

♦ One copy of the completed form, for each candidate, will be sent to each member of the panel along with the Interview Packs.

♦ Application Forms will be in "interview time" order followed by the Interview Assessment record

♦ The Interview Panel should consider each candidate against the criteria set out in the Person Specification.

♦ Comments should be made about whether an individual has met the essential/desirable criteria. These comments should be objective and justifiable. It is good practice to record answers given and supporting evidence provided by candidates.

♦ Justification as to whether or not an applicant has or has not been finally selected should be made in the space provided and the sheet signed by the Chair of the Selection panel

♦ All the information that is recorded will be retained by the Recruitment Team for at least six months. The information will be used to provide feedback to candidates who request it, and also may be used in the event of a claim of discrimination being made.

For any additional advice or guidance in relation to any of the points above please contact the Recruitment Team.

**St George's**
University of London

**ST GEORGE'S, UNIVERSITY OF LONDON**
**AUTHORISATION OF APPOINTMENT**

| | |
|---|---|
| **JOB TITLE** | |
| **GRADE** | |
| **DEPARTMENT** | |
| **REF. NO.** | |
| **INTERVIEW DATE** | |

**Panel Members**

(Please indicate with a tick in the box if panel member has attended a Recruitment and Selection Workshop within the last three years).

1.  _____ (Chair)      ☐

2.  _____      ☐

3.  _____      ☐

4.  _____      ☐

| Offer to be made to: | Proposed Salary: | Provisional Starting Date: |
|---|---|---|
| **Reserve Candidate (if appropriate):** | | |

Signature of Panel Chair: _____

Date: _____

**PLEASE RETURN WITH THE INTERVIEW ASSESSMENT FORM AND**
**INTERVIEW NOTES**

**ST GEORGE'S, UNIVERSITY OF LONDON**
**AUTHORISATION OF APPOINTMENT FORM GUIDANCE**

This form has been developed to provide guidance to the Authorisation of Appointment Form. It is to be completed by the Chair of the Selection Panel to inform the HR Department of the decision a panel has come to.

• The Recruitment Team will complete the Job Title, Grade, Department and Reference No. and interview date on the form.

• One copy of the completed form will be sent to the Chair of the panel along with the Interview Packs.

• The chair should complete the section which records the panel membership and whether they have received formal Recruitment and Selection Training.

• The boxes at the bottom of the form should be completed with the:
  • name of the selected candidate,
  • proposed starting salary (this should be confirmed with the HR Department prior to making an offer unless an HR representative is on the panel),
  • provisional starting date (which should take into account any notice period and gaining Occupational Health Clearance) and
  • The name of a reserve candidate if appropriate.

• All the information that is recorded will be retained by the Recruitment Team for at least six months. The information will be used to provide feedback to candidates who request it, and also may be used in the event of a claim of discrimination being made.

For any additional advice or guidance in relation to any of the points above please contact the Recruitment Team.

**Documents required for proof of Right to Work – Guidance for successful candidates.**

Sections 15 and 21 of the Immigration, Asylum and Nationality Act 2006 make it a criminal offence for St George's, University of London to employ an adult who is subject to immigration control unless:

- The person has current and valid permission to be in the United Kingdom and that permission does not prevent the person from taking the job; or
- The person comes into a category where such employment is otherwise allowed.

In order for St George's, University of London to meet its obligations, prospective employees are required to produce one or more of the following original documents to the Human Resources Department before they commence employment:
**One** of the original documents alone, or **two** of the original documents in the **specified combinations given** in **List A**
**OR**
**One** of the original documents alone, or **two** of the original documents in the **specified combinations given** in **List B**

**List A**
**1.** A passport showing that they are a British citizen or a citizen of the United Kingdom and Colonies having the right of abode in the United Kingdom.
**2.** A passport or national identity card showing that they are a national of the European Economic Area (EEA) or Switzerland.
**3.** A residence permit, registration certificate or document issued to a national of a EEA country or Switzerland certifying or indicating permanent residence issued by the Home Office or the Border and Immigration Agency.
**4.** A permanent residence card issued by the Home Office or the Border and Immigration Agency showing that they have a current right of residence in the UK as a family member of a national of a European Economic Area country or Switzerland.
**5.** A Biometric Immigration Document issued to them by the Border and Immigration Agency which indicates that they are allowed to stay indefinitely in the United Kingdom, or have no time limit on their stay in the United Kingdom.
**6.** A passport or other travel document endorsed to show that they are exempt from immigration control, are allowed to stay indefinitely in the United Kingdom, have the right of abode in the United Kingdom, or have no time limit on their stay in the United Kingdom.

**If they are not able to produce one document from 1 to 6 above list then they must produce one document from 7 to 13 below along with an official document showing their name and National Insurance Number (e.g. P45, P60, NI Number Card, official letter from a UK government agency or previous employer):**

**7.** An Immigration Status Document issued to then by the Home Office or the Border and Immigration Agency with an endorsement indicating that they are allowed to stay indefinitely in the United Kingdom or have no time limit on their stay in the United Kingdom.
**8.** A full birth certificate issued in the United Kingdom which includes the name(s) of at least one of their parents.
**9.** A full adoption certificate issued in the United Kingdom which includes the name(s) of at least one of their adoptive parents.
**10.** A birth certificate issued in the Channel Islands, the Isle of Man or Ireland.

**11.** An adoption certificate issued in the Channel Islands, the Isle of Man or Ireland.
**12.** A certificate of registration or naturalisation as a British citizen.
**13.** A letter issued to them by the Home Office or the Border and Immigration Agency which indicates that they are allowed to stay indefinitely in the United Kingdom.

<u>**List B**</u>
**1.** A passport or travel document endorsed to show that they are allowed to stay in the United Kingdom and are allowed to do the type of work in question, provided that it does not require the issue of a work permit.
**2.** A Biometric Immigration Document issued to them by the Border and Immigration Agency which indicates that they can stay in the United Kingdom and are allowed to do the work in question.
**3.** A work permit or other approval to take employment issued to them by the Home Office or the Border and Immigration Agency **when produced in combination with** either a passport or another travel document endorsed to show that they are allowed to stay in the United Kingdom and are allowed to do the work in question, or a letter issued to them by the Home Office or the Border and Immigration Agency confirming the same.
**4.** A certificate of application issued to them by the Home Office or the Border and Immigration Agency as a family member of a national of a European Economic Area country or Switzerland stating that you are permitted to take employment which is less than 6 months old **when produced in combination with** evidence of verification by the Border and Immigration Agency Employer Checking Service.
**5.** A residence card or document issued to them by the Home Office or the Border and Immigration Agency as a family member of a national of a European Economic Area country or Switzerland.
**6.** An Application Registration Card issued to them by the Home Office or the Border and Immigration Agency stating that they are permitted to take employment, **when produced in combination with** evidence of verification by the Border and Immigration Agency Employer Checking Service.
**7.** An Immigration Status Document issued to them by the Home Office or the Border and Immigration Agency with an endorsement indicating that they can stay in the United Kingdom, and are allowed to do the type of work in question, **when produced in combination with** an official document giving their permanent National Insurance Number and name issued by a Government agency or a previous employer.
**8.** A letter issued to them by the Home Office or the Border and Immigration Agency to the holder or the employer or prospective employer, which indicates that they can stay in the United Kingdom and are allowed to do the work in question **when produced in combination with** an official document giving your permanent National Insurance Number and your name issued by a Government agency or a previous employer.

If the appointed candidate requires Home Office permission to take up the post, St George's will take the necessary steps to secure a work permit from the Home Office.
When the individual has produced documentation to the satisfaction of the Human Resources Department, the original document(s) will normally be copied and retained on thief files while their employment continues.

**Prospective employees will not be allowed to commence employment until this is done and failure to produce valid listed documents will result in any offer of employment being withdrawn.**

| Policy Profile |
| --- |

| | |
|---|---|
| **Policy Reference:** | |
| **Version:** | |
| **Author:** | **Deputy Director of Human Resources** |
| **Executive sponsor:** | **Joint Director of Human Resources** |
| **Target audience:** | **All St George's University of London staff** |
| **Date issued:** | **Policy Under Revision** |
| **Review date:** | |

| Consultation | | | |
|---|---|---|---|
| **Key individuals and committees consulted during drafting** | | **Dates** | |
| | | **Dates** | |
| | | **Dates** | |
| **Staff side** | | | |
| **HR Committee** | | | |
| **Approval** | | | |
| **Approval Committee:** | | | |
| **Date:** | | | |
| **Ratification** | | | |
| **Ratification Committee:** | | | |
| **Date:** | | | |

| Document History | | | |
|---|---|---|---|
| **Version** | **Date** | **Review date** | **Reason for change** |
| | | | |