

STRANMILLIS UNIVERSITY COLLEGE: A
COLLEGE OF THE QUEEN'S UNIVERSITY OF BELFAST

EMPLOYMENT AND PROMOTION PROCEDURES

FOR NON-TEACHING STAFF

January 1996, revised February 1999

EMPLOYMENT AND PROMOTION PROCEDURES

OBJECTS

The object of these procedures is to define the basis upon which the College will seek to appoint members of the non-teaching staff.

The College as a public body will provide equality of job opportunity without regard to any consideration other than merit and ability, in line with its Equal Opportunities Codes of Practice.

These procedures were adopted by the Board of Governors of Stranmillis University College at its meeting held on 18 January 1996 and revised in February 1999.

These procedures shall cover the following categories of staff:

- A. Director (Corporate Affairs)
- B. Deputy Director (Corporate Affairs), Domestic Bursar, Estates Manager.
- C. Posts above basic grade with the exception of those included in A and B.
- D. Basic grade posts.
- E. Manual grades.

A : PROCEDURE FOR THE APPOINTMENT TO THE POST OF DIRECTOR (CORPORATE AFFAIRS)

1. The post shall be advertised publicly.
2. A job description and personnel specification shall be prepared for the post. The job description will define the duties and responsibilities relating to the post and the personnel specification will indicate the minimum standards of education, experience, professional attainment and training. Each prospective candidate shall be forwarded a copy of the job description and personnel specification together with a summary of the conditions of employment, a statement of the College's Equal Opportunities Policy, an application form and an FEC monitoring form.
3. From the applications received a shortlist shall be drawn up by the Establishment and Development Committee. A matrix incorporating the criteria listed in the personnel specification will be used as the basis for shortlisting. All applicants who have been selected for interview shall be notified in writing and shall be given at least seven days notice. Referees' reports shall be sought in respect of the candidates to be interviewed and shall be available at interview but consulted only if required during the concluding discussion (in the event of disagreement amongst the panel and/or to confirm the decision made). A record of the process of appointment shall be maintained.
4. The interviews shall be carried out by a panel consisting of the Board of Governors. The panel shall put to each of the shortlisted candidates the same set of core questions drawn up beforehand and these may be developed by any supplementary or additional questions which any member of the panel may wish to ask. The panel may wish to invite a suitably qualified technical assessor to be present at the interviews. He/she may ask supplementary questions, but will not be a full or voting member of the panel and will be invited to comment only following the process described in point 6 below.
5. Each member of the panel shall independently complete at the conclusion of each interview an assessment aid for each candidate. Pens rather than pencils should be used at all times.
6. At the conclusion of the interviews the Chair of the panel shall initiate a discussion of the candidates and invite the views of panel members, followed by those of the assessor. An optional additional mark and comments may be added by each panel member to his/her assessment aid, following the discussion. All marks shall then be added up by each panel member to arrive at a final total. Following the reporting of these scores, the successful candidate shall be selected on the basis of a majority decision, subject to a satisfactory standard having been attained. Subject to the approval of the Department of Education, the Principal of the College shall issue a letter of appointment. All unsuccessful candidates shall be notified as soon as possible.
7. Where this process does not produce a conclusive result, the Chair of the panel shall have a second and casting vote.

B : PROCEDURE OF THE APPOINTMENT TO THE POST OF DEPUTY DIRECTOR
(CORPORATE AFFAIRS) ETC.

1. The vacant post shall be advertised publicly.
2. A job description and personnel specification shall be prepared for the post. The job description will define the duties and responsibilities relating to the post and the personnel specification will indicate the minimum standards of education, experience, professional attainment and training. Each prospective candidate shall be forwarded a copy of the job description and personnel specification together with a summary of the conditions of employment, a statement of the College's Equal Opportunities Policy, an application form and an FEC monitoring form.
3. From the applications received a shortlist shall be drawn up by the Establishment and Development Committee. A matrix incorporating the criteria listed in the personnel specification will be used as the basis for shortlisting. All applicants who have been selected for interview shall be notified in writing and shall be given at least seven days notice. Referees' reports shall be sought in respect of the candidates to be interviewed and shall be available at interview but should be consulted only if required during the concluding discussion (in the event of disagreement amongst the panel and/or to confirm the decision made). A record of the process of appointment shall be maintained.
4. The interviews shall be carried out by the Establishment and Development Committee. The Committee shall have delegated power from the Board of Governors to make the appointment. The Committee shall put to each of the shortlisted candidates the same set of core questions drawn up beforehand and these may be developed by any supplementary or additional questions which any member of the Committee may wish to ask. The Committee may wish to invite a suitably qualified technical assessor to be present at the interviews. He/she may ask supplementary questions, but will not be a full or voting member of the panel and will be invited to comment only following the process described in point 6 below.
5. Each member of the Committee shall independently complete at the conclusion of each interview, an assessment aid for each candidate. Pens rather than pencils should be used at all times.
6. At the conclusion of the interviews the Chair of the Committee shall initiate a discussion of the candidates and invite the views of Committee members, followed by those of the assessor. An optional additional mark and comments may be added by each Committee member to his/her assessment aid, following the discussion. All marks shall then be added up by each Committee member to arrive at a final total. Following the reporting of these scores, the successful candidate shall be selected on the basis of a majority decision, subject to a satisfactory standard having been attained. The Director (Corporate Affairs) shall issue a letter of appointment. All unsuccessful candidates shall be notified as soon as possible.
7. Where this process does not produce a conclusive result, the Chair of the Committee shall have a second and casting vote.

C : PROCEDURE FOR THE APPOINTMENT TO POSTS ABOVE BASIC GRADE
WITH THE EXCEPTION OF THOSE INCLUDED IN A AND B

1. The vacant post shall be trawled in College, unless such a process would be likely to result in an inadequate shortlist or would conflict with the Fair Employment and/or Equal Opportunities legislation and Codes of Practice. If such would be the case or if it is not possible to fill the vacancy satisfactorily, then the post shall be advertised publicly.
2. A job description and personnel specification shall be prepared for the post. The job description will define the duties and responsibilities relating to the post and the personnel specification will indicate the minimum standards of education, experience or professional attainment and training. Each prospective candidate shall be forwarded a copy of the job description and personnel specification together with a summary of the conditions of employment, a statement of the College's Equal Opportunities Policy, an application form and an FEC monitoring form (where the post has been publicly advertised).
3. From the applications received, a shortlist shall be drawn up by a panel consisting of the Director (Corporate Affairs) or other appropriate senior officer nominated by him or her, the Head of Department in which the vacancy occurs and such senior members of College staff and/or members of the Board of Governors as may be required to ensure a representative group in terms of sex and religious affiliation. A matrix incorporating the criteria listed in the personnel specification will be used as the basis for shortlisting. All applicants who have been selected for interview shall be notified in writing and shall be given at least seven days notice. Referees' reports shall be sought in respect of the candidates to be interviewed and shall be available at interview but consulted only if required during the concluding discussion (in the event of disagreement amongst the panel and/or to confirm the decision made). A record of the process of appointment shall be maintained.
4. The interviewing panel shall consist of:
 - (a) the Director (Corporate Affairs) or other appropriate senior officer nominated by him or her
 - (b) the Head of Department in which the vacancy occurs
 - (c) an appropriate senior officer designated by the Director (Corporate Affairs)
 - (d) such other senior members of College staff and/or members of the Board of Governors as may be required to ensure a representative panel in terms of sex and religious affiliation.

The Chair of the panel shall be the Director (Corporate Affairs) or such other appropriate person nominated by him or her.

5. The panel shall put to each of the shortlisted candidates the same set of core questions drawn up beforehand and these may be developed by any supplementary or additional questions which any member of the panel may wish to ask.
6. Each member of the panel shall independently complete at the conclusion of each interview, an assessment aid for each candidate. Pens rather than pencils should be used at all times.

7. At the conclusion of the interviews the Chair of the panel shall initiate a discussion of the candidates and invite the views of panel members. An optional additional mark and comments may be added by each panel member to his/her assessment aid, following the discussion. All marks shall then be added up by each panel member to arrive at a final total. Following the reporting of these scores, the successful candidate shall be selected on the basis of a majority decision, subject to a satisfactory standard having been attained.
8. Where this process does not produce a conclusive result, the Chair of the panel shall have a second and casting vote.
9. All papers relevant to the interviews will be returned to the Director (Corporate Affairs) who shall ensure that all proper procedures have been adhered to and when satisfied will issue a letter of appointment. All unsuccessful applicants will be advised as soon as possible.
10. The Director (Corporate Affairs) shall report any appointment to the next meeting of the Establishment and Development Committee or of the Board, whichever comes first.

D : PROCEDURE FOR THE APPOINTMENT TO BASIC GRADE POSTS

1. The vacant post shall be advertised publicly.
2. A job description and personnel specification shall be prepared for the post. The job description will define the duties and responsibilities relating to the post and the personnel specification will indicate the minimum standards of education, experience or professional attainment and training. Each prospective candidate shall be forwarded a copy of the job description and personnel specification together with a summary of the conditions of employment, a statement of the College's Equal Opportunities Policy, an application form and an FEC monitoring form.
3. From the applications received a shortlist shall be drawn up by a panel consisting of the Director (Corporate Affairs) or other appropriate senior officer nominated by him or her, the Head of Department in which the vacancy occurs and such senior members of College staff as may be required to ensure a representative group in terms of sex and religious affiliation. A matrix incorporating the criteria listed in the personnel specification will be used as the basis for shortlisting. All applicants who have been selected for interview shall be notified in writing and shall be given at least seven days notice. Referees' reports shall be sought in respect of the candidates to be interviewed and shall be available at interview but consulted only if required during the concluding discussion (in the event of disagreement amongst the panel and/or to confirm the decision made).
4. The interviewing panel shall consist of:
 - (a) the Director (Corporate Affairs) or other appropriate senior officer nominated by him or her
 - (b) the Head of Department in which the vacancy occurs
 - (c) an appropriate senior officer designated by the Director (Corporate Affairs)
 - (d) such other senior members of College staff as may be required to ensure a representative panel in terms of sex and religious affiliation.

The Chair of the panel shall be the Director (Corporate Affairs) or such other appropriate person nominated by him or her.

5. The panel shall put to each of the shortlisted candidates the same set of core questions drawn up beforehand and these may be developed by any supplementary or additional questions which any member of the panel may wish to ask.
6. Each member of the panel shall independently complete, at the conclusion of each interview, an assessment aid for each candidate. Pens rather than pencils should be used at all times.

7. At the conclusion of the interviews the Chair of the panel shall initiate a discussion of the candidates and invite the views of panel members. An optional additional mark and comments may be added by each panel member to his/her assessment aid, following the discussion. All marks shall then be added up by each panel member to arrive at a final total. Following the reporting of these scores, the successful candidate shall be selected on the basis of a majority decision, subject to a satisfactory standard having been attained.
8. Where this process does not produce a conclusive result, the Chair of the panel shall have a second or casting vote.
9. All papers relevant to the interviews will be returned to the Director (Corporate Affairs) who shall ensure that all proper procedures have been adhered to and when satisfied will issue a letter of appointment. All unsuccessful applicants will be advised as soon as possible.
10. The Director (Corporate Affairs) shall report any appointment to the next meeting of the Establishment and Development Committee or of the Board, whichever comes first.

E : PROCEDURE FOR THE APPOINTMENT TO MANUAL GRADES

1. Applicants for vacant posts may be sought by the use of either or both of the following methods:
 - (a) Public advertisement.
 - (b) Reference to the Training and Employment Agency.
2. A job description of the duties attached to the post shall normally be prepared and a personnel specification indicating any special skills or abilities required. Each prospective candidate shall be forwarded a copy of the job description (where appropriate) and personnel specification together with a summary of the conditions of employment, a statement of the College's Equal Opportunities Policy, an application form and an FEC monitoring form.
3. Where the number of applications for a post merits it, a shortlist shall be drawn up by a panel consisting of a senior officer nominated by the Director (Corporate Affairs), the Head of Department in which the vacancy occurs and such other members of College staff as may be required to ensure a representative group in terms of sex and religious affiliation. A matrix incorporating the criteria listed in the personnel specification shall be used as the basis for shortlisting. All applicants who have been selected for interview shall be notified in writing and shall be given at least seven days notice. Referees' reports shall be sought in respect of the candidates to be interviewed and shall be available at interview but consulted only if required during the concluding discussion (in the event of disagreement amongst the panel and/or to confirm the decision made).
4. The interviewing panel shall consist of:
 - (a) a senior officer nominated by the Director (Corporate Affairs)
 - (b) the Head of Department in which the vacancy occurs
 - (c) an appropriate officer designated by the Director (Corporate Affairs)
 - (d) such other members of College staff as may be required to ensure a representative panel in terms of sex and religious affiliation.

The Chair of the panel shall be nominated by the Director (Corporate Affairs).

5. The panel shall put to each of the shortlisted candidates the same set of core questions drawn up beforehand and these may be developed by any supplementary or additional questions which any member of the panel may wish to ask.
6. Each member of the panel shall independently complete at the conclusion of each interview, an assessment aid for each candidate. Pens rather than pencils should be used at all times.
7. At the conclusion of the interviews the Chair of the panel shall initiate a discussion of the candidates and invite the views of panel members. An optional additional mark and comments may be added by each panel member to his/her assessment aid, following the discussion. All marks shall then be added up by each panel member to arrive at a final total. Following the reporting of these scores, the successful candidate shall be selected on the basis of a majority decision, subject to a satisfactory standard having been attained.

8. Where this process does not produce a conclusive result, the Chair of the panel shall have a second or casting vote.
9. All papers relevant to the interviews will be returned to the Director (Corporate Affairs) who shall ensure that all proper procedures have been adhered to and when satisfied will issue a letter of appointment. All unsuccessful applicants will be advised as soon as possible.

GENERAL NOTES

Advertising

Care will be exercised to ensure that the advertising of vacancies extends to all sections of the community and that applications are encouraged from all sections of the community. In particular, advertisements for non-academic staff will include a statement welcoming applications from the Roman Catholic community.

Application Forms

Application forms will be used for all posts. Only the information contained in an application form will be considered in the selection process. Additional documentation submitted by candidates will therefore be disregarded.

Referees' Reports

In taking up referees' reports the College shall ensure that they are treated in the strictest confidence and care is exercised in their eventual disposal. As previously indicated, they will only be used during the concluding discussion, following a set of interviews, either to confirm the decision of a panel or to try to resolve a disagreement concerning the selection of a suitable candidate for a post.

Canvassing

Canvassing of members of the Board of Governors directly or indirectly in connection with any appointment under the College shall disqualify the candidate and any statement or advertisement relating to the appointment shall contain a warning to this effect. A member of the Board shall not solicit for any person in respect of any appointment under the College. Except where permitted for the purpose of obtaining information about the post, any approach directly or indirectly to an officer by or on behalf of a candidate is prohibited and shall disqualify the candidate.

The Chair of an interviewing panel shall before the interview commences satisfy himself or herself that no member of the panel has been canvassed either directly or indirectly on behalf of any candidate who is about to be interviewed.

Every member of an interviewing panel shall disclose any relevant family relationship known to him or her to exist between himself or herself and any person who is a candidate for appointment to any position.

FEC Monitoring Forms

Care will be taken to ensure that these are not seen by members of shortlisting and interview panels.

Reserve List

The recommendation from an interviewing panel may include a list of reserve candidates in order of merit from which an appointment may be made if the successful candidate fails to take up the post. If a post, for which a reserve list is in existence, becomes vacant again within six months, the post may be offered to candidates from the reserve list in order of merit.

Retention of Records

The successful candidate's application form and any other relevant information shall be placed in the employee's personal record. All other applications, whether from short-listed candidates or not, shall be retained for a period of at least one year. Records of interviews shall also be held for at least one year. Monitoring information will be retained for a minimum period of three years.

Temporary Employees

These procedures may also be used in the appointment of temporary employees.

Seniority of Panels

Normally at least two officer members of the panel will be senior in rank by two grades or more in the salary structure to the grade at which the vacancy exists and no officer member may be less than one grade senior to the grade at which the vacancy exists.