Academic Recruitment (Non Professorships)  
School of the Humanities and Social Sciences

This document describes how the provisions of the “Joint Report of the Council and the General Board on arrangements for academic recruitment” will be implemented in the Institutions within the School of the Humanities and Social Sciences. The process will proceed in accordance with the Joint Report, subject to this detailed guidance.

To note, Institution refers to a Department or Faculty not divided into Departments¹.

1. The process for the appointment of academic offices shall be determined by the Council of the School of the Humanities and Social Sciences. The Head of School will have overall responsibility for overseeing compliance with the process.

2. All Academic posts require permission to fill/create by the Council of the School and in some cases, the University Resource Management Committee. Cases are considered annually as a gathered field, though exceptions will be considered. The SHS Resource Committee will make recommendations for consideration by the Council of the School.

3. It is expected that a new Selection Committee will be appointed for each appointment. It will be up to individual Departments to decide if they wish to have some members of staff that serve on all Selection Committees. In exceptional cases, with the permission of the Council of the School, the Selection Committee may be a Standing Appointment Committee (for eg. the Faculty of Law).

4. The Head of the recruiting Institution will be responsible for appointing the members and chair of the Selection Committee, for approval by the Head of School, or delegated person/s, on behalf of the Council of the School, at the permission to fill stage of the recruitment process (form RCP1). In doing so, the Head of Institution will take due account of this guidance and that of the composition of Selection Committees (Appendix 1) and Recruitment Key Principles (Appendix 2).

5. The Head of School may opt to be a member of, or nominate a Deputy² to, any Selection Committee for Established Academic Officers in the School of the Humanities and Social Sciences.

6. The majority of members of the Selection Committee must be Established Academic Officers in the University and at least one member must be external to the Institution in which the appointment is being made.

7. Notwithstanding the minimum of five members specified, if notice has been given that a member will be absent from a meeting of a Selection Committee for good cause and that absence would bring the number present below the specified minimum, the Head of the School shall have authority to appoint another person to serve as a member of the

¹ Excluding the faculty of law and Institute of Criminology  
² E.g. another member of the Council of the School.
Selection Committee for that meeting provided all other requirements of the Special Ordinance C (x) for the constitution of the Selection Committee are met.

8. Consideration should be given to the racial and ethnic diversity of the committee. The gender balance of an appointing body should be as close to 50% male, 50% female as reasonably possible and will normally include a minimum of two of each gender.

9. The University members of the Selection Committee and others taking part in the recruitment process, e.g. involved in meetings prior to the Selection Committee, must have undertaken recruitment training and training in equality and diversity matters as specified by the Human Resources Division on behalf of the General Board.

10. Not all the members of the Selection Committee will participate in all the parts of the recruitment process. However, if a member of the Committee is involved in a particular stage of the process (eg. in relation to one candidate), that Committee member must be involved in the whole of that stage, so that all candidates are treated similarly.

11. It is hoped that decisions of the Selection Committee will normally be reached by a consensus of all members. If necessary, decisions of the Selection Committee shall be made by a two-thirds vote of members (rounded up to the nearest integer) unless unanimity is prescribed for any decision by the process in any School. The Chair shall not have a casting vote.

12. All members of the Selection Committee will be responsible for ensuring that the selection process has been conducted fairly and transparently, and that it complies with the Recruitment Key Principles. Any member independently of their seniority will be able to question the process at any time if that member considers that it is not being conducted fairly, transparently, in accordance with the required procedure or the Recruitment Key Principles.

13. The Head of Institution with the Institution Administrator should ensure that the process for advertising the appointment, short-listing, interviewing and final selection follows best practice and compiles with the Recruitment Key Principles and the University’s Recruitment Guidelines and that the appropriate administrative arrangements are in place to support the process.

14. The Secretary of the Selection Committee shall be the Institution Administrator or equivalent, appointed by the Head of Institution. They will ensure the proceeds of the Selection Committee are appropriately documented.

15. Each Selection Committee process and outcome will be documented, together with lists of the name, affiliation and gender of all the candidates at each stage of the process.

16. The appointment decision of the Selection Committee will be taken forward by the Head of the recruiting Institution with advice from the Head of School and HR Business Manager where appropriate i.e. on remuneration and related matters.

17. The Secretary of the Committee will pass recommendations to the Head of School using form HSS R1. These will normally comprise a single candidate for appointment and the duration of the appointment. The Head of the recruiting institution will recommend (via
the Secretary of the Selection Committee), the initial stipend and the duration of the probationary period to the Head of the School.

18. The recommendation should include the documentation of the selection process and the lists of the candidates (including gender) at each stage as described in paragraph 15 above.

19. No offer of employment may be made until the recommendations of the Selection Committee have been approved by the Head of the School. If necessary, the Head of School may authorise the offer of employment remotely, for example by email. The authorisation of the Head of School should always be submitted in writing, copying in the School HR Business Manager, Institution Administrator and the Head of the Institution.

20. Where a Head of School regards the documentation as inadequate, or is not satisfied that a Selection Committee has made a decision fairly, transparently, or in accordance with the required procedure or the Recruitment Key Principles the Head of School may remit the decision back to the Selection Committee citing concerns and asking that remedial action be taken.

21. In Exceptional circumstances, where the Head of School remains dissatisfied, the Head of School may veto the making of an appointment, but in those circumstances a full report shall be made to the Council of the School and the General Board. No member of staff may be appointed to the retirement age without the written approval of the Head of the School.

22. The probationary period for established University Lecturers and University Senior Lecturers will be five years unless the Head of Institution makes a case to the Selection Committee for the requirement to be reduced (to a period of not less than three years) or to be waived where the officer has held a senior academic position at another university and has already acquired relevant skills and experience and that this recommendation is approved by the Head of School.

23. Probationary arrangements for Academic Officers will be considered by a Selection Committee in accordance with University probationary arrangements for academic staff and will determine whether or not the member of staff has satisfied the requirements of probation at each stage in the required process. A Selection Committee may either be convened specifically to carry out a probationary review or may be considered by a Selection Committee already convened for the purposes of a recruitment exercise. The Head of Institution is responsible for formulating and fully documenting the probation process to be employed in that Institution. All such processes must comply with the University rules and guidance.

24. The above information shall be published on the School’s website. The memberships of individual Selection Committees must be published on the websites of the institutions concerned.
Appendix 1: Guidance on the composition of Selection Committees

Introduction

This guidance provides the University recommendations for the composition of Selection Committees for academic and academic related roles within the University. It is vital to give careful consideration to the skills, standing, experience and relevancy of those appointed to a Selection Committee, ensuring they are the right people to be involved in the appointment decision. Members of the Committee will be responsible for providing a robust, transparent and fair recruitment process and presenting to all candidates a positive impression of the University.

Interviews are the method commonly used for selecting candidates. Supplementing the interview with other selection techniques will provide a more rounded assessment of the candidate’s abilities and will increase the likelihood of an effective selection decision being made. For further details on selection methods please see: https://www.hr.admin.cam.ac.uk/recruitment/recruitment-planning-and-preparation/choose-selection-methods.

Guidelines

1. The relevant Head of School/Head of Institution is responsible for agreeing the membership of Selection Committees with the Recruiting Manager at the permission to fill stage of the recruitment process. In planning the recruitment process, you may wish to consider a two stage process, with a first interview/selection event followed by the preferred candidate(s) being invited to a second interview/selection event. This can be used to reduce the need for large interview panels which can sometimes be difficult to co-ordinate and daunting for the candidates involved.

2. A Chair should be appointed, appropriate to the seniority of the role. The Chair, alongside all Committee members, will be responsible for the correct procedures being followed ensuring that appointments are made in an open, fair, transparent way; they comply with the University’s Recruitment Key Principles and have due regard for Equality and Diversity requirements.

3. Recommendations of the composition of a Selection Committee can be found in the table below. Interviews should not be carried out by one person regardless of grade or responsibilities. For academic appointments, the Selection Committee should comprise a minimum of 5 members. In addition, it is recommended that the Selection Committee should have an external member/s to the institution. This will provide sufficient range of subject knowledge and experience and an objective view throughout the recruitment process. For academic related appointments, where appropriate, consideration should be given to including a recipient of the service that the role would provide. This can assist in fully testing the skills and experience of the candidates.

4. When assembling a Selection Committee due attention should be given to the diversity of the Committee, particularly but not limited to gender balance. This helps address unconscious bias and demonstrates that the University are an organisation committed to diversity and equality of opportunity. The gender balance of a Selection Committee should be as close as reasonably

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3 The Recruiting Manager is usually the person with responsibility for managing the role ie for academic roles the Head of Institution/Department and for professional and support staff the line manager
possible to 50% male, 50% female and normally include a minimum of two of each gender (where numbers of the Committee allow). Consideration should also be given to the racial and ethnic diversity of the Committee. As well as being good practice, it is important to consider the experience and perception of the candidates where the Committee is made up of a majority of members of a single gender or ethnicity.

5. For academic or senior academic related appointments you may wish to appoint a Secretary. This would normally be a senior administrator in the Institution. The Secretary will be responsible for coordinating the recruitment campaign and ensuring all stages of the recruitment process are recorded including any discussion and outcome of the interview stage/s.

6. All staff involved in recruitment must have received appropriate training, the minimum requirement being the Recruitment Essentials Briefing and the on-line Equality & Diversity training.

7. Members of the Selection Committee should declare any potential conflict of interest, preferably at the beginning of the process and always in advance of the interview. A potential conflict is an association or relationship with a candidate which may be perceived to prejudice the impartial, objective consideration of a candidate’s application. A member of staff must not be involved in the recruitment process where a relative is a candidate in the process (see Employing and Working with Relatives and Related Matters Policy).

Examples of Membership of Selection Committees

The examples below are not intended to be exhaustive.

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<th>Academic Roles</th>
<th>Appropriate Constitution of Selection Committee</th>
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| Academic Officer within a single department (Grade 9-11) | - Head of School or Head of Institution or nominee (Chair)  
- A minimum of 3 specialist Professors/senior academics with expertise in a relevant field  
- An academic independent of the institution from a cognate subject  
- For Readers, an academic external to the University  
- Senior Administrator (Secretary) if relevant  
Indicative size 5-6 |
| Academic Officer with clinical responsibilities (Grade 9-11) | - Head of School or Head or Head of Institute or nominee (Chair)  
- A minimum of 3 specialist profossors/senior academics with expertise in a relevant field  
- An academic independent of the institution from a cognate subject  
- Representatives from the relevant NHS body  
- For Readers, an academic external to the University  
- Senior Administrator (Secretary) if relevant  
Indicative size 5-6 |
| Interdisciplinary Academic Officer or in a Strategic Research Initiative | - Head of School or Head of Institution or nominee with an interest in the department (Chair) |
| or Research Centre (Grade 9-11) | • A minimum of 4 specialist professors/senior academics with expertise in a relevant field from each interested department
• An academic independent of the institution from a cognate subject
• For Readers, an academic external to the University
• Senior Administrator (Secretary) if relevant
Indicative size 5-6 |
| Academic Officer linked with a College (Grade 9-11) | • Head of School or Head of Institution or nominee (Chair)
• A minimum of 3 specialist professors/senior academics with expertise in a relevant field
• An academic member independent of the institution from a cognate subject
• A Fellow/Member of the appropriate College
• For a Reader, an academic external to the University
• Senior Administrator (Secretary) if relevant
Indicative size 5-6 |
| Professional and Support Roles | **Recommended Composition of a Selection Committee** |
| Senior Academic-Related Officers including Heads of Institute (not appointed by the Council or a Board of Electors) (Grades 12 and 11) | • Registry/Head of Institute (Chair)
• Divisional Director/Deputy Head of Institute (if relevant)
• Member of Management Syndicate or equivalent where appropriate
• Senior Academic-Related Officer with line management responsibility for the role or who has a good knowledge and understanding of the role
• Academic Officer and/or Senior Academic-Related Officer when a role is providing a Department or Faculty with a service
• Senior Administrator (Secretary) if relevant
Indicative size 4-6 |
Appendix 2: Recruitment Key Principles

- The recruitment and selection process should seek to attract and recruit talented people to the role and the University.
- Recruitment should take place in a timely, flexible and efficient manner.
- There should be equality of opportunity in all recruitment processes to ensure the right candidate is appointed based on merit. Selection processes must be based on objective criteria that prevent implicit bias, that are impartial, and are applied consistently.
- All candidates should be treated fairly using a transparent process. This includes documenting objective selection criteria, reasons for selection decisions and providing feedback to unsuccessful candidates invited to interview.
- The recruitment process is one of open competition that should attract a diversity of talented applicants. Potential candidates should be provided with access to information about the job, the required knowledge, skills, and experience, and about the selection process.
- All candidates should have a positive experience of the University, whether they are successful or not. The recruitment process should ensure that the University is presented in a positive manner that enhances its reputation and attracts talented candidates.
- All staff involved in recruitment should complete appropriate training including training in Equality and Diversity principles.
- Declarations of interest must be made at the appropriate stages of the recruitment process.
- All documentation must be treated confidentially and in accordance with data protection principles.
- Recruitment processes should be conducted in a cost-effective manner.