

## Academic Recruitment in the School of Technology

This document describes how the provisions of the “Joint Report of the Council and the General Board on arrangements for academic recruitment” (<https://www.admin.cam.ac.uk/reporter/2017-18/weekly/6496/section5.shtml#heading2-10>) will be implemented in the Departments of the School of Technology. The process will proceed in accordance with this Joint Report, subject to the detailed guidance set out below.

1. The process for the appointment of academic offices shall be determined by the Council of the School of Technology. The Head of the School will have overall responsibility for overseeing compliance with the process.
2. Before any academic office is advertised, Institutions must have obtained approval to fill an existing vacancy or request a new need in accordance with School process approved previously by the Council of the School of Technology.
3. The Head of the recruiting Institution will be responsible for managing the local recruitment process. In doing this, the Head of Institution will take due account of this document together with the Recruitment Key Principles (Appendix A).
4. For the recruitment of each academic office, the Selection Committee may be a Standing Committee (for the Department of Chemical Engineering and Biotechnology, (Appendix B)) or an ad hoc committee (for the other Institutions in the School of Technology) (Appendix C). Ad hoc Committees will comprise a minimum of five members and normally a maximum of nine members, unless the Head of the School has determined that the maximum number of members shall be higher in an individual case. The majority of members must be established academic officers, and at least one member of the committee will be from a different institution<sup>1</sup> from that where the office will be held.
5. The Secretary of the Selection Committee shall be the relevant Departmental Secretary or equivalent, appointed by the Head of Institution. They will ensure that the proceeds of the Selection Committee are appropriately documented.
6. The Secretary, on behalf of the Head of Institution, will submit the recommendations for members of the Selection Committee using form SC1 (Appendix D), including the Chair, for approval by the Head of School once permission to fill has been obtained.
7. Consideration should be given to the racial, ethnic and gender 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. However, the desire to create a more balanced committee must not result in an unfair pressure on female colleagues to serve disproportionately often.
8. The Selection Committee should pay particular attention to the diversity (both gender and ethnicity) of the list of applicants. The Selection Committee should not proceed to the longlisting stage of the appointment process until they are satisfied that appropriate steps have been taken to achieve a diverse list of applicants from which they can compile the longlist. The Chair of the Selection Committee will provide a statement explaining the efforts taken by the institution to encourage a diverse range of applicants, together with details of the gender profile of the list of applicants. This should be reported to Head of School using form SC2 (Appendix E) **before** an Institution proceeds to the longlisting stage.

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<sup>1</sup> A ‘different institution’ may be either internal or external to the University of Cambridge.

9. The Selection Committee is responsible for considering and recommending the outcome of the recruitment process to the Head of School. The members of the Selection Committee may or may not, be directly involved in the practical stages of the recruitment process, for example shortlisting, presentations and panel interviews. Where they are not involved, they will receive a report on the outcome. If a member of the Selection Committee is involved in a particular stage of the recruitment process, they must be involved in that stage for all candidates, thus ensuring that all candidates are treated the same.
10. The University members of the Selection Committee and individuals taking part in any stage of the recruitment process prior to the meeting of the Selection Committee, must have undertaken recruitment training, and the online Equality and Diversity training, as specified by the Human Resources Division on behalf of the General Board.
11. Notwithstanding the minimum of five members specified in Paragraph 4, if under exceptional circumstances 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 School shall delegate power to the Head of the recruiting Institution to appoint another person to serve as a member of the Selection Committee for that meeting provided all other requirements of this Special Ordinance C (x) (<https://www.admin.cam.ac.uk/reporter/2017-18/weekly/6496/section5.shtml#heading2-10>) for the constitution of the Selection Committee are met. The Head of the recruiting Institution will inform the Head of School of such an appointment as soon as possible and before the meeting of the Selection Committee takes place.
12. It is hoped that all decisions of the Selection Committee will be reached by a consensus of all the 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 the School. The Chair shall not have a casting vote.
13. The Head of the recruiting Institution with the Departmental Secretary (or equivalent) should ensure that the process for advertising the appointment, longlisting, shortlisting, interviewing and final selection follows best practice and complies with this document and the Recruitment Key Principles (Appendix A), and the appropriate administrative arrangements are in place to support the process.
14. The Secretary of the Selection Committee will pass recommendations to the Head of School using form SC3 (Appendix F). 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 (if appropriate). Other recommendations relating to “failing whom” candidates and requests to create additional posts are also possible. Where a “failing whom” candidate is recommended, the Selection Committee will make it clear whether or not they wish to be consulted or whether an offer may be made automatically to the “failing whom” candidate, should the first-choice candidate decline the offer of the post.
15. The recommendation of the Selection Committee will be submitted to the Head of School, together with the documentation of the selection process as specified by the Head of School. No offer of employment may be made until the recommendation of the Selection Committee has been approved by the Head of School. Where a Head of School 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 (Appendix A) as adopted by the University from time to time, the Head of the School may remit the decision back to the Selection Committee citing concerns and asking that remedial action be taken. In exceptional circumstances, where the Head of the

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.

16. If necessary, the Head of School (or in exceptional circumstances an appointed deputy) may authorize the offer of employment remotely, for example by email. The authorization of the Head of School should always be submitted in writing, copying in the School Office, School HR Business Manager, the most senior member of staff with HR responsibilities in the relevant institution, and the Head of the Institution.
17. The appointment to a University Lectureship shall be subject to the satisfactory completion of a period of probation under arrangements approved from time to time by the University unless the waiver of this requirement is recommended by the Selection Committee and approved by the Head of the School.
18. 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 for example where the officer has held a senior academic position at another university and has already acquired relevant skills and experience, and the Selection Committee's recommendation is approved by the Head of School.
19. Probationary arrangements for academic officers will be considered by a Selection Committee in accordance with University probationary arrangements for academic staff. A Selection Committee may either be convened specifically to carry out a probationary review or this review may be considered by a Selection Committee already convened for the purposes of recruitment. The Head of each institution in the School of Technology that employs academic staff 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.
20. The above information shall be published on the School's website. The memberships of individual Selection Committees shall also be published on the websites of the institutions concerned.

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## Recruitment Key Principles

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 set out below. Any member independently of their seniority will be able to challenge 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.

The University members of a Selection Committee are expected to have undertaken recruitment training and training in equality and diversity matters as specified by the Human Resources Division on behalf of the General Board.

The Recruitment Key Principles are proposed to be as follows:

- (a) The recruitment and selection process should seek to attract and recruit talented people to the role and the University.
- (b) Recruitment should take place in a timely, flexible, and efficient manner.
- (c) 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.
- (d) 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.
- (e) 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.
- (f) 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.
- (g) All staff involved in recruitment should complete appropriate training including training in Equality and Diversity principles.
- (h) Declarations of interest must be made at the appropriate stages of the recruitment process.
- (i) All documentation must be treated confidentially and in accordance with data protection principles.
- (j) Recruitment processes should be conducted in a cost-effective manner.

## The membership of the Standing Committee

*Department of Chemical Engineering and Biotechnology: academic offices other than Professorships*

### **Membership of the Selection Committee responsible for the appointment**

(a) The Vice-Chancellor (or a duly appointed deputy) as Chair;

(b) (i) the Chair of the Chemical Engineering and Biotechnology Syndicate;  
(ii) the Head of the Department;

(c) three University officers appointed by the Syndicate;

(d) two persons appointed by the General Board.

## Recommendations of the composition of Adhoc Selection Committees

The examples below are not intended to be exhaustive.

Academic Roles	Recommended composition of Selection Committee
Academic Officer within a single department (Grade 9-11)	<ul style="list-style-type: none"> <li>• Head of School or Head of Institution or nominee (Chair)</li> <li>• A minimum of 3 specialist academics with expertise in a relevant field</li> <li>• An academic independent of the institution from a cognate subject</li> <li>• For Readers, an academic external to the University</li> <li>• Senior Administrator (Secretary) if relevant<sup>1</sup></li> </ul> <p>Indicative size 5-6</p>
Academic Officer with clinical responsibilities (Grade 9-11)	<ul style="list-style-type: none"> <li>• Head of School or Head or Head of Institute or nominee (Chair)</li> <li>• A minimum of 3 specialist academics with expertise in a relevant field</li> <li>• An academic independent of the institution from a cognate subject</li> <li>• Representatives from the relevant NHS body</li> <li>• For Readers, an academic external to the University</li> <li>• Senior Administrator (Secretary) if relevant<sup>1</sup></li> </ul> <p>Indicative size 7-8</p>
Interdisciplinary Academic Officer or in a Strategic Research Initiative or Research Centre (Grade 9-11)	<ul style="list-style-type: none"> <li>• Head of School or Head of Institution or nominee with an interest in the department (Chair)</li> <li>• A minimum of 4 specialist academics with expertise in a relevant field from each interested department</li> <li>• An academic independent of the institution from a cognate subject</li> <li>• For Readers, an academic external to the University</li> <li>• Senior Administrator (Secretary) if relevant<sup>1</sup></li> </ul> <p>Indicative size 6-8</p>
Academic Officer linked with a College (Grade 9-11)	<ul style="list-style-type: none"> <li>• Head of School or Head of Institution or nominee (Chair)</li> <li>• A minimum of 3 specialist academics with expertise in a relevant field</li> <li>• An academic member independent of the institution from a cognate subject</li> <li>• A Fellow/Member of the appropriate College</li> <li>• For a Reader, an academic external to the University</li> <li>• Senior Administrator (Secretary) if relevant<sup>1</sup></li> </ul> <p>Indicative size 6-8</p>

<sup>1</sup> The Secretary will not normally be a member of the Selection Committee.

**School of Technology  
Composition of Adhoc Selection Committee**

<b>Vacancy Title</b>	
<b>Recruiting Department/Institution</b>	

<b>Name of Proposed Selection Committee Member</b>	<b>Department / Institution</b>	<b>Position</b>
(Chair)		

**Signed (Chair of Selection Committee)**.....**Date** .....

*Please return this form to the Head of the School of Technology, copying in the Secretary of the School, before the meeting of the Selection Committee)*

**Selection Committee Report to the Head of the School of Technology**

<b>Vacancy Title</b>	
<b>Department/Institution</b>	
<b>Selection Committee (Names of Members)</b>	
<b>Steps Taken by Selection Committee:</b>	
<p>Women are underrepresented in Academic posts in the School of Technology. Please outline the steps that have been taken during the recruitment process to attract women to this post? Consideration should also have been given to all underrepresented groups e.g. BME staff, disabled staff, during the recruitment process.</p> <p>Comment from Head of Department:</p>	

**Applicant List Gender Profile**

Total number of applications received	
Number of women who applied	

**Signed (Chair of Selection Committee)**.....**Date** .....

Please return this form to the Head of the School of Technology, copying in the Secretary of the School, before proceeding to the longlisting stage.



**School of Technology:**

**Selection Committee Recommendation**

<b>Vacancy Title</b>	
<b>Department/ Institution</b>	
<b>Names of Successful Candidate(s)</b>	
<b>Start Date</b>	
<b>Duration of Probation</b>	

<b>Proposed Salary</b>			
	<b>Comments:</b>	<b>Documents:</b>	
<b>Grade and Spine Point:</b> A HR4 should be submitted if the Institution wishes to appoint above the 3 spine point of a grade.		<b>HR4 enclosed (Y/N):</b>	
<b>Base Salary:</b>		<b>FTE:</b>	
<b>Market Pay Award:</b> If yes, please submit a completed HR31 for consideration.		<b>HR31 enclosed (Y/N):</b>	
<b>Recruitment Incentive Payment:</b> If yes, please enclose details of rationale and amount of payment.		<b>RIP proposal enclosed (Y/N):</b>	
<b>Advance Contribution Supplement:</b> If yes, please submit a completed HR50 for consideration.		<b>HR50 enclosed (Y/N):</b>	

<b>Documentation enclosed:</b>		
	<b>Yes/No</b>	<b>Comments/Notes</b>
<b>Minutes from Selection Committee</b> <small>Which include list of shortlisted candidates</small>		
<b>Case for recommendation (provided by the Chair of the Selection Committee)</b>		
<b>CV</b>		
<b>References</b>		
<b>Application</b>		

Signed (Head of Institution).....  
Date .....

*Please return this form to the Head of the School of Technology, copying in the Secretary of the School, before proceeding to the offer stage.*