

Why do you need this guide?

1. To help get the best person for the role
2. To protect yourself and the organisation by adhering to legal and equality commission frameworks
3. To treat all candidates fairly

Key Principles

- Applicants should be appointed on the basis of merit
- All applicants should be afforded equality of opportunity
- Appointments Panel must have received training in recruitment and selection
- Appointments Panels should be representative of the diversity of the Northern Ireland community (where feasible)

The purpose of the Recruitment and Selection process, and the supporting documentation, is to ensure that the University continues its commitment to excellence and recruiting the highest calibre of staff. Underpinning this is the University's commitment to make appointments on merit and the promotion of equality and diversity.

All Panel members must undertake the University's one day Selection Interviewing Training course prior to participating in a recruitment exercise.

All Panel members are responsible for ensuring that the Appointments Procedure is properly implemented, please ensure you have appraised yourself with the University's Recruitment & Selection [Procedure](#) and [Guidelines](#) accordingly.

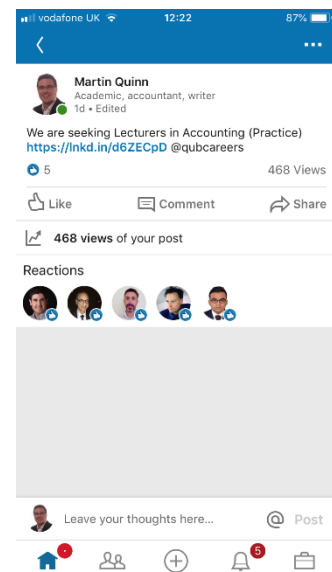


Advertising Summary

Your positions will always be advertised as standard on QUB, Jobcentre and depending on the role we will utilise local job boards. For other job boards we will work with you to secure relevant media aligned to the post.

Please remember that your professional networks (LinkedIn, GitHub, Twitter, Research Gate and any other platforms) are more likely to contain relevant candidate(s) to a post. As such utilise YOUR Network.

Example: Martin Quinn from the Management School shared his position and had 488 views on LinkedIn within 24 hours.



Shortlisting

The Job Description should be used to develop shortlisting criteria;

Shortlisting must be carried out systematically and in a consistent fashion;

The Chair will ensure that the Recruitment Panel:

- Understands the process.
- Is clear about the meaning and application of the criteria listed in the Employee Specification. The desirable criteria may be enhanced, but no new criteria may be introduced.
- Agrees the prioritisation of the desirable criteria.
- All criteria should be strictly job-related and rigorously applied in a consistent manner.
- All shortlisted candidates **MUST** meet all of the applied criteria (essential and/or desirable) or at a minimum the essential criteria.



Example Shortlisting

Please highlight which criteria are applied via the example below:

Outline of Essential & Desirable Criteria for Qualifications and Experience - Please highlight criteria applied for Shortlisting

Qualifications	Essential	Hold, or be about to obtain (i.e. before interview) a PhD in computational plasma physics.
	Desirable	PhD in computational studies of laser-driven particle acceleration.
Experience/Management	Essential	Ability to provide support in management and administration. Cannot shortlist on this criteria as it cannot be measured in an application
	Desirable	Experience in writing proposals and reports.
Experience/Research	Essential	At least 3 years of relevant research experience.
		Extensive experience in Particle in Cell simulations of laser driven ion acceleration.
		Strong publication record, commensurate to career level.
	Desirable	Experience in the use of EPOCH code.
		Experience in research of advanced laser-ion acceleration mechanisms.
		Publication record in computational studies of ion acceleration.
		Experience in visualization and post-processing of Particle in Cell data.

Please specify any additional criteria from the Candidate Information which has been applied, eg Driving Licence

Where criteria 'About to obtain a PhD' is applied, Chair should provide an explanation of when the PhD must be obtained (this will form part of the pre-employment checks)

PhD must be submitted by date of interview

Applied desirable criteria 2) experience in research of advanced laser-ion acceleration mechanisms – candidates with this experience will be highly beneficial to project

Panel members are required to detail the rationale for non-shortlisted candidates as detailed below:

QUEEN'S UNIVERSITY BELFAST - HUMAN RESOURCES - SHORTLISTING FORM

Date: 29/05/2019

REF: 19/107417 - Research Fellow, School of Mathematics & Physics

Please see below the list of candidates who have applied for the above post. Candidates should be shortlisted against the criteria set out in the Employee Specification.

Where candidates are not shortlisted, the reason for non-shortlisting must be recorded. This reason may include inappropriate experience, lack of qualifications, not enough information etc.

Where other factors are used, care should be taken to ensure that they are adequately recorded.

Name of Representative: _____ Signature: _____ Date: _____

	Name	Title	App Code	Qualifications Essential	Qualifications Desirable	Exp/Teach*/Res* Essential	Exp/Teach*/Res* Desirable	Shortlist Yes	Shortlist No	Comments Please record reason(s) for non-shortlist
1		Dr		Yes		Yes	Yes	Y		
2		Dr		Yes		No	No		N	Does not meet essential criteria 2) Extensive experience in Particle in Cell simulations of laser driven ion acceleration.
3		Mr		No					N	Does not meet essential criteria 1) Does not hold a PhD in computational plasma physics
4		Mr		No					N	Does not meet essential criteria 1) Does not hold a PhD in computational plasma physics
5		Dr		Yes		Yes	Yes	Y		
6		Dr		Yes		Yes	No		N	Does not meet desirable criteria 2) does not demonstrate sufficient Experience in research of advanced laser-ion acceleration mechanisms.



Interviews

All recruitment panels must be balanced and reflective of the community (gender and community background). Minimum panel composition is detailed below.

All panel members should be reminded it is their responsibility to ensure our procedure is followed and applied fairly.

- The Chair agrees which questions are asked and by whom
- Chair outlines which sections are to be weighted, for anything other than Experience being weighted there should be a clear rationale for this.
- Chair will open and close the interview and take lead answering candidate questions
- Chair seeks consensus for ratings at sections 1 & 2 – The consensus enables the subject matter expert to help direct appropriate scoring in relation to the technical requirements of the post
- Chair seeks consensus for final decisions (appoint, reserve and unsuccessful) and ensures all paperwork is completed
- Only questions which are relevant and job-related should be used.
- Questions should not be asked about an applicant’s spouse/partner or children, or other personal circumstances.

Example Interview Rating Form

INTERVIEW RATING FORM - NON-ACADEMIC POSTS RATINGS: 1-2 = Very Poor, 3-4 = Poor, 5-6 = Average, 7-9 = Good, 9-10 = Very Good			
POST: Research Fellow, School of Mathematics & Physics	VACANCY: 19/107417	CANDIDATE:	
Criteria	Marks	Weighted Score	REMARKS
1 Education and Qualifications			
Essential: Hold, or be about to obtain (i.e. before interview) a PhD in computational plasma physics. Desirable: PhD in computational studies of laser-driven particle acceleration.		X1	
2 Experience - Research and Associated Activities			
Essential: At least 3 years of relevant research experience. Extensive experience in Particle in Cell simulations of laser driven ion acceleration. Strong publication record, commensurate to career level. Desirable: Experience in the use of EPOCH code. Experience in research of advanced laser-ion acceleration mechanisms. Publication record in computational studies of ion acceleration. Experience in visualization and post-processing of Particle in Cell data.		X3	
Experience - Management, Administration, and Contribution to the Community			
Essential: Ability to provide support in management and administration. Desirable: Experience in writing proposals and reports.		X1	

You can weight this section by multiples of 1, 2 or 3 respectively.



INTERVIEW RATING FORM - NON-ACADEMIC POSTS					
RATINGS: 1-2 = Very Poor, 3-4 = Poor, 5-6 = Average, 7-8 = Good, 9-10 = Very Good					
POST: Research Fellow, School of Mathematics & Physics		VACANCY: 19/107417		CANDIDATE:	
Criteria		Marks	Weighted Score	REMARKS	
3 Other Skills/Knowledge					
Essential: Strong programming skills. Experience in writing research papers.			X1		
4 Presentation					
Essential: Ability to communicate complex information clearly. Ability to build contacts and participate in internal and external networks.			X1		
5 Personal Qualities					
Demonstrable intellectual ability.					
Ability to assess and organise resources.					
TOTAL:					
Signature: _____				Date: _____	

Scoring Matrix

Marks	Rating Standard
9-10 = Very Good	The candidate's experience and abilities on this factor is exceptional (superior) and should ensure extremely effective performance of the position.
7-8 = Good	The candidate's experience and abilities on this factor are more than adequate in all areas and should ensure effective (above average) performance on this aspect of the position.
5-6 = Average	The candidate's experience and abilities on this factor are adequate in most areas and more than adequate in a few areas and should ensure effective (average) performance on this aspect of the position.
3-4 = Poor	The candidate's experience and abilities on this factor do not meet the minimum requirement in certain areas and the candidate is likely to be inadequate in performing the duties on this aspect of the position.
1-2 = Very Poor	The candidate's experience and abilities are inadequate and insufficient to perform the duties on this aspect of the position.

Interview Panel Composition

Appointment	PVC (Including Dean of the Graduate School)	Faculty Deans and Heads of School	Professor	Academic	Clinical Academic
Specified Chair	VC	PVC or nominee	PVC or nominee	Head of School or nominee	Head of School or nominee
Minimum Panel Size	6 (Including a Pro-Chancellor)	4	4	4	4
Appointment	Research	Professional Services Director	Academic Related	Other Support Staff	Temporary Staff
Specified Chair	Head of School or nominee	Registrar or nominee	Head of School/ Director or nominee	Head of School/ Director or nominee	Head of School/ Director or nominee
Minimum Panel Size	3	4	3	3	2



Interview Questions

Following the shortlisting meeting or pre-interview it is advised to devise your interview questions accordingly. Should you require assistance please utilise your recruiter who can be found on the People & Culture website, under [Resourcing](#) (Hyperlink attached).

Using the previous shortlisting Essential and Desirable criteria some relevant questions could be:

Essential criteria 1) *“Please describe a time you supported your school/area in the management and administration of a core module/exams/etc”*

Essential criteria 2 & 3) *“Please outline your research experience, giving us particular examples of particle in cell simulations of laser driven ion acceleration”*

Competency based questions:

It can be useful depending on the role you are recruiting to employ Competency based questions, your recruiter can help you should you wish to use such questions.

Competency: Delivery/Track Record - *“Please describe your most challenging project in the last few years? What criteria did you apply to assess your teams’ performance against the objectives?”*

Example Interview Summary Sheet

QUEEN'S UNIVERSITY BELFAST – INTERVIEW SUMMARY SHEET

Post Title: Research Fellow Ref: 19/10****

School/Department: _____ Interview date: DD/MM/YYYY

Please indicate the candidates in rank order of highest to lowest by entering the name of the candidate and the interview outcome (Appoint – A, Reserve – R, Unsuccessful – U).

Please provide an explanation relating to the decision taken under the 'Chair's Summary Report - Comments'.

Interview Summary

Candidates (Rank Order)		Chair's Summary Report	
Rank	Name	Appoint (A), Reserve (R1, R2 etc.), Unsuccessful (U)	Comments
1	J Bloggs	A	Demonstrated significant breadth and depth of experience across core areas of role. Holds desirable Postgraduate qualification and demonstrated excellent experience in desirable research field of *****. Clear and confident delivery of presentation.
2	G. Brown	R1	Demonstrated good overall experience with strong presentation skills but failed to fully evidence experience in..... Good publication record for career stage and with appropriate training and development would be a good fit for the post.
3	T. Smyth	U	Demonstrate a range of experience but did not fully evidence experience in..... Demonstrated limited experience in/with... and some responses lacked the depth and detail required. Confident presentation style but failed to fully address the question/topic. Good knowledge of grant funding process and demonstrated core QUB values.]



In Summary

Ensure all appointments are on the basis of merit and providing equality of opportunity to all.

All Panel members are responsible for ensuring that the Appointments Scheme is properly implemented, please ensure you have appraised yourself with the University's Recruitment & Selection [Procedure](#) and [Guidelines](#) accordingly.

Conflicts of interest

Any identified conflicts of interest should be recognised and managed appropriately. Any panel member who has a conflict of interest should declare this to the Internal Recruiter at the earliest opportunity.

Example conflicts of interest (below list is not exhaustive):

- Personal relationships outside of the workplace with applicant
- Previous intimate relationship with applicant
- Family member

Disclosure

Candidates can make an application to receive **ALL** documentation relating to a recruitment exercise through a number of legislative frameworks such as Subject Access Requests (SAR), Freedom of Information (FOI) and The Fair Employment and Treatment Order (1998). Disclosure of material varies depending on the information sought and framework used but panel members should be mindful that all applications, shortlisting forms, interview notes, email(s) (with any reference to candidate or requisition), references, minutes, memoranda and any other pertinent material can be disclosed through such frameworks or through Tribunal Order (Disclosure).