

School of Clinical Medicine – Recruitment Process for Academics

The joint Report of the Council and the General Board regarding arrangements for academic recruitment (below the level of Professor) takes effect from 1 June 2018.

The process detailed in this document will proceed in accordance with the joint Report. The Council of the School of Clinical Medicine approved these new arrangements in principle in 2017 and agreed that the Head of School would have overall responsibility for overseeing the process. A few changes have been introduced during the Report's progress through University Committees so Council is now invited to accept the final procedures.

Business Case

All academic posts require a business case and the School business case form is attached in Appendix A. The business case should clearly demonstrate the need and requirements for the post, whether it is clinical or non-clinical and confirm the funding arrangements.

The form requires HR Business Manager, School Finance Manager and Head of School approval.

Completed forms should be sent to the School's Recruitment Adviser (Lisa Miles).

Selection Committees – Academic Appointments

The School level Appointments Committee is currently consistent in almost all respects with the recruitment process. However, the Appointments Committees are now re-badged as Selection Committees. Although the process allows for *ad hoc* committees to be convened for each appointment, this would be appropriate for the departmental level process but not for the School level process. The School level Selection Committees will remain with their standing members (see Appendix B) and meet on a monthly basis. There may be a requirement for additional meetings throughout the year.

The Council of School approved the following process for the School level selection stage:

- 1) An annual schedule of monthly standing SCM Selection Committees will be published in July for the following year.
- 2) The standing SCM Selection Committee details will be published on the Clinical School HR webpages.
- 3) The Selection Committee will be chaired by the Head of School or Deputy Head of School.
- 4) Standing SCM Selection Committee will have a minimum of 5 and no more than 8 members. Two thirds of the committee would need to provide a positive vote to appoint a successful candidate.
- 5) Faculty Board approves membership of a School level selection committee whose members would serve, as now, for a period of two years. Members can be put forward for reappointment.
- 6) For particular appointments, Faculty Board approves the nomination of appropriate NHS individuals to serve on the committee.

- 7) One member of the committee should be both a 'lay' representative (that is, non-clinical) and also from outside the Faculty of Clinical Medicine. If this person is chosen from a University-wide pool of suitably trained individuals, it would need to be clear to the individual that this involved a two-year commitment to attending Clinical School selection committees.
- 8) The Secretary of the Committee is the Secretary of the Faculty Board or their deputy.
- 9) A HR representative will be present.
- 10) All members of the committee, as well as the Secretary and HR representative, will have undertaken either University or NHS relevant Recruitment, Implicit Bias and E&D training within the last three years.

Departmental selection process

Although the process places great emphasis on flexibility, consistency and fairness are also key drivers. There is an emphasis on the need to ensure appropriate 'checks and balances' are in place and that these checks are present throughout the recruitment process with importance being placed on ensuring consistency and objectivity at all key points.

'Checks and balances' can be demonstrated to exist at the School level selection committee through the external members, Secretary and HR representative, but by that stage the field has been narrowed to one candidate (in exceptional cases, two). Being able to demonstrate that this is also the case for the departmental level selection process may be more challenging, and the School wishes to take this opportunity to share good practice and increase consistency in recruitment practices across Departments.

If one were to take the key principles of the process and apply them to departmental practice, the following steps would need to be followed (which may constitute changes to a number of departmental processes):

- 1) The establishment of a departmental selection committee at the point of advertising – chosen by the Department and notified to the Clinical School Recruitment Team
- 2) The selection committee to include one member external to the Department (but not necessarily external to the School), but in a cognate area
- 3) The selection committee to include the departmental Business & Operations manager or nominated Deputy as Secretary
- 4) All members of the departmental selection committee to have undertaken either University or NHS relevant Recruitment, Implicit Bias and E&D training within the last three years.

General Principles – both selection stages

- All members present at selection committees are responsible for ensuring that the selection process has been conducted fairly and transparently and that it complies with the recruitment key principles.

- The gender balance of selection committee should be close to 50:50 as reasonably possible. Consideration should be given to other diversity factors and reasonable adjustments should be made where appropriate.
- Decisions of the SCM Selection Committee shall be made by a two-thirds vote of members (rounded up to the nearest integer).
- 'Cross-over' between the departmental selection process and the School level process would take place via the Head of Department (and in some cases the relevant NHS representatives) who would be present at both committees and who could provide an oral report to the School level committee, on the process followed (as happens at present).
- The Clinical School HR Team will manage the administrative process from start to finish.
- The Clinical School further particulars will be used for all academic posts.
- All documentation will be treated confidentially and processed in accordance with the general data protection regulations.
- Declarations of interest highlighted should be at each selection stage.

Offer Stage

- All appointments made are subject to satisfactory references, right to work checking
- A clinical appointment is an integrated appointment between the University and relevant NHS Trust / Body, and an Honorary Clinical Consultant Contract will be issued by the relevant NHS Trust / Body. If the contract with the NHS Trust / Body is terminated, employment with the University will be terminated and vice versa.
- GMC registration is needed for clinical appointments.
- Verbal offers will be made by the Head of Department following the School Selection Committee.
- Written confirmation including salary setting will be completed by the Clinical School Recruitment Team and HR Business Manager.
- Appointment of University Lecturer will be subject to satisfactory probation period subject to University policy and the new Clinical School Academic Probation Guidance. The decision to confirm, extend or terminate will sit with the School Selection Committee.

Summary of School of Clinical Medicine Recruitment Process

School of Clinical Medicine Activity	School of Clinical Medicine Ownership
<p>Stage 1: Permission to Fill</p> <ul style="list-style-type: none"> • Business Case completed • Draft advert • Draft further particulars • Medical & Dental Workforce Committee (MDWC) approval (in certain clinical cases) 	<p>Business Case form submitted to School by Department for approval by SCM HR Business Manager, SCM Finance Manager and Regius Professor of Physic</p> <p>Advert and FPs to be developed by Department in consultation with Clinical School Recruitment Team SCM HR Business Manager sits on MDWC representing the Clinical School on behalf of Regius Professor of Physic</p>

<p>Stage 2 : Selection Process</p> <ul style="list-style-type: none"> • Advert and further particulars posted • Carry out search activities to ensure a strong and diverse pool of candidates • Longlisting & shortlisting First round Interviewing and other selection methods (e.g. tests and tours) • Second round Interviewing and presentation at SCM Selection Committee (no more than 2 individuals) • Selection, decision and approval and mentor highlighted • Offer/Negotiation 	<p>Clinical School Recruitment Team</p> <p>Department/Clinical School Recruitment Team through social media i.e. Linked In and Twitter.</p> <p>Department Panel/Head of Department/Business & Operations Managers</p> <p>SCM Selection Committee with other related staff</p> <p>SCM Selection Committee</p> <p>Verbal offer Head of Department Written offer Clinical School Recruitment Team</p>
<p>Stage 3: Acceptance and Appointment</p> <ul style="list-style-type: none"> • Acceptance, appointment paperwork etc. • Induction • Probation period 	<p>Clinical School Recruitment Team</p> <p>Head of Department or delegate and Business & Operations Manager</p> <p>Head of Department or delegate, Business & Operations Manager, relevant HR Adviser</p>
<ul style="list-style-type: none"> • Probation decision 	<p>SCM Selection Committee</p>

Business Case

Submit completed form to Lisa Miles, Recruitment Adviser
Lisa.Miles@admin.cam.ac.uk

1. Details of Post	
Department	
Post <i>(please delete as appropriate)</i>	Professorship Director of Research Principal Research Associate Reader Programme Leader (MRC) (PRA or DoR level) Senior Group Leader (CRUK-CI) (PRA or DoR level) Junior Group Leader (CRUK-CI) (PRA) ¹ University Senior Lecturer University Lecturer Clinical Lecturer Academic Related <i>(if UEF funding involved)</i> Other Academic <i>(please provide details)</i>
Title of Post	
New Appointment or Replacement <i>(if replacement, confirm name of previous post holder and previous funding)</i>	New Appointment: <input type="checkbox"/>
	Previous Post holder:
	Previous Funding:
Established or Unestablished	Established: <input type="checkbox"/> Unestablished: <input type="checkbox"/>
Permanent or Fixed Term <i>(if fixed term include duration and reason)</i>	Permanent: <input type="checkbox"/>
	Fixed Term: <input type="checkbox"/>

¹ Junior Group Leader (CRUK-CI) posts can be at SRA or PRA level. A business case is required only for appointments at PRA level.

2. Introduction / summary of departmental Business Case

General statement regarding the current staffing, teaching and research interests and sources of support for core posts for research:

3. Relevant information / data to support the application

Please answer the following questions:

- a) What are the consequences of *not* filling this post?**

- b) Can this post be held vacant to create savings, and if so, for how long?**

- c) Please indicate the approximate division (%) of duties anticipated from the post holder e.g. teaching / research**

- d) What is the income-generated potential of this post? Please outline in terms of research income, development of research centres, third-stream activity, new student income, or other potential.**

- e) If this permission is speculative, i.e. in acknowledgement of a need for a recruitment of stellar individuals rather than a particular teaching / research post, please provide details.**

- f) What is the workforce planning for the next three years? Consider retirements, mortgage posts, fellowship underwrites, CAR funding, replacement posts.**

4. Approvals

Proposed by

Head of Department

Name:

Signature

Date

Reviewed by

HR Business Manager

Name: Caroline Newman

Signature

Date

Confirmed by

School Finance Manager

Name: Matt Burgess

Signature

Date

Approved by

**Chairman of the Faculty Board (Regius
Professor of Physic)**

Name: Professor Patrick Maxwell

Signature

Date

Appendix B

Faculty of Clinical Medicine Selection Committee – Standing Membership as at 1 January 2020

Member	Title	Membership	
Professor Geoff Ward	Principal, Homerton College	Vice Chancellors Deputy	<i>Lay</i>
Professor Patrick Maxwell or Professor Peter Jones	Head of the School of Clinical Medicine Deputy Head of the School of Clinical Medicine	Ex-Officio	
Dr Diana Wood	Clinical Dean	Ex-Officio	
Professor Bill Irish	Post Graduate Dean, Health Education England	Ex-Officio	
Professor Christi Deaton	Florence Nightingale Foundation Professor of Clinical Nursing Research	General Board Member	
Professor Clare Bryant	Professor of Innate Immunity	General Board Member	<i>Lay</i>
Professor Margaret Ashcroft	Professor of Hypoxia Signalling and Cell Biology	Faculty Board Member	
Professor Alasdair Coles	Genzyme Professor of Neuroimmunology	Faculty Board Member	

Gender Balance - Male 4 / Female 4

Please note:

For clinical appointments, in addition to the standing membership, two NHS representatives, in the speciality relevant to the post, are invited to sit on the interview panel. For a clinical Readership appointment, a panel member external to the University is invited to attend to the interview. NHS representatives do not have a vote.

