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1. Introduction

iGrasp at Queen Mary is used for three different activities:

1. Recruitment – job candidates can apply for fixed-term and permanent vacancies through iGrasp. In iGrasp you can manage candidate applications, correspond with candidates and keep them up to date with the progress of their applications;

2. Authorisation - of recruitment and non-recruitment (contract extensions and variations) requests;

3. Audit tool – to track and monitor approved activities.

This guide is designed primarily to support you in using iGrasp for recruitment related activity. However it will be helpful to use for other non-recruitment requests.

This guide should be read in conjunction with the Recruitment and Selection Policy.

2. First steps

As the Recruiting Line Manager (RLM) you will need to take a planned and proactive approach in your recruitment and selection activity.

❖ Take time to refine the Job Profile

The Job Profile is a key document in attracting the right people. Its specification of the knowledge, skills, abilities, experience and qualifications provides the basis for your decisions throughout the selection process, right through to probation and appraisal processes. The document needs careful thought if it is to help select the right candidate.

Further guidance on writing a job profile is available online.

❖ Compose the advert

The advert should always include the following information:

- the job title;
- the main duties and responsibilities of the job (job description);
- the location of the job;
- an indication of the salary package (including allowances) or salary range;
- skills, qualifications and experience needed (person specification);
- closing date for applications;
- interview date (where possible).

---

1 If this is a new role or the Job Profile has changed significantly, then the role will need to be graded before you can progress with any recruitment. You should email your Job Profile to your HR Partner and they will then confirm back to you once the role has been graded.
The requirements and duties outlined in the advert should always be consistent with those set out in the Job Profile.

A template advert can be found online.

**Decide how to advertise**

There are standard advertising routes at Queen Mary. If you believe you require something bespoke, highlight this with HR on the position details page. If you think you need something special but are not sure what, discuss this with your HR contact. Please note some advert sources bear a cost that must be paid by the recruiting department. In these circumstances purchase orders must be raised prior to adverts being placed.

Posts must be advertised for a minimum of two calendar weeks (i.e. 14 days). Posts eligible for visa sponsorship must be advertised for a minimum of 28 calendar days.

**Timeframes**

When considering timeframes you should include the following:

- Time for approval (allow two weeks);
- Time to prepare the Job Profile (particularly if grading is required);
- Closing, shortlisting and interview dates;
- Publication dates and lead times for media to be used;
- Time for shortlisting;
- Panel availability;
- Notice period of successful candidate.

If the successful candidate will require visa sponsorship, the time to recruit will be significantly longer to allow for the necessary activities and approvals related to the visa sponsorship process to take place. You should allow a minimum of 3 months from time of offer to start date in these instances.

Once you have an approach, an agreed Job Profile (graded where applicable) and advert drawn up, you are ready to place the role on i-GRasp.

### 3. Accessing the system

Access i-GRasp by clicking on the link: https://ig24.i-GRasp.com/Queen Mary/

You will be prompted for your username and password. If you have not previously been provided with a username and password, or forgotten your login details then contact HR.
4. Adding a new position

To add a new position to i-GRasp you can either copy a previously used post or create a brand new one.

4.1 Copying a previously used post

- Open the post you wish to copy. Scroll to the bottom of the page and press the ‘Copy’ button circled below.

A new post and post number will then be automatically generated.

Please ensure you check and amend all the details on the position page (including any notes in the APN box) and upload all necessary supporting documents before changing the status to Pending Approval.

4.2 Creating a new position

- Click ‘Add’ under the Positions section on the left of the screen to start the process of setting your role up for authorisation and advertisement.
You will now see the **Position Details** page. To progress, all mandatory fields (marked *) must be completed and supporting documents uploaded (see section 3.2).

The table below describes how to complete each field on the **Positions Details** page.

**NB:** Save your work as you go (**Position Status: Draft**) as you will be timed out of the system after 15 minutes and you may also lose information if you click away from the screen. Once saved, the system will allocate a unique reference number to your vacancy (you may want to note this number down once it is generated) – use this reference number when discussing the role with HR to ensure speedier identification of roles.
<table>
<thead>
<tr>
<th>Category</th>
<th>Options</th>
<th>Detail on Use/Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Job Title</td>
<td>Free text</td>
<td>Enter as detailed on Job Profile.</td>
</tr>
<tr>
<td>Contact Email</td>
<td>Free Text</td>
<td>This should be the Queen Mary email address of the person taking ownership of the system side of this campaign, normally the RLM or local Administrator.</td>
</tr>
</tbody>
</table>
| Career Family     | • Academic & Education  
                   | • Operational Services  
                   | • Professional Services  
                   | • Technical Services     | Select the option from the drop down menu that matches the career family given on the Job Profile.  
                   |                                                                                       | This will determine the Terms and Conditions given with the final contract.             |
| Region            | • Dorset  
                   | • Lancaster  
                   | • Singapore  
                   | • London  
                   | • Malta                                             | In the drop down, select the location of the role. Ensure job location is clear on Job Profile. |
| Main Site         | Drop down menu     | Select the main site where the position will be based.                                                                                              |
| Sector            | • Humanities & Social Sciences  
                   | • Professional Services  
                   | • School of Medicine & Dentistry  
                   | • Science & Engineering  
                   | • Students Union                                                   | Select the Organisation area of the role.                                                                 |
| Org 1-3           | Drop down menu     | Select the relevant area.                                                                                                                           |
| Contract Type     | • Indefinite  
                   | • Fixed-Term Contract  
                   | • Temporary Part Year Contract  
                   | • Temporary timesheet Contract                                    | Select the correct option from the drop down. (Please refer to definition of contract types in Appendix 11.2.) |
| Extension – FTC | Enter N/A for Indefinite Contracts |
| Extension – Temporary Part Year Contract | |
| Extension – Temporary Timesheet Contract | |
| Agency Worker | |
| Job Re-Grade | |
| Secondment | |
| Acting Up Allowance | |
| Responsibility Allowance | |

**Fixed-term/Temporary duration (Months)**

Select the number of months the role is available for.

**Job Descriptions Template**

From drop down please select Any.

**Advertising Sources**

- All Sources or Mandatory Sources
- *(Medical/Dental Sources)*
- *(S&E Sources)*
- *(SCS Sources)*
- Internal Advertising only
- No advertising needed

Please refer to Appendix 11.3 for further information about the different advertising sources.

*N*o longer in use, do not select.

**Reason for Fixed-term Contract**

- N/A
- Cover for peak in demand
- Student or other business demand uncertain
- Finite training or educational component
- Cover for staff absence
- Temporary input req. from specialist practitioners
- No prospect of funding renewed or available
- Maternity leave cover
- Interim cover whilst perm appointment is arranged

If not a fixed-term position, select N/A. If fixed-term, select most appropriate reason from list. (For more detailed information see Appendix 11.4.)

*Temporary Contract should only be used if the “Contract Type” field is Temporary Part Year Contract or Temporary Timesheet Contract
Post offered to succession of college students
Temporary Contract*

<table>
<thead>
<tr>
<th><strong>Full Time/Part Time</strong></th>
<th>Full Time</th>
<th>Part Time</th>
<th>Select as appropriate.</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th><strong>Hours/PA per week</strong></th>
<th>From drop down, select relevant number of hours.</th>
<th>For standard, full-time posts 35 hours should be selected.</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th><strong>Weeks per year</strong></th>
<th>From drop down, selected the number of weeks.</th>
<th>For standard positions, 52 weeks should be selected even if they are fixed-term for less than 1 year.</th>
</tr>
</thead>
</table>

| **Grade** | From drop down, indicate grade level and type (e.g. clinical, operational, professional).

*(OFF SCALE must not be selected unless this has first been approved by HR)* | The grading information should be as on the Job Profile and the grade type should match the Career Family selected above. |
|----------------|------------------------------------------------|--------------------------------------------------------------------------|

| **Maximum Spinal Point** | From the drop down, select the relevant point. This will typically be the top point of the non-contribution grade. | You may specify a spinal point lower than the top of the grade for the maximum, but please note you will **not** be able to appoint anyone on a salary higher than this maximum.

If it is likely you will recruit from outside the EEA, be mindful of salary levels being high enough to secure a Certificate of Sponsorship. Speak to HR for advice. |
|-------------------------|-------------------------------------------------|----------------------------------------------------------------------------|

| **Source of funding** | Queen Mary Funded
Research Grant
Research Named Grant (Use APN for Grant Details)*
EDA**
NHS | * This is for posts where a grant body is awarding it to a specific person. You need to provide details of the person in the **APN** box. |
|----------------------|-------------------------------------------------|----------------------------------------------------------------------------|


**MULTIPLE SOURCES (Use APN box)**
- EAF Commercial
- HEFCE - DO NOT USE

**This is usually a funded account held by an academic member of staff.**

*** Please ensure that all details of the funding sources are detailed in the APN box including budget codes and % split.

<table>
<thead>
<tr>
<th>DBS Check required</th>
<th>No</th>
<th>Standard</th>
<th>Enhanced</th>
<th>Enhanced with Barred List</th>
<th>Most posts will be a <em>No</em> however some roles which involve working with children, vulnerable adults or sensitive data may require a DBS check. If you are unsure of whether a DBS check is required please contact HR.</th>
</tr>
</thead>
<tbody>
<tr>
<td>SMD Academic Post Type</td>
<td>N/A</td>
<td>Principal Investigator</td>
<td>Teaching and Research</td>
<td>Teaching and Scholarship</td>
<td>Select from drop down in line with Job Profile. This field is not mandatory field unless it is an SMD academic post.</td>
</tr>
<tr>
<td>Honorary NHS Contract</td>
<td>N/A</td>
<td>Yes</td>
<td>No</td>
<td>Select from drop down, if the postholder needs an honorary contract. Please see guidance for Honorary &amp; Visiting titles.</td>
<td></td>
</tr>
<tr>
<td>Awarding NHS Body</td>
<td>From the drop down select the relevant NHS Body</td>
<td>This field is only required if the Honorary NHS Contract field is marked “Yes”</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>New Post</td>
<td>Yes</td>
<td>No</td>
<td>Multiple Posts</td>
<td>Select “No” if this is a replacement role or “Yes” if this is a brand new role.</td>
<td></td>
</tr>
<tr>
<td>Planned number of Hires</td>
<td>Free text (numerical)</td>
<td>Indicate the number of posts you wish to gain approval for hiring under this iGrasp entry</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Proposed Start</td>
<td>Free text (dd/mm/yyyy) or select date</td>
<td>Enter proposed start date</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### iGrasp Recruitment User Guide

<table>
<thead>
<tr>
<th><strong>Date</strong></th>
<th>from calendar.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Previous postholder</strong></td>
<td>Free text</td>
</tr>
<tr>
<td><strong>Salary Budget Code(s)</strong></td>
<td>Free text</td>
</tr>
<tr>
<td><strong>Recruitment Budget Code(s)</strong></td>
<td>Free text</td>
</tr>
<tr>
<td><strong>Advertised Salary Range</strong></td>
<td>Free text</td>
</tr>
<tr>
<td><strong>Publish Start Date</strong></td>
<td>Select date from calendar.</td>
</tr>
<tr>
<td><strong>Publish End</strong></td>
<td>Leave blank</td>
</tr>
</tbody>
</table>
## Date

completed by HR when the role is ready to be advertised. It will show the advertising closing date plus one day.

## Additional Position Notes

Free text

Use this section to detail any of the following:

1. Requests to advertise internally only.
2. Specific external sites to advertise in.
3. Names of those to be employed on *named researcher grant*.
4. Specific dates for fixed-term contacts (only if they need to be specific).
5. Complex funding arrangements.
6. Interview panel members.
7. Advertising duration if different to standard (i.e. 14 calendar days or 28 days for international sponsorship).

Any complex/specific details to be looked at can be included in notes or added as an additional internal document.

## Application Form Type

- Online Application + CV
- Online Application

Use to indicate whether you will consider a CV alongside the application form or not.

## Position Status

Select from drop down: initially you must choose *Draft* when saving as you need to upload documents before sending the role for approval.

Filled

This is only used by HR to signify that the role been filled.
and the contract has been sent out to the selected candidate.

<table>
<thead>
<tr>
<th>Status</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Request Approval</td>
<td>This option should be selected by the RLM or local Administrator when the role is ready to go for approval. This means all required fields on the page are completed and Job Profile, Advert and any other relevant documents are attached. Until this is done the role must be kept in <em>draft</em> as people authorising the role need to see the full details of what they are authorising.</td>
</tr>
<tr>
<td>On Hold</td>
<td>Use this option if the role is postponed after being authorised.</td>
</tr>
<tr>
<td>Draft</td>
<td>This option must be selected until all the position details are provided in full, along with required attachments (i.e. Job Profile, advert and any required business cases).</td>
</tr>
<tr>
<td>Cancelled</td>
<td>This option should only be used by HR and only if the RLM advises that the role is no longer required, or if the role is not authorised and there is no realistic prospect of authorisation in the next three months.</td>
</tr>
</tbody>
</table>

* Please do **not** set position status to *Request Approval* at this stage.
When you have saved the role as a draft you will see a list of approvers appear with a note that they are **pending**. You will also see near the bottom of the page a note of the last update on this screen and date and time the position was first created.

At this stage you need to upload the Job Profile and Advert as explained in Section 4.2.

### 4.3 Uploading supporting documents

- Upload the Job Profile under **Additional File**. This document is viewed by applicants so ensure it is a clean and well formatted copy with an appropriate file name.
- Upload the proposed advert under internal related documents. If you are submitting a business case upload this here, or enter the information directly in to the APN box if it is short. All documents uploaded in this section can only be viewed internally.
- If you are seeking authorisation for a post where you know who will be appointed (for example, Named Research Grant, Timesheet Contract), upload the proof of eligibility for the individual(s) to work in the UK and personal details form(s) to the internal related documents section.
4.4 Request for approval

Submit the vacancy for the necessary levels (tiers) of authorisation.

- If you are not ready to submit your vacancy for authorisation, keep the status as **Draft** and click **Save**.

- If you are ready to get authorisation, set the **Position Status** to **Request Approval** and click **Save**. The position details can no longer be changed*. Your vacancy will automatically go to the appropriate person in HR.
* If you think you need to make a change after this point speak to HR.

5. Preparing for authorisation

HR will check the vacancy and information entered onto iGrasp (including the advert and Job Profile). If there are any queries or omissions, the RLM/local Administrator will be contacted.

5.1 Vacancy authorisation

Once the position is ready, HR will approve the first stage which will prompt the authorisation sequence to begin.

Upon receipt of an automated, system generated email, authorisers will access the system to approve or reject the post and add comments if required.

- Once approved, an e-mail is sent to authorisers in the next tier until all tiers are complete. If rejected, an e-mail is sent to all previous authorisers, with reasons for rejection.

- Once all authorisers in all tiers have given approval, HR will change the post’s status to *Live* and publish the vacancy (place the advert). HR will confirm to the RLM/Administrator that the advert is live and the closing date. Posts will close at midnight.

- The RLM/Administrator can log in and check the current authorisation status of a post at any time. You can search for the post by clicking *Find* under the *Positions*
heading on the left hand side, typing in the iGrasp reference number and pressing the Search button.

6. Shortlisting

Once the closing date has been reached, the RLM/Administrator should change the status of all New applications to Shortlisting. If applications are showing as Incomplete or Unconfirmed they have not been fully submitted and should not be considered for shortlisting.

NB: Once the closing date has been reached, the vacancy is automatically removed from all media/sourcing channels and no further applications can be received.

- To change the status to Shortlisting, navigate to the post and select Applications from the menu on the right hand side of the screen.
Select all applicants with the status of **New** by clicking on **Show Summary** towards the bottom of the screen.

**Select NEW**

**OR**

Select all applicants with the status of **New** by checking the box to the far left of their name (note that the application list may run over more than one page).

Once you have selected all the relevant applicants, select **Shortlisting** from the **Set selected items to** drop down menu at the top of the page and then press **Go**. The status of the selected applicants will then update to **Shortlisting**.
6.1 Downloading Application forms and CVs

- To download application forms and CVs, select the applications required by checking the box to the far left of the candidates’ names, or by selecting All at the top of the page. Then click on the PDF icon at the bottom of the page.

6.2 Shortlisting spreadsheet

The shortlisting spreadsheet should be completed by the interview panel, clearly detailing all of the applicants’ names, how they matched the selection criteria, and the overall shortlisting decision. The form needs to be clear as to which candidates should be rejected at this stage, which are to be invited for further selection and any reserve candidates. The shortlisting form can be accessed here.

To assist in completing the shortlisting spreadsheet, you can download a list in Excel of all candidate’s names from iGrasp.

- Select Find under the People heading from the menu on the left hand side.
- Select Applications from the menu on the right hand side.
- Enter the post reference number in the field Job Ref No: and select Shortlisting from the drop down menu Application Status. (Note: you must have changed the candidates’ status to shortlisting as outlined in section 6.)
Click on the **Search** button at the bottom of the page. A **Results** page will appear showing all candidates for that post with the status of **Shortlisting**.

Click on the **Select All** button at the top of the page. This will check all the boxes to the left of the candidate names.

From the drop down menu at the bottom of the page select **Export results to .CSV** and then click on the **Go** button.

Candidates’ names and email addresses will then be downloaded into an Excel spreadsheet which you can use to copy over to the Shortlisting Spreadsheet.
7. Interviews and assessment

Following short-listing decisions, the RLM should upload the completed Shortlist Assessment Form. This details all of the applicants’ names, how they matched the selection criteria, and the overall shortlisting decision. The form/email needs to be clear as to which candidates should be rejected at this stage, which are to be invited for further selection and any reserve candidates.

7.1 Inviting Candidates to Interview

iGrasp has the facility to set up interview slots and invite candidates to book their slot online. The system has template emails to use to contact applicants (please see Section 10). These can be tailored to advise applicants of any tests/presentations, who and where to report (see 7.3 below).

7.2 Setting up Interview Slots

- From the post page, select **Interviews** from the menu on the right hand side. Scroll down to the bottom of the page and enter the information for the first interview slot you would like to set up. You will need to enter the following information:
  - From (Start Time)
  - To (End Time)
  - Date
  - Duration (mins)
  - Number of concurrent slots (this should always be 1)
  - Interview Location
  - Interview Type (this should always be “First Interview”)

- Once you have completed the information for the first interview slot, press **Go**. This will save the interview slot which will then appear under the **Interview Slots** heading.
Repeat this process until all the interview slots you require have been saved.

**NB.** If you have 2 or more sessions which candidates are required to undertake as part of the recruitment process which do not take place at the same time (e.g. a presentation in the morning and an interview in the afternoon) it is still possible to use iGrasp to request candidates book a slot. The interview invitation template sent to the candidate can be amended to let the candidates know that the slot they are booking on iGrasp will correspond to a second slot. Please see [Section 10.2](#) for an example template which you can use.

### 7.3 Sending Interview Invitations

- Change the status of the selected candidates you wish to invite to interview by checking the box to the far left of their name on the Applications page and changing the **Set selected items to** drop down menu to **Pending Interview**. Click on **Go**.
Select **First Interview** from the pop-up list and the status for the candidates will be updated.

Next, select **Mailing** from the menu on the left hand side of the screen. From the mailing screen you should be able to see that there are pending Interview mails waiting to be sent to the candidates. The number of **Total Pending** should correspond to the number of candidates you have selected to be invited to interview.

Click on **Interview** under the heading **Mail Type**. Click on the red envelope to the far right of the **First Interview** type.
A pop-up will then appear in which you can amend the invitation to interview email template. Make any amendments required and then click **Save** at the bottom of the page. You can also upload any additional documents which need to be sent out to candidates via this pop-up by clicking on the **Add more files** button.

Once you have made the required amendments to the template, close the pop-up box by clicking on the cross in the corner. Remember to **save** any changes before closing down the pop-up otherwise these will be lost. The red envelope will then change to green to show that changes have been made to the template.

To send the emails out to candidates, return to the main Mailing screen by clicking on **Mailing**. Click on the **Send icon** to the left of the Interview mail type. The emails have now been sent and the Candidate status will automatically update to **Invited to Interview**.
Candidates will be able to book their interview slot by clicking on the link in their email. You will not receive a notification to confirm when candidates have booked their slot however, you can check by looking at the interview slots you have set up (under the **Interviews** heading on the menu on the left hand side). Candidates’ names will appear next to their selected slot once they have booked this. In addition their status on the main applications page will change to **Scheduled Interview**.

### 7.4 Sending rejections

All candidates who submitted an application but who are not being invited to interview should be sent a rejection email.

- Change the status of the selected candidates you wish to reject by checking the box to the fair left of their name on the Applications page and changing the **Set selected items to** drop down menu to **Pending Reject**. Click on **Go**.

- Select the relevant reason next to **After Shortlisting** from the pop-up list (Note: this will usually be **Failed to meet selection criteria**) and then click on the arrow next to selection you have just made. The status of the candidates will update to **Pending Reject**.

- Next, select **Mailing** from the menu on the left hand side of the screen.
From the mailing screen you should be able to see that there are pending rejection mails waiting to be sent to the candidates. The number of **Total Pending** should correspond to the number of candidates you have selected to be rejected.

If you wish to amend the standard template, do this in the same way as when amending interview invites. To send the emails, click on the **Send icon** to the left of the **Rejection** mail type. The emails have now been sent and the Candidate status will automatically update to **Rejected**.

### 7.5 Reserve Candidates

The status for any candidates who are being held as “Reserve” candidates (i.e. they have not been rejected or invited for interview at this stage) should be change to **Sift Progress**. Any candidates put on hold should be informed as soon as possible if they are to be invited to interview or rejected and their status on iGrasp updated as soon as possible.

**Note:** All candidates who previously had an Application Status of **New** should now have a status of **Invited to Interview, Rejected or Sift Progress**.

### 7.6 Withdrawal of Candidates

If a candidate wishes to withdraw their application, you should change their application status to **Pending Withdrawal**. Once this is done, access the **Mailing** section from the
main menu and send the pending email which will confirm that their application has been withdrawn. Once this has been sent their status will change to Withdrawn.

It is important that candidate statuses are changed as promptly as possible throughout the application journey as this information is used for Athena Swan and other EDI related applications. For example we will be able to more accurately report on gender and ethnicity of candidates and what happened to their application.

Updating statuses will also give a more accurate record of time to hire and success of recruitment campaigns.

8. Offers and contracts

Once you have identified the successful candidate you can then change their status in the system to Pending Offer.

- At this point you should also upload their right to work check, qualification certificates and references (if you have them however, references can be uploaded once you receive them) to the notes section on the position details page.

- Select Choose File to upload the right to work check and any other relevant documents. Then press to upload.

***Please note that HR will not be able to send out a contract of employment if there is no right to work document*** (this is a verified copy of their passport / BRP or other valid
current document confirming their right to work in the UK) See here for more information about right to work checks and for the list of acceptable documents.

Creating the Offer Page:

- Go to the **Applications** tab on the far right.
- Select the successful candidate. You will need to check the box next to their name and then change their status to **Pending Offer**.

- Select **Go** and then a pop-up box will appear.
- You will need to select the contract type and then select **Go**.
This will then create an **Offer Page** where you can enter all the necessary hire information which will be included in the contract.

Go to the **Offers** tab on the far right and this will take you to the Offer Page.

Select the **icon** to populate the hire information.

Once you have entered in all the relevant details click save. You will now need to set the **Offer Page** from **Draft** to **Pending Approval**.
To do this select **Offers** on the far right.

It will bring up the following page:

Select the word **Draft**, underneath Status. This will then allow you to change the status in the drop down list. You should choose **Pending Approval** and then select
save. This will then kick off the approval process. Once this has been approved at the final tier (which is normally the 5th tier for HR) a contract will be generated.

9. Requesting References

Reference request’s will be expected to be taken up by the Recruiting Manager or delegated appropriate person in the School/Department/Institute/Centre.

**Academic / Research References**

**Subject:** Private and Confidential – Reference Request [Name of Applicant]

Dear REFEREE TITLE AND SURNAME,

I am writing to ask if you could kindly provide a reference for CANDIDATE TITLE NAME SURNAME who is being considered for appointment to the position of JOB TITLE in the SCHOOL OF / INSTITUTE OF XXXX at Queen Mary University of London and who has given your name as a referee.

I attach a copy of the job profile for context and would appreciate it if you could comment on TITLE SURNAME’s suitability for the position.

It would be helpful if you could also declare if you have a personal connection to the applicant, aside from periodic collaboration or interactions at conferences, and the nature of the connection.

If you are able to assist in this matter, I would be very grateful to receive your reference by DD MMM YYYY.

If you are unable to assist, please do let me know so I can seek an alternative reference.

I look forward to hearing from you.

Yours sincerely,

[Name of Sender]

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**Email to External Experts**

**Subject:** Urgent: Expert opinion sought for proposed promotion of [Name of Applicant] at Queen Mary University of London

Dear [Title and Name of External Expert].
I am writing on behalf of the Principal, Professor Colin Bailey, to kindly ask if you would be able to provide an expert opinion, in confidence, for [Name of Applicant] who has applied for promotion to Reader.

Please judge the case for promotion against the applicant's promotion statement and CV and the criteria for promotion to Reader as stated by the University of London which are attached.

Additionally, we have developed in Queen Mary a set of illustrative but non-exhaustive guides for prospective Reader - these are also attached. They invite applicants to identify which of six Areas of Contribution they wish to evidence as well as three Types of Activity. We do not expect applicants to provide convincing evidence in all six areas, and in fact discourage them from doing so. We do, however, propose that normally we would expect:

- For Teaching & Research roles, the areas of Student experience and education, Management and collegiality and Research or Impact.
- For Teaching & Scholarship roles, the areas of Student experience and education, Management and collegiality and Scholarship or Impact.

You may find this framework helpful for your own considerations about the applicant.

I would be grateful if you could declare if you have a personal connection to the applicant aside from periodic collaboration or interactions at conferences and the nature of the connection.

If you are able to assist us in this matter, we would be grateful if you could let us know as soon as possible - we would like to receive your expert opinion by XXXX. Replies may be emailed directly to me at XXXX@qmul.ac.uk.

If you are unable to assist us with this matter, I should be grateful if you would please let me know as soon as possible by return.

Your assistance with this matter is much appreciated.

Kind regards,

[Name of Sender]
Subject: Private and Confidential – Reference Request [Name of Applicant]

Attachments: Job Profile – PDF Version

Dear [Title and Name of Referee],

[Name of Applicant] has been offered the conditional position of [Job Title] at Queen Mary University of London and has indicated that you would be willing to provide a reference.

I would be most grateful if you could therefore provide a written reference and comment on [Name of Applicant] suitability for the post along with any other relevant information.

All information you provide will be treated in the strictest confidence.

Please find attached a job description and person specification for the role.

With very kind regards,

[Name of Sender]

10. Appendices

10.1 Standard system-generated emails

Invitation to interview

Dear [Name of Applicant],

We are pleased to tell you that you have been selected for interview for the position of [Job title and Vacancy Reference Number].

You can book your interview slot online, please follow the link below:
[Web Description]

Your login details are:

Username: xxxxxx
Password: xxxxxx

Please note, once you have selected an interview slot, this cannot be changed.
Please refer to the attached 'Interview Requirements' which outlines documentation you will need to bring with you to interview, noting particularly that you need to bring in proof of your eligibility to work in the UK.

On arrival please report to [Name and location]

If you experience any problems, or require any special assistance to enable you to attend interview, please let us know as soon as possible by e-mailing [Nominated contact name and contact details in the School/Department/Institute/Centre] We look forward to meeting you soon.

Kind regards,
[Name of Sender]

Invitation to interview reminder

Dear [Name of Applicant],

Just a quick reminder that you have been invited to attend an interview for the position of [Job title and Vacancy Reference Number].

If you'd like to attend, please log in and book an interview slot as soon as you can, as slots are allocated on a first come, first served basis. Alternatively, please contact us if you'd like to withdraw your application or if you are unable to attend the interview during an allotted time.

Kind regards,

[Name of Sender]

Interview booking confirmation

Dear [Name of Applicant],

Thank you for booking your interview online. Your interview details are as follows:

Position: XXXXXX
Date: XXXXXX
Start Time: XXXXXXX
End Time: XXXXXX
Location: XXXXXX

Please refer to the attached 'Interview Requirements' which outlines documentation you will need to bring with you to interview.

If you require any special assistance to enable you to attend interview, please let us know as soon as possible by e-mailing recruitment@Queen Mary.ac.uk.

Kind regards,

The Recruitment Team

Human Resources

Queen Mary University of London

**Rejection email after shortlisting**

Dear [Name of Applicant],

Further to your application for the position of [Job title and Vacancy Reference Number], we regret to inform you that on this occasion you have not been short-listed for interview.

Unfortunately due to the overall volume of applicants we received we are unable to give any individual feedback for applicants who are not invited to interview.

We thank you for your interest in employment opportunities at Queen Mary University of London, and for taking the time to submit an application.

Kind regards,

[Name of Sender]

---

**Rejection email after interview**

Dear [Name of Applicant],

Thank you for attending the interview for the above position of [Job title and Vacancy Reference Number].

We regret to inform you, that after careful consideration, on this occasion your application has not been successful.

We thank you for your interest in employment opportunities at Queen Mary University of London, and for taking the time to submit an application and attending interview.
If you would like to receive feedback regarding the outcome of your application, please contact [Nominated contact name and contact details in the School/Department/Institute/Centre].

Kind regards,

[Name of Sender]

10.2 Suggested email template for dual assessment interviews

Dear XXXX

We are pleased to tell you that you have been selected for interview for the position of [TJ_3(Job Title)] [TJ_2(Vacancy Reference Number)].

The selection process will take place on XXXX. You will be required to give a presentation on your current research followed by a formal panel interview.

The presentation and corresponding interview slots are as follows:

<table>
<thead>
<tr>
<th></th>
<th>Presentation</th>
<th>Interview</th>
</tr>
</thead>
<tbody>
<tr>
<td>Slot 1</td>
<td>[TIME]</td>
<td>[TIME]</td>
</tr>
<tr>
<td>Slot 2</td>
<td>[TIME]</td>
<td>[TIME]</td>
</tr>
<tr>
<td>Slot 3</td>
<td>[TIME]</td>
<td>[TIME]</td>
</tr>
<tr>
<td>Slot 4</td>
<td>[TIME]</td>
<td>[TIME]</td>
</tr>
</tbody>
</table>

You can book your presentation slot online and you will automatically be allocated the corresponding interview slot. Please follow the link below:

[TJ_19(Interview URL)]

Please note, once you have selected a presentation/interview slot, this cannot be changed.

Please refer to the attached 'Interview Requirements' which outlines documentation you will need to bring with you to interview.

On arrival please report to XXXX at XXXX. Please ensure you arrive at least 15 minutes prior to your scheduled interview/presentation slot.

Presentation:
[DETAILS OF PRESENTATION – TOPIC, FORMAT, LENGTH, AUDIENCE]

Interview:

[DETAILS OF INTERVIEW – PANEL, FORMAT, LENGTH]

I would be grateful if you could confirm your attendance to the interview as soon as possible and provide the following information to me by XXXX:

1. A title for your presentation
2. A PDF copy of your presentation
3. PDF’s of your 4 best first/main author publications
4. A proposal outlining your future work. The proposal should be no more than 3, A4 pages.

Please let me know if you have any special requirements to enable you to participate in the presentation and interview.

Travel and Expenses:

I enclose instructions on how to get to campus and a travel expenses form should you wish to claim for any reasonable travel expenses. I will ensure that when you arrive for interview we take this form and copies of relevant travel tickets and receipts. To aid this, if claiming expenses, please ensure that you open the first 2 tabs on the excel spreadsheet and complete the details. UK candidates will be reimbursed for standard class rail fares. Economy airfares will be reimbursed for overseas candidates.

Please do not hesitate to contact me should you have any questions.

We look forward to meeting you soon.

10.3 Contract Definitions:

<table>
<thead>
<tr>
<th>Indefinite</th>
<th>Has no end date. Employment to be ended on both sides by the giving of notice.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fixed-Term Contract</td>
<td>Has an end date and is fixed-term for a specific reason. See reasons for issuing FTC in section 10.5</td>
</tr>
<tr>
<td>Temporary Part Year Contract</td>
<td>Contracts with set hours for 6 months or less.</td>
</tr>
<tr>
<td>Temporary timesheet</td>
<td>Contracts for 6 months or less with no set hours and the</td>
</tr>
<tr>
<td><strong>Contract</strong></td>
<td>Employee has to submit timesheets to be paid.</td>
</tr>
<tr>
<td>-------------</td>
<td>-----------------------------------------------</td>
</tr>
<tr>
<td><strong>Extension – FTC</strong></td>
<td>Extension of fixed-term contract as described above.</td>
</tr>
<tr>
<td><strong>Extension – Temporary Part Year Contract</strong></td>
<td>Extension of Temporary Part Year Contract as described above. Temporary contracts can only be extended up to a maximum of 6 months.</td>
</tr>
<tr>
<td><strong>Extension – Temporary Timesheet Contract</strong></td>
<td>Extension of Temporary Timesheet Contract as described above.</td>
</tr>
<tr>
<td><strong>Agency Worker</strong></td>
<td>Approval to use an Agency worker. This should only be used for people who will be employed by an Agency (i.e. not Queen Mary employees).</td>
</tr>
<tr>
<td><strong>Job Re-Grade</strong></td>
<td>Where a role has been regraded via the job evaluation process this option should be used.</td>
</tr>
<tr>
<td><strong>Secondment</strong></td>
<td>Current employee who is seconded into another role for a fixed period of time, after which they will return to their substantive position.</td>
</tr>
<tr>
<td><strong>Acting Up Allowance</strong></td>
<td>Current employee who is Acting Up into a more senior position. Acting up allowances should always be for a fixed period of time and preferably should be no longer than 6 months (certainly no longer than 12 months).</td>
</tr>
<tr>
<td><strong>Responsibility Allowance</strong></td>
<td>This is the same as above but when the employee is taking on part of the additional duties. If an individual is only fulfilling 75% of the duties of the substantive post holder then they should only receive 75% of the relevant spinal point.</td>
</tr>
</tbody>
</table>

### 10.4 Advertising Sources Options

<table>
<thead>
<tr>
<th><strong>All Sources or Mandatory Sources</strong></th>
<th>This gives authority to advertise externally. Depending on the type of role, this will be our website, plus jobs.ac.uk and the job centre.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>If you require external advertising elsewhere, this option should be selected and a clear instruction added in the Additional Position Notes (APN) box further down the page. Please note, if additional costs are expected,</td>
</tr>
<tr>
<td>then a PO should also be uploaded.</td>
<td></td>
</tr>
<tr>
<td>-----------------------------------</td>
<td></td>
</tr>
<tr>
<td><strong>Internal Advertising only</strong></td>
<td>With this option, the role will only be open to applications from current Queen Mary employees.</td>
</tr>
<tr>
<td><strong>No advertising needed</strong></td>
<td>This option should be used if no advertising is needed. For example, if we are offering a position to an individual named on a grant (i.e. the job only exists because of this specific grant money and the grant body is awarding it to a specific person) or if this is a temporary contract or extension for someone already in post.</td>
</tr>
</tbody>
</table>

### 10.5 Reasons for Fixed-Term Contracts

<table>
<thead>
<tr>
<th><strong>N/A</strong></th>
<th>Only to be used if the “Contract Type” field is not fixed-term.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Cover for peak in demand</strong></td>
<td>The post is to cover a peak in demand due, for example, to seasonal fluctuations or the requirements of a particular stage in a project.</td>
</tr>
<tr>
<td><strong>Student or other business demand uncertain</strong></td>
<td>The student or other business demand can be clearly demonstrated as particularly uncertain.</td>
</tr>
<tr>
<td><strong>Finite training or educational component</strong></td>
<td>The contract includes a specific and finite training, developmental or educational component, such as secondment, career development opportunity, studentship, or apprenticeship, etc.</td>
</tr>
<tr>
<td><strong>Cover for staff absence</strong></td>
<td>The post is appropriate to cover staff absence (e.g. parental leave, long-term sickness, sabbatical leave or secondment)</td>
</tr>
<tr>
<td><strong>Temporary input req. from specialist practitioners</strong></td>
<td>The post requires input from specialist practitioners whose expertise or experience is not part of the core competencies required within Queen Mary or the School/Department/Institute/Centre. The expression “core competencies” refers to the attributes, skills, experience or capacity of the employee rather than core competencies.</td>
</tr>
<tr>
<td>Subject Areas</td>
<td>Description</td>
</tr>
<tr>
<td>------------------------------------------------------------------------------</td>
<td>-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>No prospect of funding renewed or available</td>
<td>There is no reasonable prospect of funding being renewed or becoming available at the end of the [extended] contract.</td>
</tr>
<tr>
<td>Maternity leave cover</td>
<td>The post is appropriate to cover staff maternity leave.</td>
</tr>
<tr>
<td>Interim cover whilst perm appointment is arranged</td>
<td>The post is to provide interim cover while arrangements are being made to appoint on a permanent basis (e.g. the effect of an unexpected resignation, a skills shortage or a delay in making a permanent appointment can be worked around by making an interim appointment to provide short-term cover)</td>
</tr>
<tr>
<td>Post offered to succession of college students</td>
<td>The post is one in which Queen Mary offers work to a succession of its current students on the grounds that this will offer valuable work experience; or support the student during their studies; or is convenient for Queen Mary.</td>
</tr>
<tr>
<td>Temporary Contract</td>
<td>Temporary Contract should only be used if the “Contract Type” field is Temporary Part Year Contract or Temporary Timesheet Contract</td>
</tr>
</tbody>
</table>