



University of Brighton

Dear panel member

The university could be legally challenged regarding our practice in selection of candidates. We are therefore required to keep written records of the reasons for selection as evidence that the method used satisfies the objectives and principles of good practice. These are:

- all candidates must be judged against the same criteria;
- criteria must not be changed from or added to those included on the description of the job that was given to applicants; and
- all the criteria, including those related to personal characteristics, must be addressed. The personal characteristics are crucial to your decision as they determine the quality of performance in the job. Panel members often fear the impossible when asked to address these. In fact, it can be done and information on how to do this is available from the Personnel Department and is included in the *Staff recruitment and selection guide*.

A suggested format for recording the reasons for selection and rejection of candidates is given overleaf. An alternative format may be used, if you prefer, providing it satisfies the above requirements. The following points suggest how the form should be used:

- The items listed on the form under *Criteria* are the broad headings which should be addressed during the selection process.
- The *Indicators* are suggestions/examples of the type of information needed. They are included in the list of selection criteria which was sent to applicants in the further particulars document. They are designed to apply to most jobs and should be interpreted according to the job in question. For example, *understands the information needs of others* could have different implications for receptionists, administrators, teachers, researchers making grant applications, designers of promotional material, etc.
- Often, a candidate's response to one question provides evidence which is relevant to a number of criteria, so it should not be necessary to address each indicator with a separate question.
- The rating column is for convenience and need not necessarily be used. It can, however, provide a useful summary of your assessment.
- Each completed form provides a profile of the candidate. The panel then should compare the profiles, considering candidates' strengths and deciding which areas would need further training and development. There is no fool-proof method of weighting, and no perfect candidate!
- Each panel member must complete a suitable record as described above, in respect of each candidate. The records must be returned to the Personnel Department together with the result of selection form and other confidential material.

If you perceive a problem with any aspect of the above, or would like further information, please ring the Personnel Department.