



## Management Guidance: Frequently Asked Questions

**1. Why has the School decided to anonymise job applications for professional services staff?**

The School is committed to an inclusive and diverse community and wishes to ensure that its processes and procedures reflect this. By anonymising the recruitment process for professional services staff, we are reducing the potential for unconscious bias.

**2. Does this apply to all professional services staff roles?**

The anonymised application process will be used for salaried roles up to and including band 9, including Graduate Interns, secondments and internal recruitment.

It will not be used for hourly paid recruitment, agency staff or executive searches.

**3. Why is this change only applicable to professional services staff?**

Academic staff recruitment relies on a candidate's research and publication record, among other things. This makes it easy to identify the candidates and, therefore, it would not be effective to anonymise the process.

**4. What is unconscious bias?**

Unconscious bias refers to a bias that we are unaware of and happens outside our control. For example a person may be drawn to someone from the same area or who is the same ethnicity as them. Alternatively, this may work against a candidate for the same reasons.

Unconscious bias is natural and unintended, but it can influence recruitment decisions.

**5. What else is being done to reduce the impact of unconscious bias?**

Recruitment and selection training includes a section on recognising unconscious bias and the impact that this can have. The recruitment toolkit also includes information on unconscious bias.

Unconscious bias does not just happen at the recruitment stage; it can affect decisions at all stages in the employee lifecycle and, therefore, it is important for all managers to be aware of this when making decisions in relation to pay, promotion and performance management.

**6. How can I learn how to use the e-Recruitment system?**

You can be trained on the recruitment system by the e Recruitment champion for your area or can arrange a face to face session with your allocated HR Administrator.

The e Recruitment champion is a frequent user of the e Recruitment system, and each department, division, centre or institute, should have an allocated e-recruitment champion in their respective areas. This is usually a departmental administrator and for smaller areas can be the departmental or academic manager.

The HR Information and Systems Team also run monthly training sessions and you can book these on the School's Training and Development system. They last for approximately 45 minutes and have been scheduled until August 2020.

**7. How do I know who my e Recruitment champion is?**

The list of e Recruitment champions across the School is updated every term and published on the School's intranet.

e Recruitment champions were introduced to support with the roll-out of the system and support less experienced users to navigate the system and trouble-shoot with any initial queries that they might have.

An e Recruitment Champion is a frequent user of the School's e Recruitment system, usually a Department/Academic Manager or Administrator. The e Recruitment Champion plays a key role in sharing information and intelligence with employees and can help identify and resolve the key issues.

It is important to note that a champion doesn't need to know the answer to everything, but there are significant advantages of having a 'go to' person and providing them with advance information ahead of an initiative launch, additional information and signposting for the latest news, facts and updates.

**8. I am looking for a panel member who is trained on the School's Recruitment and Selection course to support me with my recruitment, where do I find this information?**

In accordance with the Recruitment and Selection Policy for Professional Services Staff, at least one member of the selection panel (usually the chair) must have attended the School's Recruitment and Selection Training course. If you are looking for a trained delegate to be part of your recruitment panel, please note that a list of trained delegates will be available on the School's intranet from 01 December 2019.

If you wish to book a place on the School's Recruitment and Selection training please do this via the School's Training and Development system.

**9. Will the School be anonymising any other field in the job application form?**

Currently phase 1 of the project will be anonymising the following fields:

Hidden:	Revealed at/ replaced by:
Personal Details Section (Name, address and telephone number)	Revealed once a candidate has confirmed their interview time. A Candidate ID number will be issued to identify a candidate before this stage.
Cover Letter and CV	Replaced by the addition of a supporting statement, details of qualifications obtained and an employment history section.
Salary Information	Revealed when a candidate has reached the 'make verbal offer' stage.
References	Revealed when a candidate has reached the 'make verbal offer' stage.
If the candidate is an internal applicant	Revealed at interview confirmed.
If the candidate is applying under the 'Disability Confident Scheme'	Always visible

The application form will be reviewed in 12 months' time and a decision will then be taken on whether other areas of an application form will be anonymised.

**10. How will we know that the anonymisation of applications has made a difference?**

Academic colleagues have supported us in analysing the data prior to the run-up to the launch of anonymised applications, and will continue to monitor the data during the first year of implementation, so that we can understand the impact. We will also monitor other aspects of the implementation such as the candidate and management experience of the changes.

**11. How will applicants know that their job applications are anonymised?**

The application form for Professional Services Staff notifies the candidate that the process will be anonymised up to their confirmation of attendance at interview.

The 'How to Apply' candidate document, the job advert template and the e Recruitment website include messages informing candidates that they will follow the anonymised application route.

**12. What happens if an applicant contacts me directly asking about a role, how do I ensure that their details are anonymised?**

We have drawn up a guidance note for candidates on 'How to Apply', which explains the process and what that means in terms of their application. This encourages them not to provide any personal information when contacting a recruiting manager about a specific role.

However, if an employee wishes to divulge any personal details over an email query or a telephone call we cannot control this.

**13. Why can I no longer access candidate salary details?**

Salary details have been removed to ensure that this does not create certain perceptions that may affect recruitment decisions. These details will be revealed once a decision has been made to appoint an individual.

The salary details, if any, declared by the candidate will be revealed once a decision has been made to appoint a candidate and before the verbal offer is made.

**14. What do I do if an applicant has mentioned their name or any other details in their supporting statement?**

The 'How to Apply' document and an additional paragraph on the job advert encourages applicant not to divulge this information.

**15. What will happen to paper applications?**

Paper applications will only be accepted in exceptional circumstances. This can be discussed on a case by case basis with your HR Adviser and Administrator.

**16. What happens when a candidate has cut and paste their CV in the supporting statement box on the system?**

We have advised candidates not to do this, however it is up to candidates to check their applications thoroughly to ensure that their information has been anonymised. Shortlisting is based on whether a candidate has met the criteria as outlined in the person specification.

**17. What are the main changes in the e Recruitment system with the implementation of the anonymisation of applications?**

The main changes will be as follows:

**No Name**

The candidate's name will not be revealed at shortlisting stage. The name will be replaced by a candidate ID number. The personal details will only be revealed once the candidate has confirmed their interview slot.

**NO CV/ Covering Letter**

The functionality to upload a CV has been removed. Therefore, the new online application form provides a space to complete a supporting statement. This will allow the candidate to demonstrate how they meet the requirements of the role.

**Scheduling Interviews through the System**

Where in the past interviews may have been arranged outside of the system, this change will require recruiting managers to schedule the interviews in the system. This will enable candidates to book their interview slot and therefore 'reveal' their details.



**Progress through to 'verbal offer' stage**

The salary and referee information will only be displayed when a decision has been reached on who the successful candidate will be.

- 18. How will I be able to distinguish between the candidates, if there is no name?**  
The e Recruitment system will automatically generate a candidate ID. This will replace the forename and surname.
- 19. If I download the shortlisting grid, will I be able to sort the numbers in numerical order?**  
The format of the downloaded shortlisting grid must not be changed. Any changes to the downloaded excel spreadsheet will prevent it from being uploaded to the e Recruitment system.  
  
You will not be able to sort the numbers in numerical order, so do be mindful when submitting your recommendations to double check your entries against the numbers.
- 20. If I print the application forms will they still be anonymised?**  
Yes, if the applicant has not confirmed an interview, all details will remain anonymised.
- 21. If I print the application form after they have confirmed their slot will I be able to see their personal details?**  
Yes, the system will automatically update once a candidate has confirmed a slot.
- 22. What is the Disability Confident scheme?**  
The Disability Confident scheme is a government scheme designed to help employees attract and retain staff with a disability. LSE has signed up to the scheme, to demonstrate our commitment to ensuring disabled people are treated fairly and have access to the same opportunities as non-disabled people. By using the Disability Confident logo we make it clear that we welcome disabled applicants for all roles across the School and that we will ensure that they are offered an interview where their application meets the essential criteria of a specific post.
- 23. At what point can the panel see whether the candidate has declared to be considered under the Disability Confident scheme?**  
This information will always be available to ensure that recruiting managers offer an interview to an individual who applies under the scheme and whose application meets the essential criteria of the post.
- 24. Why is the Disclosure and Barring Service Information not anonymised?**  
There are two ways in which DBS information is sought during a recruitment process. The first is through the application form, which all applicants complete. The second applies to specific roles in the School, where a proper check is carried out through the Disclosure and Barring Service once an offer has been made.

In terms of the application form, the decision has been made not to anonymise this information. This is because where a candidate reveals information that would clearly make them unsuitable for a particular role, it would not be possible to progress the application further. This would be particularly true for certain areas of the School, for example, LSE Nursery, where certain information would automatically invalidate a candidate's application.



However, where this is not the case, managers should not make judgements based on information provided by an applicant at this stage of the process, and they should seek advice from their HR Partner in the first instance.

**25. The candidate will be travelling from outside of the UK, how does the interview expenses policy apply here?**

The interview policy states that for Professional Services Roles, only standard class rail fares (where a candidate has travelled from outside Greater London) can be reimbursed.

**26. Is there a word limit for the supporting statement?**

No, there is not a word limit for the supporting statement. The how to apply guidance document offers candidates further guidance on their application and how to answer the competencies in a relevant and concise way.

**27. How many digits are there in the candidate ID number?**

The candidate ID number is 7 digits.

**28. I have dyscalculia/dyslexia/dyspraxia and I may experience difficulty with shortlisting candidates. Is there any support available to help me with shortlisting?**

You may find it easier to shortlist candidates via the main screen rather than using the shortlisting grid. If you would like any further support from colleagues in HR, please contact your HR Adviser or HR Administrator and they will be able to assist you either on the phone or in person.

In order to support you with the shortlisting process, please feel free to discuss adjustments with your HR colleagues. These may include:

- Ensuring that you have sufficient time to read candidates' written materials, and are not under pressure to evaluate applications in a rush
- Ensuring that you have access to a private, quiet space to assess candidates' materials, including the option of working from home
- Accessing materials in alternative formats, including with larger font sizing and contrasting background colours
- Exploring the use of a screen reader to read text aloud.

**29. Can I see if my emails have been sent to unsuccessful and successful candidates?**

No, the email icon will not display until the candidate has confirmed their attendance at interview.

**30. Will there be any changes to applications for academic roles?**

As we have a single e-recruitment system for academic and non-academic roles, there will be a very minor change to the vacancy manager user experience when looking at applications for academic roles. The header on the application form for academic roles will no longer display the candidate's name. The candidate's name will, however, continue to appear in the main body of the application form under personal details just below the header.