



Human
Resource

POCKET GUIDE 2021

The background of the cover features a series of overlapping silhouettes of people's heads and shoulders in profile, facing right. The silhouettes are rendered in various colors including shades of blue, purple, teal, and dark blue, creating a sense of diversity and inclusion.

FAIR RECRUITMENT ADVISER

A guide for Fair
Recruitment
Advisers (FRA), staff
and managers.

Our Mission

This pocket guide has been created as a reference guide for Fair Recruitment Advisers (FRA), staff and managers. It summarises the information about the initiative and provides a quick view of the key points, questions & answers and contact information.



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Fair Recruitment Adviser's Journey

01



Read up on what it means to be a Fair Recruitment Adviser

02



Complete the online form to register your interest in becoming a Fair Recruitment Adviser

03



■ Attend all training:

- ✓ Recruitment and Selection at LSE Training
- ✓ Interviewing Techniques and Assertive
- ✓ Communication Training
- ✓ Understanding the Fair Recruitment Adviser role

04



Enter pool of Fair Recruitment Advisers

05



Commit to participate in a recruitment cycle; at least one per year

06



Actively participate in the recruitment cycle; take part in shortlisting, be an active panel member and feedback to the panel

07



Complete feedback forms following the recruitment cycle to ensure the initiative can be continuously reviewed and adjusted to support all FRAs

08



Attend Safe Space Sessions led by the HR Partner

About the initiative

As part of the recent launch of the School's Race Equity Framework, the Human Resources Division, the Equity, Diversity and Inclusion Unit and the LSE EmbRace network group have worked together to make substantial strides to increasing Black, Asian and Minority Ethnic (BAME) representation at senior levels at the School.

Anonymisation of Applications

The Anonymisation of Applications for Professional Services Staff was launched in 2019 to reduce the impact of unconscious bias during the recruitment process from application up to interview stage.

Band 7+

In continuing along the trajectory of developing initiatives to reduce the impact of unconscious bias, this initiative aims to remove barriers to BAME interviewees securing a role at the School. As such, Band 7 Professional Services Staff interviews will now have a Fair Recruitment Adviser on the panel.

BAME*

The School welcomes diversity and promotes inclusivity at all levels. Further to the Anonymisation of Applications for Professional Services Staff, it is recognised that Black, Asian and Ethnic Minority staff are underrepresented at senior levels across the School. It is the School's aim for staff at all grades to proportionally reflect the diversity which enriches the LSE community. The purpose of the role of the Fair Recruitment Adviser will be to promote fairness and transparency during interview panels and to reduce the impact of unconscious bias at the interview stage.

Objectives

- The initiative has been developed to improve the representation of ethnic minority staff in Professional Services roles that are Band 7 and above.
- The initiative will recruit Fair Recruitment Advisers who are staff volunteers and who identify themselves as being from a BAME background.
- They will join interview panels as an equal member of the panel and be involved in the entire process - from shortlisting to appointing the successful candidate.
- Hiring managers for PSS roles that are Band 7 and above will be requested by their HR Advisers to include a Fair Recruitment Adviser on their interview panels.

Why are we piloting this?

We'll be piloting the scheme for 12 months, specifically for Band 7 and above roles, to assess our approach and associated processes during this time.

We will be monitoring and evaluating its effectiveness throughout to determine how this approach is achieving its objectives. After 12 months we will evaluate the progress and make any changes as appropriate.

*A note on terminology

Black, Asian and Minority Ethnic (BAME) and Black and Minority Ethnic (BME) are umbrella terms used by the UK government and the Higher Education Statistics Agency (HESA) to refer to all non-white people. However, we recognise that these terms are problematic, in that they mask differences in lived experience and outcomes for many different ethnic groups. Improving our community's understanding of these differences will be part of our work on race equity at LSE.

The Role

The Fair Recruitment Adviser's role is to help to ensure that the interview process is fair for BAME candidates and that they are not disadvantaged in any way due to false assumptions and biases.

They will assist in helping the interview panel to focus on the criteria of the job specification and person specifications and to avoid judging candidates or making assumptions about their lifestyle or background based on their appearance at interview.

Training

■ **A full training suite has been designed for individuals undertaking this role.**

As a Fair Recruitment Adviser, you will attend:



Recruitment and Selection Training (3 Hours)



Interviewing Techniques and Assertive Communication Training



Understanding the Fair Recruitment Adviser role (2.5 Hours)



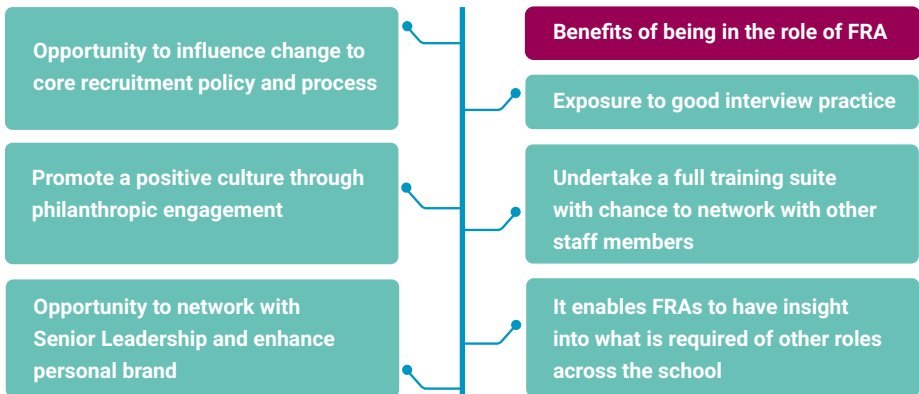
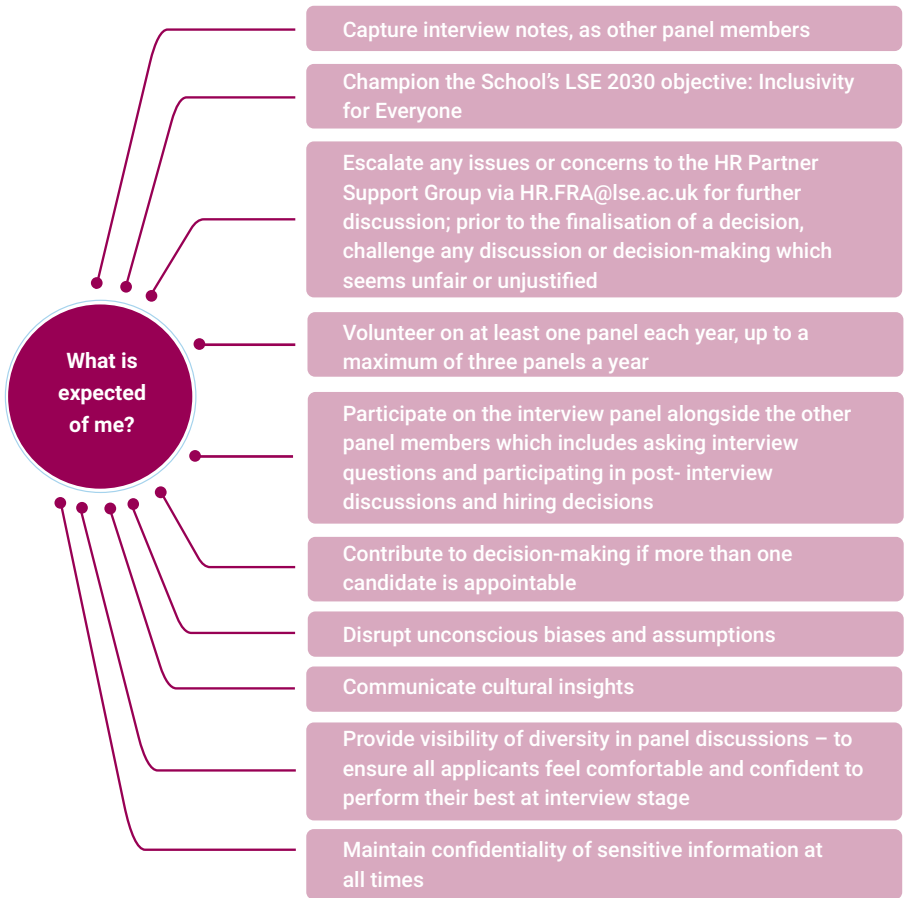
eRecruitment System Training (1 Hour)



GDPR Training (1 Hour)

Fair Recruitment Advisers must attend all training sessions in order to take part in interview panels. Training will be refreshed every 2 years.

Ongoing support will be provided by the HR Partner Support Group through the Safe Space Sessions and all Fair Recruitments Advisers can access this group outside this forum.



FAQ

■ In this section, you will find frequently asked questions regarding the initiative.

■ For Fair Recruitment Advisers...

Am I eligible for this initiative?

This initiative is intended for professional services staff at Salary Bands 5 and above that identify themselves as Black, Asian or from another Minority Ethnic (BAME) background. Individuals that do not ascribe to any of these categories will not be eligible for this initiative.

Can I apply as a fixed-term member of staff?

You will still be eligible to apply for this initiative if your contract is fixed term. If your contract is fixed term you will need to ensure that the length of your contract enables you to commit to the pre-requisite training sessions which you must attend.

Can I apply if I am on a secondment?

Yes, if your secondment is for a position at Salary Band 5 or above you will be eligible to apply.

Can I apply if I am still in my probation period?

You can apply to be part of this initiative after you have been confirmed in post. The probation review period is an important time for people to establish themselves in their substantive role/department and get to know the LSE; therefore, applications can be made after being confirmed in post.

Do I need to have my line manager's permission?

You will need to discuss the role with your line manager to ensure that they understand the requirements of the role, including training required and time commitments for each recruitment cycle.

What do I do if my line manager is not able to release me?

Managers are expected to support their staff if they wish to get involved in this initiative, recognising that they are volunteering their time and efforts to support the School.

However, if there are clear business or resourcing concerns then a line manager may decide not to approve the application or ask you to apply at a later date. In this case, they would be expected to have a discussion with you to explain the reason.

Why is this initiative only for Band 7+ interview panels?

Our data shows that it is particularly at Band 7 posts that we are underrepresented. What they might, or might not, need.

I don't know much about the recruitment process; can I still apply?

Yes, a full training suite tailored to this role will be provided to all individuals who sign up. Support will also be provided before, during and after training and each recruitment cycle.

How much time will I need to commit for this initiative?

All Fair Recruitment Advisers will need to commit to the prerequisite training sessions for this initiative. This bespoke training will provide individuals with the skills required to perform as a specialist on a recruitment panel, which is essential for this role.

This is a pilot initiative and the School recognises that participants are volunteers, therefore the time commitment for this initiative is centred around the time that participants are reasonably able to commit.

Participants will need to commit to supporting



a recruitment campaign from the stage through to the duration of the interview and offer stage. We do expect individuals to be able to commit to one recruitment cycle per year.

Participants should also consider time for feedback, questions and discussions before, during and after interviews.

I am eligible for this initiative.

How do I apply?

You can register your interest by completing the application form on the Fair Recruitment Adviser webpage or by emailing HR.FRA@lse.ac.uk.

How else can I support the improvement of diversity and inclusion at LSE?

In addition to registering for this initiative, you may be interested in the following School activities which promote racial equality and inclusion:

- The School's application for the Race Equality Charter (REC)
- Join and participate in events lead by the EmbRace committee
- The LSE's BAME Mentoring Initiative
- Events and informative resources provided by the School's EDI Team
- LSE's Race Equality Framework (REF)

What support will be given?

The main point of contact for the Fair Recruitment Advisers will be the HR Partner Support Group. Participants can contact HR.FRA@lse.ac.uk to raise any questions, feedback or concerns in relation to this process.

You can also collaborate and network with other LSE Fair Recruitment Advisers to share ideas, resources and learning to assist you through your journey. A Fair Recruitment Adviser Safe Space will take place where other members can share their experiences. HR Partners who are part of the support group will also be present to lead the session.

As this is a pilot initiative, continual feedback from participants will be encouraged so that we can better understand participant needs, monitor individual experiences, and improve processes to ensure that the initiative can fulfil its aims.

Who should I contact if I have any further questions?

If you have any further questions, please contact HR.FRA@lse.ac.uk.

Further information

Please click here for more information

If you have any further questions, please contact HR.FRA@lse.ac.uk.





THE LONDON SCHOOL
OF ECONOMICS AND
POLITICAL SCIENCE ■

LSE Human Resources
Lionel Robbins Building
5th Floor, Houghton Street
London WC2A 2HD

+44 (0)20 955 6659

humanresources@lse.ac.uk

lse.ac.uk/humanresources