THE LONDON SCHOOL OF ECONOMICS AND POLITICAL SCIENCE

A Guide to Planning Your Recruitment

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Welcome

Welcome to the LSE's **Guide to Planning Your Recruitment**. This document builds on the School's *Recruitment and Selection Policy and Procedure (Professional Services Salaried Staff)* and provides further practical guidance to help hiring managers across the School plan their recruitment.

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Introduction

Developing a plan for your recruitment that considers the complete process from start to end can help you in achieving successful outcomes.

Getting organised should not restrict your ability to fill a vacancy swiftly or recruit flexibly. Taking the time to consider and develop your plan at the start will enable you to recruit faster and more effectively.

The guidance below provides an overview of what good practice recommends, our legal obligations, and practical tips on how to prepare for your recruitment.

1. The need to recruit

1.1 The need to recruit

To ensure that the School is resourced with the skills and expertise to deliver its Objectives, it is essential that consideration is given to all staff resourcing requirements.

When a vacancy is created, for example, by an individual leaving the School, it is very easy to assume that the best solution is to recruit to replace them, on a like-for-like basis. However, a vacancy in a team is an opportunity for you to review the requirements, giving you the opportunity to adapt your resourcing strategy if necessary.

You may also want to take the opportunity to develop someone (a new employee or a current one) into the post – by using an apprenticeship, by selecting to advertise the vacancy to internal applicants only, or by offering a secondment to give more than one person an opportunity to take on the role.

Taking a step back and taking a little time to review your present and future requirements can be very beneficial in the long term.

1.2 Newly created vacancy

In this situation, it is important for you as the hiring manager to:

- Understand, and take into consideration the strategic plan for the School and / or DDCI (Department, Division, Centre and Institution), i.e. are there any upcoming changes that may impact this vacancy?

- You should also conduct a quick analysis of the skills and knowledge within your area.
    - Are there any gaps?
    - What core skills, if any, are missing?
    - Assess the core skills required now, and those that may be needed in the future?

1.3 Replacement vacancy

As with a newly created vacancy, it may be helpful to conduct a review of the role in order to make any changes that may be required. For example, certain tasks and responsibilities may no longer be required or others may need to be included.

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1.4 Higher Education Role Analysis (HERA)

All new or changed job descriptions must be formally HERA evaluated in order to determine the correct salary band for the post. You should allow sufficient time in your recruitment plan, for the HR Division to evaluate the job description.

You should consult with your HR Adviser for further guidance on HERA evaluation, and associated timelines.

Details of your HR Adviser can be found [here](#).

2 Your recruitment plan

Taking a proactive approach and developing a plan for your recruitment that considers the entire process from start to finish, will enable you to recruit swiftly and effectively. This checklist poses a series of questions that you may find useful when developing your recruitment plan.

Information and guidance on each of the areas covered below, can be found within the different sections of the Recruitment Toolkit.

BEFORE YOU START

- Do you have an overall understanding of the School's Recruitment and Selection Policy and Procedure, and the roles and responsibilities within it?
- Would you benefit from Recruitment and Selection Training in general, or in a specific area of the process?
- Do you understand the role of HR in the recruitment process, and how we can / will support you?
- Have you considered if there is a need to recruit internationally for this role? Not all roles will be suitable for Tier 2 sponsorship, nor will they meet the sponsorship requirements however some roles – particularly those at PhD level or those that have strong international focus – may do. The first step will be to make a business case to the School as to why you might need to sponsor someone in the role and you should contact your HR Adviser to discuss the possibility of sponsorship before you advertise.

GETTING STARTED

- Is there authorisation and budget available for this recruitment to begin?
- How has the vacancy come about?
    - o Is this a like for like replacement?
    - o Is this a replacement with amendments?
    - o Is this a new role?
- Does the post have a Band?
- Could this role be an opportunity for an Apprenticeship?
- Have you considered existing employees and opportunities for promotion? You may wish to consider this role as an internal only opportunity, in the first instance.
- Do you have any concerns about the recruitment process at this stage?
    - o If you do, you will find it useful to speak to your HR Adviser to support you with a recruitment plan.

YOUR RECRUITMENT PANEL

- Do you know the size and composition of the recruitment panel?
    - Hiring Manager / Chair
    - Interview panel members
    - External panel member (if required)
- Is there a balance of gender and ethnicity on the recruitment panel?
- Would it be appropriate for a member of HR to join the recruitment panel?
- Are members of the recruitment panel aware of their role and responsibilities in this process, and do they have an overall understanding of the School's Recruitment and Selection Policy and Procedure?
- Would any members of the recruitment panel benefit from Recruitment and Selection Training in general, or in a specific area of the process?

DEFINING YOUR ROLE

- Is there a job description and person specification for the role?
- Has the role been evaluated under HERA?
- Have you considered the Contract Type for this post?
    - Permanent, Fixed Term, Secondment etc.
- Could this role be completed by someone on a flexible working basis, such as working part-time or as part of a job share?
- Is a Disclosure Barring Service (DBS) check required for this post?
- Do you know which role this role will report to?

TIMELINES

- Do you have a preferred date for the successful candidate to start? You may find it useful to review the Recruitment Planner document.
- Is there a need to consider interim resource via a recruitment agency?
- Do you have shortlisting and interview dates in mind?
    - If yes, is this held in your recruitment panel's diaries

ADVERTISING

- Have you reviewed the advert template, as a starting point for creating your job advert and what it should include?
- Do you have a preferred date for the advert to go live, and how long you wish to advertise for?
- Will you be advertising internally and externally?
- Have you considered where you would like to advertise the vacancy?
- If you wish to have the option of sponsoring the successful candidate under Tier 2, have you considered how you will meet the Resident Labour Market Test? This is a test to see if there are any suitable UK or EEA candidates who can do the role and vacancies must be advertised and recruited to in a certain way in order to meet it. More information is in Section 3.3.1 Advertising Guidance.

SHORTLISTING

- Do you have a sense of how many applications you would expect to receive for this vacancy?
- Are there any pre-filter questions you could ask at the application stage to filter to candidates who would be ineligible to apply?

- Are you confident in shortlisting applications using the e-recruitment system?
  - o If not, you may wish to consult the Systems Guidance, or sign up to the Recruitment and Selection Training here.
- Do you understand the considerations to be given to candidates who are disabled?
- Are you aware that you will need to record your reasons for shortlisting or not shortlisting the applicants, giving clear reasons according to the requirements of the role, particularly if you wish to sponsor the successful candidate? More information on shortlisting is available in the Candidate Selection section and Shortlisting Guidance.

INTERVIEW AND ASSESSMENT

- Have you considered your interview format?
  - o Will there be any special requirements such as a presentation, test etc.
- Have you considered what competency interview questions you will ask?
- Have you considered where and when your interviews will be held?
- Are you aware that you will need to clearly summarise your appointment decisions, particularly if you wish to sponsor the successful candidate, to help demonstrate that you have passed the Resident Labour Market Test?

PRE-EMPLOYMENT CHECKS

- Do you understand what checks are required prior to a formal written offer being made, and why?
  - o Right to Work, DBS, References

OFFER, APPOINTMENT AND INDUCTION

- Are you comfortable with your understanding of the offer stage and how to prepare a local and School induction?
- Have you considered when the right to work check will take place, i.e. at the interview stage, at the offer stage or at the latest by 9:30am on the first day of employment? More information about right to work checks is in Section 6.1 Making an Appointment
- Have you considered when you need the successful candidate to start and if there is any flexibility in the start date?

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