

Recruitment and Selection Policy

Academic, Research and Teaching Appointments

1. Introduction and Purpose of Policy
2. Policy Scope
3. Policy Aims
4. Policy Principles
5. Roles and Responsibilities

1. Introduction and Purpose of Policy

- 1.1. The purpose of this policy is to promote and maintain fair and equitable recruitment and selection procedures across the School and to ensure consistency in their application. The policy takes cognisance of the governance arrangements of the School as well as the need to ensure the approach enables delivery of the Strategic Priorities of the School.
- 1.2. Recruiting the most talented individuals is essential to the ongoing success of the School. Whilst the principal aim of the recruitment task is to get the right person for the right job, selecting individuals who will contribute to an inclusive and stimulating School community is also important. The School achieves this through transparent, equitable and non-discriminatory policies and procedures, which enable the fair treatment of applicants as well as demonstrating a broader commitment to the principles of equality and diversity.
- 1.3. For the purposes of this policy and procedure:
 - 'Department' applies to Departments, Research Centres and Institutes.
 - 'Head of Department' applies to Heads of Departments, Centre Directors and Institute Directors.
 - 'Department Manager' applies to Department Managers, Centre Managers and Institute Managers.
- 1.4. This Policy provides an overview of the School's approach. It should be read in conjunction with the [Recruitment and Selection Procedure](#) (Academic, Research and Teaching Appointments).

2. Policy Scope

- 2.1. This policy applies to the recruitment and selection of the following vacancies:
 - Academic (New Academic Career (NAC))
 - Assistant Professor (SBA1)
 - Associate Professor (SBA2)
 - Professor (SBA3)
 - Research (including New Research Staff Career (NRSC))
 - Research Assistant (Band 5)
 - Research Officer (Band 6)
 - Research Fellow (Band 7)
 - Assistant Professorial Research Fellow (SBA1)
 - Associate Professorial Research Fellow (SBA2)
 - Professorial Research Fellow (SBA3)
 - Teaching (to include Education Career Track (ECT))
 - Teaching Fellow (Band 5)
 - Course Tutor (Band 7)
 - Assistant Professorial Lecturer (SBA1)
 - Associate Professorial Lecturer (SBA2)
 - Professorial Lecturer (SBA3)
 - LSE Fellow (Band 6)
- 2.2. The School's policy is to recruit by open selection, unless there is an objective justification for not advertising. For appointments by single nomination, the [Single Nomination Policy](#) should be read in conjunction with this policy.
- 2.3. For appointments of Teaching Fellows and LSE Fellows, the [Guidance on employing LSE Fellows and Teaching Fellows](#) should be read in conjunction with this policy and procedure.

3. Policy Aims

- 3.1. The common aim of all academic, research and teaching recruitment processes in the School is the successful appointment of the highest quality staff (judged by the standards of the School's global peers for NAC, NRSC and ECT appointments) through an inclusive and fair process that has strong Departmental support. LSE is therefore committed to hiring outstanding world-class staff based on open, active and global searches that involve and are open to input from existing NAC, NRSC or ECT staff at all grades. LSE is also committed to equality and diversity as well as the fair treatment of all applicants who apply for vacancies at the School.
- 3.2. Recruitment at LSE will be fair, transparent and subject to open competition, whether internal or external, with the consistent aim of identifying and appointing the best candidate for a role on the grounds of merit.
- 3.3. The School is committed to delivering the recruitment and selection of staff in a professional, timely and responsive manner. All recruitment should be undertaken through the School's [e-Recruitment system](#).
- 3.4. All applicants should be considered fairly and consistently and decisions on an applicant's suitability for a post are based on how they meet the criteria identified on the published person specification for the post. Selection decisions should be explicitly based upon evidence, though the evidence required may differ according to the type of role; CVs, covering letters, writing samples, presentations, interviews and references are routine.
- 3.5. The School is part of the [Two Ticks Scheme](#) and commits to interview all disabled candidates who meet the essential criteria for a job vacancy, providing they choose to apply under the 'Guaranteed Interview Scheme'.
- 3.6. Where applicants with disabilities require adjustments to the recruitment and selection process, the School will endeavour to pro-actively remove any barriers that it reasonably can in order to enable full participation in the process.

4. Policy Principles

- 4.1. All academic, research and teaching appointments should take account of the following principles:
 - Legislation, including: Equality Act (2010); Data Protection Act (1998); Fixed-term Employees (Prevention of Less Favourable Treatment) Regulations (2002); Immigration Asylum and Nationality Act (2006); Rehabilitation of Offenders Act (1974); and, The Safeguarding Vulnerable Groups Act (2006);
 - [Equality, Diversity and Inclusion policy statement](#);
 - [LSE Ethics Code](#);
 - [LSE Strategy](#);
 - [Data Protection Acts – the do's and the don'ts](#);
 - [Declaring conflicts of interest during the recruitment process](#);
 - Requirements for compliance with UK immigration legislation.
- 4.2. To uphold the School's commitment to equality of respect and opportunity, as set out in the [Ethics Code](#), we will treat all people with dignity and respect, and ensure that no one will be treated less favourably because of: their role at the School; age; disability; gender identity; race; religion or belief; sex; sexual orientation; marriage and civil partnership; pregnancy and maternity; social and economic background.
- 4.3. All documentation relating to applicants will be treated confidentially in accordance with the Data Protection Act (1998). Applicants will also have the right to access any documentation held about them in accordance with the Act. Therefore, Selection Committee members should be aware that the School is obliged to disclose shortlisting and/or interview notes on request, and these notes could be used to challenge a decision.
- 4.4. Where appropriate, relevant safeguarding procedures will be followed, including appropriate Disclosure and Barring Service checks.
- 4.5. Where a member of a recruiting Department believes that any of the core principles stated above may have been breached or that a particular search is in conflict with the common aim of recruitment

processes in the School, they are entitled to raise this matter directly with the Vice Chair of the Appointments Committee (VCAC) or Pro-Director Faculty Development (PDFD) who will consult further with the relevant Head of Department to see how this alleged breach, if existent, can be remedied. Where there is a significant breach that cannot be remedied, the VCAC or PDFD may terminate the search.

5. Roles and Responsibilities

- 5.1. All individuals involved in recruitment and selection processes are responsible for being vigilant in monitoring their recruitment campaigns for unconscious bias and discriminatory practices.
- 5.2. PDFD
 - The PDFD has overall responsibility for ensuring that academic, research and teaching recruitment and selection matters at the School are dealt with fairly, transparently and in accordance with the School's policies and procedures.
- 5.3. VCAC
 - The role of the VCAC is to act as the independent guardian of academic standards and quality on behalf of the Appointments Committee. Together with the PDFD, the VCAC has responsibility for ensuring that recruitment and selection matters at the School are dealt with fairly, transparently and in accordance with the School's recruitment procedures.
- 5.4. Head of Departments
 - It is the responsibility of each Head of Department to ensure this policy and procedure are followed within their respective Departments. All Heads of Departments should make their members of staff aware of their obligations to familiarise themselves with and follow this policy and procedure for recruitment and selection.
- 5.5. Departmental Managers
 - To support their Head of Department with the requirement of this policy and procedure being applied for all recruitment and selection within their respective Department.
- 5.6. Chair of the Selection Committee
 - The Chair has the responsibility to oversee the recruitment and selection process and to ensure that proceedings are conducted fairly and transparently. If at any stage, it appears that a significant breach of the School's procedures has occurred, the Chair should refer the matter to HR, in the first instance, who will discuss the situation with the VCAC or PDFD as appropriate.
- 5.7. Recruiting manager
 - To undertake all recruitment through the [e-Recruitment system](#) and to ensure that funding has been approved by the Finance Division or Research Division before a vacancy is advertised.
- 5.8. Human Resources
 - To enable recruitment campaigns to meet the Resident Labour Market Test (RLMT), in accordance with statutory immigration requirements, for roles that recruiting managers wish to be open to non-EEA applicants.
 - To ensure that policies and practices are monitored and updated as required to promote equality, diversity and inclusion within the workplace.
- 5.9. Finance Division and Research Division
 - To provide advice and support on all other matters relating to the funding of posts. Information can be found on the [Finance Division website](#).

Approved by:	Appointments Committee	Date:	07 June 2017
Implementation date:	16 June 2017		
Review period:	1 year		
Division:	Human Resources		
Date of equality analysis:	15 June 2017		

Recruitment and Selection Procedure Academic, Research and Teaching Appointments

1. Introduction
2. Preparation Stage
3. Advertising
4. Recruitment and Selection Committee (or Panel) Composition
5. Setting up the Selection Committee
6. References
7. Confidentiality and Compliance
8. Longlisting and Shortlisting
9. Presentations and Informal Meetings (if applicable)
10. Selection Committee Meetings
11. Interview Selection Committees
12. Paper Selection Committees
13. Making the Decision
14. Making Offers
15. Appointments
16. Right to Work and Certificate of Sponsorship
17. Disclosure and Barring Service Checks

1. Introduction

- 1.1. This Procedure provides an overview of the School's procedure for the selection of academic, research and teaching appointments. It should be read in conjunction with the [Recruitment and Selection Policy](#) (Academic, Research and Teaching Appointments).

2. Preparation Stage

- 2.1. The recruiting Department should conduct a full evaluation of the need for the role against their strategic and budgetary plans prior to commencing with recruitment. The relevant research and/or teaching specialism of posts should be defined as broadly as possible, subject to fulfilment of the strategic need on the basis of which the Department obtained approval for the post in question. Positions that become available when an individual leaves a post should not simply be advertised as a like-for-like replacement, unless doing so is within local strategy and, where applicable, APRC review recommendations. Vacancies that arise are always an opportunity to consider re-orientation of staffing priorities.
- 2.2. Recruiting Departments are responsible for drafting the advert, job description and person specification and ensuring that these documents are in the correct templates Standardised job descriptions exist for the below roles and should not be changed by recruiting Departments. Person specification templates should be amended but only as is necessary for the specific role recruited to.
 - Academic (New Academic Career (NAC))
 - Assistant Professor ([job description](#) and [person specification](#))
 - Associate Professor ([job description](#) and [person specification](#))
 - Professor ([job description](#) and [person specification](#))
 - Research (to include New Research Staff Career (NRSC))
 - Research Assistant ([job description](#))
 - Research Officer ([job description](#))
 - Research Fellow ([job description](#))
 - Assistant Professorial Research Fellow ([job description](#) and [person specification](#))
 - Associate Professorial Research Fellow ([job description](#) and [person specification](#))
 - Professorial Research Fellow ([job description](#) and [person specification](#))
 - Teaching (to include Education Career Track (ECT))
 - Teaching Fellow ([job description](#) and [person specification](#))
 - Course Tutor ([job description](#))
 - Assistant Professorial Lecturer ([job description](#))
 - Associate Professorial Lecturer ([job description](#))
 - Professorial Lecturer ([job description](#))
 - LSE Fellow ([job description](#) and [person specification](#))

- 2.3. Each Department that intends to appoint to a NAC/NRSC/ECT appointment is expected at the start of each academic year to have in place a statement of its recruitment process. Any new statement as well as any significant changes to existing statements require the approval by the VCAC and PDFD.
- 2.4. Detailed implementation of recruitment processes are left to each Department's discretion, subject to the common aim of all recruitment processes in the School and the policy aims and principles. This includes decisions as to (i) the exact timing of recruitment and advertisements and (ii) the modes of interaction between the Department and applicants that best meet the overall aim of recruitment under the Department's particular conditions.
- 2.5. Departments are best positioned to judge the degree of social interaction that it is appropriate to offer applicants, and the exact timing of advertisements for particular posts. However, all NAC/NRSC/ECT/Research Fellow/Course Tutor advertisements require the authorisation by the VCAC or the PDFD who can decide that a recruitment campaign is initiated too late in the academic cycle, and should therefore be postponed to the next academic year to guarantee an adequate search.
- 2.6. HR will lead annual briefing sessions and one-to-one sessions for all vacancy managers of NAC/NRSC/ECT appointments. These mandatory sessions will be scheduled prior to publishing to discuss specifics of campaigns and outline key areas of the process (e.g. shortlist approval and declaration of conflicts of interest).

3. Advertising

- 3.1. The recruiting manager should create the vacancy, using the School's [e-Recruitment system](#) before the vacancy is advertised. The recruiting manager should upload electronic copies of the [advert](#), [job description](#) and [person specification](#) (in the appropriate templates) to the e-Recruitment system. Job adverts should state a departmental contact email address as a contact point for applicants. Should the recruiting manager wish to make changes to the standard 'how to apply' document, this should be sent to your [HR Adviser](#) following the same format as the standard template ([no supporting documents](#) and [three supporting documents](#)). Creating the vacancy on the e-Recruitment system will trigger a notification to the funding approver and then to HR who will be required to approve the vacancy before it is published. An HR Adviser will check the documentation and may suggest amendments in order to comply with legislation (to include UKVI requirements) and School considerations. Recruiting managers will be responsible for making any required changes to their documents before publication.
- 3.2. The VCAC or PDFD must also approve all recruiting documentation, prior to the vacancy being published, for the below roles. No advertisements should therefore be placed in the press or on the School website until they have first been approved by the VCAC or PDFD, who will also satisfy themselves that the proposed advertising campaign will fully support an open, active and global search.
 - The VCAC is responsible for approving the following roles: Assistant Professors, Assistant Professorial Research Fellows, Assistant Professorial Lecturers, Research Fellows and Course Tutors.
 - The PDFD is responsible for approving the following roles: Associate Professors, Associate Professorial Research Fellows, Associate Professorial Lecturers, Professors, Professorial Research Fellows and Professorial Lecturers.
- 3.3. The recruiting manager should indicate an initial recruitment schedule via the e-Recruitment system. Please note that the interview date/s are indicative only and VCAC/PDFD approval of the role being published does not also approve the proposed interview date – you should liaise with your [HR Administrator](#) regarding this.
- 3.4. [Guidance on how to use the e-Recruitment system](#), along with a series of process maps outlining the steps involved in a recruitment journey is available.
- 3.5. Staff eligible for redeployment will be given priority access to vacancies before they are advertised more widely to the School or externally. Recruiting managers should consult the [Redeployment Policy and Procedure](#) or their [HR Adviser](#) for further guidance.
- 3.6. All vacancies should be advertised on the LSE jobs webpage. Band 5 roles should be advertised for a minimum of one week to internal applicants. All Band 6 and 7, NAC, NRSC and ECT roles should be advertised externally for a minimum of two weeks. All externally advertised vacancies are placed on

www.jobs.ac.uk and Times Higher Education, which are accessed by those interested in working within the Higher Education sector. Further guidance on placement of advertisements can be discussed with your [HR Adviser](#). The cost of advertising should be appropriate to the level of the post.

- 3.7. Recruiting managers should note that if the successful candidate is likely to require a Tier 2 Certificate of Sponsorship (CoS), in order to apply for a work visa in the UK, the post must be advertised for a minimum of 28 calendar days and meet the minimum salary threshold. In addition, the CoS must be applied for within 6 months of the date the post was first advertised (within 12 months for PhD level posts, as per the SOC codes in the UKVI requirements). Recruiting managers should seek guidance as to whether the role that they are recruiting to is eligible for Tier 2 sponsorship from their [HR Adviser](#) before making an offer to someone who needs a visa.
- 3.8. In addition to a CV and cover letter, applicants should submit up to three examples of their best published or unpublished work electronically at the time they submit their applications. Departments may invite candidates to submit references at the application stage or at a later stage (refer to section 6).
- 3.9. Departments that wish to advertise one or more posts across different bands must follow the procedure outlined in the [Advertising One Post Across Different Bands](#) document which will help to mitigate the risk of discrimination claims from applicants who argue that the decision was made on the basis of their personal characteristics, rather than the requirements of the post. Departments are advised to consult with HR at the advertising stage for a discussion about the case before proceeding. The VCAC or PDFD will take the final decision.
- 3.10. Vacancies will be removed automatically from the e-Recruitment system at 11:59pm (UK time) on the published closing date of the post. Any applications received after this time will be deemed as 'late' and will not be passed to the Selection Committee for consideration, except in very exceptional cases, following consultation with HR. This is to ensure fairness and that transparency of procedures is applied to all applicants. The decision as to whether to exceptionally accept a late application will be with the Chair of the Selection Committee, with advice from the HR Adviser.

4. Recruitment and Selection Committee (or Panel) Composition

- 4.1. All Selection Committees should have a mixed gender profile and panels should include at least one man and one woman (though Departments are encouraged to seek gender balance or at least meet the School's 30% gender target for Committees). Early consideration of panel composition by the Department is encouraged, and the HR Division can assist in finding a diverse mix of panel members where this is not easily achievable for the recruiting manager.
- 4.2. All panel members should ideally be at least one band higher than the post they are interviewing for. However, if there isn't specialist expertise at the higher bands, it could be appropriate for a panel member to be the same band as the post being recruited to (if they have relevant specialist expertise).
- 4.3. Non-LSE staff (unless specified in 4.4), casual and agency staff should not be members of the Selection Committee. The recruiting manager should write to the VCAC or PDFD (as appropriate) for them to consider any exceptions.
- 4.4. Selection Committees should comprise of the following individuals. Role definitions are described below.

<p>Band 5</p> <ul style="list-style-type: none"> • Research Assistants • Teaching Fellows 	<ul style="list-style-type: none"> • Two or three departmental members, one of whom should be the line manager for the post. • One of the departmental members should be the Chair of the panel.
<p>Band 6</p> <ul style="list-style-type: none"> • Research Officers • LSE Fellows 	<ul style="list-style-type: none"> • Three departmental members (one of whom should be the line manager for the post). OR Two departmental members (one of whom should be the line manager for the post) and a Relate. • One of the departmental members should be the Chair of the panel.

<p>Band 7</p> <ul style="list-style-type: none"> • Research Fellows • Course Tutors 	<ul style="list-style-type: none"> • Two departmental members (one of whom should be the line manager for the post) and a Relate. • The VCAC, or their nominee, should Chair the panel.
<p>SBA1</p> <ul style="list-style-type: none"> • Assistant Professors • Assistant Professorial Research Fellows • Assistant Professorial Lecturers 	<ul style="list-style-type: none"> • Two departmental members (one of whom should be the Head of Department) and a Relate. The Department may nominate a second Relate. • The VCAC should Chair the panel.
<p>SBA2</p> <ul style="list-style-type: none"> • Associate Professors • Associate Professorial Research Fellows • Associate Professorial Lecturers 	<ul style="list-style-type: none"> • Two departmental members (one of whom should be the Head of Department) and a Relate. The Department may nominate a second Relate. • The PDFD should Chair the panel.
<p>SBA3</p> <ul style="list-style-type: none"> • Professors • Professorial Research Fellows • Professorial Lecturers 	<ul style="list-style-type: none"> • Two departmental members (one of whom should be the Head of Department), a Relate and two External Experts. The Department may nominate a second Relate. • The PDFD should Chair the panel (although the LSE Director reserves the right to Chair the Selection Committee).

- Departmental member: an employee from within the recruiting Department, with appropriate specialist knowledge.
- Relate: a member of staff from a related Department with appropriate specialist knowledge.
- External Expert: an external individual who is an expert in the discipline concerned.

5. Setting up the Selection Committee

- 5.1. Recruiting managers are responsible for securing departmental members, the Relate and External Experts (if appropriate). Recruiting managers should aim to secure panel members prior to the post being advertised.
- 5.2. For Bands 5, 6 and 7 roles, Departments should use 'System A' (as described below). For NAC/NRSC/ECT roles, either 'System A' or System B' can be used for their recruitment activity:
 - System A - 'Interview Selection Committee' - Selection Committee to interview all shortlisted candidates, typically on the same day.
 - System B - 'Paper Selection Committee' - Shortlisted candidates visit the Department individually. The Committee selects candidates on the basis of written documentation and feedback from Departmental visits of candidates only with no interview of shortlisted candidates.
- 5.3. For NAC/NRSC/ECT appointments: departmental recommendations on longlisting and shortlisting can be made either by a Departmental search committee or by the whole Department (the Relate member should be involved in the shortlisting decision and can be involved in the longlisting decision). Where Departments employ a search committee to help them in the recruitment process, it should be comprised of at least 3 members from the Department and include (i) at least one man and one woman (ii) where existent, the departmental equality, diversity and inclusion (EDI) advisor or a representative of the departmental EDI committee (iii) a reasonable balance between full Professors and other faculty, and (iv) in Departments with research clusters or groupings at least one member of a research cluster or grouping other than the one to which appointment is being made. All staff who have a long term stake in the appointment decision (including at Assistant Professor level) should have the opportunity to see applicants' documentation (with the exception of reference letters) and provide input to decisions on preliminary selection (longlisting and shortlisting). Departmental recommendations to the School Selection Committee should be formed on the basis of a meeting of staff who are eligible to attend, speak and vote (or alternatively lodge their view electronically in case they cannot be present at the meeting). Departments have the right to restrict the eligibility of staff to Professors or to Professors and Associate Professors.

6. References

- 6.1. Reference letters, for all levels of appointment, should be solicited by recruiting managers using the [e-Recruitment system](#) ([guidance](#) is available). References can be required at any point – at the point of submitting applications, at the point of longlisting candidates (for references to be ready for the shortlisting stage) or at the shortlisting stage. If references have not been solicited before shortlisting, they must be solicited after the shortlist has been confirmed, so that they can all be considered at the Selection Committee meeting.
- 6.2. References are provided on a confidential basis. Any request for disclosure of references must be forwarded to the [LSE Data Protection Officer](#). References should only be used for the purposes of which they were intended and their confidentiality must be maintained. References are available to members of the Selection Committee and can be made available to members of a Departmental search committee (where existent), but for confidentiality reasons cannot be made available to all members of academic, research or teaching staff.

7. Confidentiality and Compliance

- 7.1. All applications received in connection with a vacancy should be treated with confidentiality and in accordance with the Data Protection Act (1998). CVs of candidates can and normally should be circulated to all members of departmental NAC/NRSC/ECT staff (depending on the post in question) on the understanding that these be treated confidentially and not passed to others. All staff involved in recruitment and selection should ensure that confidentiality is paramount.
- 7.2. All staff involved in recruitment and selection must [declare any conflicts of interest](#) or personal interests to any applicants to their designated [HR Adviser](#). Staff should therefore check the list of applicants to ensure that there is no conflict of interest.
- 7.3. All recruitment and selection should be conducted in compliance to current employment legislation.

8. Longlisting and Shortlisting

- 8.1. A long-list of candidates is drawn up first and should comprise all candidates that appear to fulfill all the essential requirements. The longlist can be established based on the candidates' application letters and CVs only. Where the longlist is drawn up by a Departmental search committee it should be shared with all members.
- 8.2. Key points to note when shortlisting:
 - The shortlist is also constructed on the basis of the candidates' application letters and CVs, but will crucially involve a reading of the candidates' submitted supporting documents (if applicable) by members of Departmental search committee (where existent) and the Departmental representatives on the Selection Panel. It follows that candidates who were deemed to fulfil all the essential requirements for the post at the longlisting stage may be deemed to no longer fulfil all the essential requirements with the updated information set at the shortlisting stage;
 - Only candidates who meet all the essential criteria should be shortlisted for interview;
 - All applicants, whether internal or external, should be treated on equal terms;
 - If a high number of applicants meet all the essential criteria, use the desirable criteria and/or who fulfils the essential criteria better to reduce the number of shortlisted applicants further;
 - Panel members should complete their shortlist electronically, assessing applicants against the role's published person specification. Do not change the criteria, or create new ones, as this could be interpreted as unfair discrimination;
 - Provide clear, justifiable reasons for both shortlisting and not shortlisting all the applicants in the 'comments' column on the electronic shortlisting grid. Where applicable, comments should be provided on both the research and teaching requirements of the role as well as consideration of applicants' supporting documentation;
 - Applicants can request access to the shortlisting notes. Do not write anything that could be misinterpreted or lead to a challenge of discrimination;
 - 'Pause for thought' if there is an all male or all female shortlist or a shortlist comprising only one ethnicity. Check to make sure that all candidates have been given due consideration, but only shortlist those who do meet the essential criteria.

- 8.3. It is normal practice at LSE for panels to shortlist up to five candidates for one post and up to eight candidates for two posts. Departments can bring in a smaller (or larger) number of candidates where they have first discussed the matter with the Chair of the Selection Committee.
- 8.4. In accordance with the School's commitment under the [Two Ticks Scheme](#), any disabled candidates who have opted into the Scheme at the application stage are guaranteed to be shortlisted and therefore guaranteed an interview as long as they fulfil all the essential requirements of the post, i.e. even if other candidates fulfil all the essential requirements of the post better.
- 8.5. For NAC appointments, some Departments may, in accordance with common practice in their field, interview selected applicants at job market fairs taking place at international conferences (considered as the longlist stage). In such cases, in order to speed up the process and given potential candidates receive simultaneous invites from competing universities, the Chair of the Selection Committee may decide to confirm that after the job market interviews the Department can proceed to invite shortlisted candidates for Departmental visits without further approval needed.
- 8.6. It is the responsibility of the Selection Committee members doing the shortlisting to ensure that shortlisted candidates meet the published criteria on the person specification, though the Chair will also do some checks. The Chair of the Selection Committee has the final decision of the shortlist and will look to ensure that the correct procedures have been followed. Interview invitations must not be sent to candidates prior to the Chair approving the shortlist.
- 8.7. If the shortlisting is completed manually, the shortlisting grid should be uploaded into the [e-Recruitment system](#). For Band 7 and NAC/NRSC/ECT roles, the recruiting manager should make their [HR Adviser](#) aware of when the completed shortlisting grid has been uploaded into the e-Recruitment system. HR will check the shortlisting grid and request that the Chair of the Selection Committee reviews and confirms a shortlist. In the event that no applicants are shortlisted, the recruiting manager must still ensure that the shortlisting grid is completed and uploaded. The recruiting manager can contact their [HR Adviser](#) for advice on re-advertising or the best alternative course of action.
- 8.8. Recruiting managers should ensure that the shortlisting is completed in a timely fashion, remembering that applicants should normally be provided with at least 5 working days' notice of an invitation to interview. Recruiting managers should send interview invitations, using the appropriate templates, to shortlisted candidates using the [e-Recruitment system](#). Departments are responsible for arranging presentations, informal interviews and interviews and liaising with the candidates about the details of these. HR will support with booking interview rooms and ordering catering for NAC/NRSC/ECT appointments.
- 8.9. Recruiting managers are responsible for updating candidates' statuses on the [e-Recruitment system](#). The system will send regret notifications to unsuccessful applicants and candidates automatically, when their application status is changed to either 'regret after shortlisting' by the Chair or recruiting manager.
- 8.10. The School expects to give fair and equal consideration to applicants from overseas, however some candidates may experience practical difficulties in attending an interview. Where an overseas applicant is unable to visit LSE for an interview in person, exceptionally Departments can conduct the interview by telephone, Skype, or video conference facility in order to allow the Selection Committee to take place on the scheduled day.
- 8.11. The School has [regulations for interview expenses](#), which sets out the items a candidate can claim for their interview expenses. HR can only reimburse candidates for expenses as set out in the regulations for interview expenses and on submission of the original valid receipt(s).

9. Presentations and Informal Meetings (if applicable)

- 9.1. Presentations should normally be of a minimum length of one hour, including questions and answers. Departments are encouraged to consider further provisions in accordance with best practice in their field, for example a requirement to demonstrate sample teaching (whether in the form of a written lecture outline or the delivery of a sample lecture) or the offer of a meeting with the Department's PhD students. Each candidate should be offered similar opportunities for informal meetings, at least with the Head of Department individually and with other Department members in small groups, including in all cases key

staff involved in the expected teaching responsibility connected to the post. Departments should be critically aware of and openly discuss potential unconscious biases developing during informal meetings with candidates.

- 9.2. For System A informal meetings and research presentations should normally take place on the day prior to the Selection Committee or on the morning of the Selection Committee, so that the outcome can be taken into account by the Selection Committee at the end of the interviews (this requirement can be modified where candidates are brought in one at a time). For System B, informal meetings and presentations can take place at any point between the confirmation of the shortlist and the meeting of the Selection Committee.
- 9.3. Presentations are primarily intended to provide relevant information for the Departmental panel members in relation to the person specification criteria and it is their responsibility to relay any relevant information to the full Selection Committee when it meets. The 'Relate' is invited but not required to attend the presentations.

10. Selection Committee Meetings

- 10.1. Selection Committee meetings start with a pre-meeting, in which all Selection Committee members meet to agree the format of the proceedings and take care of formalities.
- 10.2. The Chair will lead the pre-meeting and will ask all panel members to confirm that they have read and understood the following: the [School's EDI Statement](#), the [Data Protection Act d o's and d on 'ts](#), and the [declaring conflicts of interest during the recruitment process](#). This is to help the School comply with its legal obligations and also to emphasise the importance that the School places on equality and diversity. Under the Data Protection Act (1998), notes of the interview should be kept locally by the recruiting manager for a minimum of 6 months following the selection process, after which they can be destroyed confidentially. Should the successful candidate require a CoS, the notes of the shortlisting and interview decisions should be sent through to hr.admin@lse.ac.uk.
- 10.3. The Chair will also ask panel members to declare any interests, such as close professional and/or personal relationships with any of the candidates, which could lead to allegations of bias/partiality. However, all involved in the selection process should declare an interest according to Section 7.
- 10.4. The Chair will remind the Selection Committee of the selection criteria which were agreed for the job, against which shortlisting has been conducted and the applicants will be measured, which the Selection Committee should bear in mind.

11. Interview Selection Committees

- 11.1. The Selection Committee will agree the broad pattern of questioning at the pre-meeting. While the School must ensure that all applicants have the same opportunity to demonstrate their suitability for the post and how they meet the person specification criteria, the main purpose of any job interview is to have a serious intellectual exchange with the candidate.
- 11.2. Interviewers can help candidates to perform well by making their questions brief and clear, and the Chair should ensure that discussions remain relevant. An interview is neither a presentation nor a seminar and the temptation for other members of the Selection Committee to share their own detailed views should be prevented by the Chair. Equally, the Chair should do their best to facilitate robust intellectual exchanges during an interview.
- 11.3. By convention, interviews for non-Professorial level posts have normally been thirty minutes long, while Professorial level interviews have lasted for 50 minutes. So long as all candidates are treated equally the time slots can be varied upon agreement with HR. Common sense suggests that longer interviews can be accommodated where there are fewer shortlisted candidates. The allocation of time in interviews is the responsibility of the Chair who is also responsible for seeing that adequate time is left for the candidate's answers and questions to the Selection Committee.
- 11.4. Departmental panel members (and the External Experts in cases of professorial level appointments) are expected to have acquainted themselves with the applicant's written work before the interview. They

carry the main responsibility for probing the applicant's suitability for the job. The main role of the Relate is to ensure that, as far as possible, similar standards are applied throughout the School. They are not expected to ask technical questions (though they may do so if they wish) but should concentrate on matters such as the applicant's commitment to academic life and breadth of interests in the social sciences.

12. Paper Selection Committees

- 12.1. With the candidates not being present for interviews, the Selection Committee members have the responsibility to comprehensively review the shortlisted applicants on the basis of the CVs, application letters, references, writings and the information provided by the Departmental representatives on the candidates' visit and presentations to the Department and the quality of their writings.
- 12.2. This process starts by the Chair asking the Departmental representatives to comment on the process followed (not the conclusions) of the recruitment process. The Chair then invites the Relate to ask questions on the process.
- 12.3. Following this, the Chair asks the Departmental representatives to report in detail on the Departmental visits of each candidate in turn. The Departmental representatives comment also on the written work and on the candidates' presentation at their Departmental visit. The Chair invites the Relate to ask questions. No decisions are made at this stage.

13. Making the Decision

- 13.1. After all shortlisted applicants have been interviewed (System A) or comprehensively considered (System B), the Selection Committee will discuss the candidates' suitability for the post. In all cases, discussion of candidates will not be confined to performance at interview, but should take proper and full account of the reading and grading of candidates' work, their presentations and discussions with Departmental members (including PhD students, where they have been consulted following a presentation to the Department).
- 13.2. The Chair will lead the discussion, and ask the panel members to agree if there are any unappointable candidates. The term 'unappointable' is used to describe a candidate who did not demonstrate the criteria of the person specification needed for the post and should, therefore, not be made an offer of appointment. The views of Committee members are requested by the Chair in the following order: External Experts, Relate, Departmental representatives. The Chair states their view last. If there are any candidates that were considered to be 'unappointable', this should be recorded, along with the reasons why the candidate was 'unappointable'. Reasons must relate to the person specification. The Selection Committee should then consider if any appointment could be made. If in doubt the Selection Committee should not appoint. Instead, the Department should begin the search process again, possibly with a revised person specification. The Selection Committee should then rank the applicants who are considered potentially suitable. The views of Committee members are requested by the Chair in the following order: External Experts, Relate, Departmental representatives. The Chair states their view last. It is not essential to vote on an applicant's appointment if there is an agreement. If a vote is taken, the Chair may vote as a member of the Selection Committee and if there is a tie, the Chair has the casting vote.
- 13.3. For NAC/NRSC/ECT appointments: if in the event the top-placed applicant does not accept the offer, the VCAC/PDFD and the Head of Department should discuss first whether any further offers should be made and review whether appointment of such lower-placed applicants is consistent with the overall aim of recruitment.
- 13.4. The Chair should summarise the decisions of the Selection Committee in respect of each applicant. It is essential that the Selection Committee agrees reasons as to why applicants are or are not successful, as this will form the official record of the proceedings in the event of a challenge of the decision.

14. Making Offers

- 14.1. Once the Selection Committee has decided who it would like to appoint, the Chair (and Head of Department if they are not the Chair) should agree the salary and other aspects of the offer, based on the individual's current salary, skills, experience, salary opportunities outside LSE, salary relativities within Departments and the range in which the salary was advertised. For the setting of starting salaries, see the Remuneration Policy for Faculty (Academic Staff) document <hyperlink>.
- 14.2. For Assistant Professor appointments, the VCAC must decide, in consultation with the Head of Department, on whether an appointment is made subject to Interim Review and obtaining the PGCertHE, in which case its successful completion is a requirement to pass Major Review. Where a candidate has an established record of teaching and research, the appointment may be made post-Interim Review. Where, in addition to an established record of teaching, a candidate can provide verifiable evidence of teaching excellence, the condition to obtain the PGCertHE can be waived. This should only be done in exceptional circumstances. The normal requirement will be that Assistant Professors should be subject to an Interim Review in the third year of their appointment and a Major Review at a point not exceeding the eighth year of appointment, in accordance with the School's [Review and Promotion Guidelines](#).
- 14.3. The Head of the Department (or a nominee) should contact the successful candidate(s) to make the offer. The content of the offer should be as agreed by the Chair of the Selection Committee or, as appropriate, by the VCAC or PDFD.
- 14.4. Once the Head of the Department has made the offer, the recruiting manager should complete a second fund check on the [e-Recruitment system](#) and complete the 'Offer Checklist'. [Guidance](#) on how to do this is available. Once the second fund check has been approved, HR will send the candidate an offer of employment. In accordance with the School's [Financial Regulations](#), a second fund check must be approved by the Finance/Research Division before an offer of employment is issued. For NAC/NRSC/ECT appointments, an HR Adviser will send the draft appointment letter to the Chair and Head of Department for approval before the letter is sent to the successful candidate.
- 14.5. Heads of Department, or their nominee, may wish to inform non-successful shortlisted candidates of the outcome of the selection process. Recruiting managers are responsible for updating candidates' statuses on the [e-Recruitment system](#). The system will send regret notifications to unsuccessful applicants and candidates automatically, when their application status is changed to 'regret after interview' by the Chair or recruiting manager.
- 14.6. Unsuccessful interview candidates may contact the recruiting manager or HR to request formal written feedback following their interview. The purpose of providing feedback is both to leave the candidate with a positive impression of the School and to assist the candidate in developing their skills for future interviews. In the cases where the feedback request is from an internal candidate, recruiting managers are encouraged to give feedback to the internal candidate face-to-face to help support the School's objective to provide career development and support to internal staff. A [post interview pro-forma and guidance](#) is available. The Chair or recruiting manager should complete the pro-forma and return it to HR within 5 working days. HR will then help to make any suggestions or guidance on the feedback and will communicate this feedback to the candidate. Recruiting managers should not send written feedback directly to the candidate - all feedback responses should be reviewed by HR before being sent to the candidate.

15. Appointments

- 15.1. The appointment should always start on a working day. New starters are required to attend HR on their first day of employment, bringing with them their Income Tax Form, P45 and proof of eligibility to work in the UK. Employees who do not produce evidence of their entitlement to work in the UK on or before their first day of employment cannot commence employment and will not receive their salary payments.
- 15.2. New starters will be able to collect a LSE Staff Card from the Library and set up their IT access from the IMT walk-in centre on their first day of employment, provided they have returned a signed copy of their offer letter to HR prior to their start date.
- 15.3. Once the successful candidate has accepted the offer of employment and a start date has been agreed it is the responsibility of the line manager to ensure that a comprehensive induction programme is put in place.

16. Right to Work and Certificate of Sponsorship

Academic

- 16.1. All offers are subject to entitlement to work in the UK. If the successful candidate is a national of a non-EEA country, they will need to obtain a visa to work in the UK.
- 16.2. A role must meet the criteria for sponsorship under Tier 2 before a decision can be made as to whether to sponsor. The role must:
 - Meet the minimum salary requirements as specified in the [UKVI's Occupational Codes of Practice](#);
 - Be graduate level;
 - Have been advertised for a minimum of 4 weeks.
- 16.3. Only the Human Resources Division is authorised to issue Certificates of Sponsorship (CoS). In addition to the CoS, the individual must apply for entry clearance/leave to remain through the UK Visas and Immigration service and provide personal evidence of competence in English and ongoing maintenance. The process can take up to three months and staff cannot under any circumstances be employed until the visa is granted. It is essential to the application that the vacancy has been advertised in accordance with the requirements of the designated occupational code. Such evidence must be submitted to the HR Division.

17. Disclosure and Barring Service Checks

- 17.1. It is School policy to require applicants to disclose any convictions, cautions, reprimands or final warnings that are not 'protected' as defined by the Rehabilitation of Offenders Act 1974 (Exceptions) Order 1975 (as amended in 2013) as part of their application. The amendments to the Exceptions Order 1975 (2013) provide that certain spent convictions and cautions are 'protected' and are not subject to disclosure to employers, and cannot be taken into account. Guidance and criteria on the filtering of these cautions and convictions can be found in the [DBS guidance](#) however certain types of posts, particularly those that involve working with children or adults in a vulnerable position or other positions of trust or sensitive areas, are exempt from these provisions, and in these cases all convictions, cautions, reprimands or final warning that will not be filtered in line with the current guidance must be declared.
- 17.2. The Disclosure and Barring Service makes decisions about who will be barred from working with children and vulnerable adults. If a manager believes that the appointee to a vacancy will be working in a 'regulated' position, the appointee will require an enhanced criminal records check before commencing employment. The Human Resources Division must be contacted prior to advertising. Applicants must be made aware early in the recruitment process that a criminal records check is a condition of the post.
- 17.3. Once the successful applicant has indicated their acceptance of a post the recruiting manager should contact their [HR Administrator](#) so that they can commence the DBS process for the candidate. Until a satisfactory clearance is received by the School, the employees' work will be supervised by their Line Manager. Any information revealed in a Disclosure that is relevant to the nature of the role, and is likely to lead to the withdrawal or amendment of a job offer, should be discussed with the applicant by the counter signatory before the offer is withdrawn or amended.

Approved by:	Appointments Committee	Date:	07 June 2017
Implementation date:	16 June 2017		
Review period:	1 year		
Division:	Human Resources		
Date of equality analysis:	15 June 2017		