

Recruitment and Selection Policy (Professional Services Salaried Staff)

1. Introduction

- 1.1. A fair and effective recruitment and selection process is essential to the ongoing success of the School. This policy sets out the broad principles that apply to the recruitment of professional services staff across the School and should be read in conjunction with the procedure which follows.
- 1.2. As of 31 October 2019, all applications for professional services roles in the School are anonymised. From this date, the personal details of applicants for professional services vacancies are anonymised at the shortlisting stage.
- 1.3. This policy and procedure is supported by a number of supplementary sources of information, including a comprehensive [Recruitment Toolkit](#) which is available on the HR Division's webpages. Recruitment and selection training is also available for recruitment panel members.

2. Policy aims

- 2.1. The aim of this policy is to set out principles for the fair and effective recruitment and selection of professional services staff, and to provide a procedure for doing so.

3. Policy scope

- 3.1. This policy applies to the recruitment of all salaried professional services roles in the School. It is recognised that individual departments, divisions, centres and institutes (DDCIs) may also have their own local recruitment strategies for attracting and selecting the best individuals for their relevant disciplines and professions; at the same time, those local strategies should align with the broad principles set out here.

- 3.2. Separate procedures apply to the recruitment of hourly paid staff and those on casual contracts; these can be found on the [HR Division's webpages](#). Separate procedures also apply to the recruitment of academic, research and teaching roles.
- 3.3. The expectations set out here regarding recruiting managers apply to all managers who are recruiting for professional services roles. At times, a recruiting manager may nominate another appropriate individual to undertake certain aspects of the recruitment process on their behalf.

4. Policy responsibilities

- 4.1. Recruiting managers are responsible for:
- Recruiting to professional services roles in line with this policy and procedure as well as relevant supporting guidance and other resources
 - Seeking support and advice from HR as appropriate during a recruitment and selection process, and engaging constructively with feedback
 - Ensuring that at least one member of a recruitment panel has undertaken the School's recruitment and selection training
 - Ensuring that updates to the journeys of applicants and candidates are accurately captured in the e-Recruitment system
 - Ensuring that appropriate arrangements are in place for new starters, including inductions
 - Ensuring that recruitment is in line with the School's Financial Regulations
- 4.2. Recruitment panels (both shortlisting and interview) are responsible for:
- Being aware of their responsibilities during the recruitment and selection process, and familiarising themselves with this policy and procedure
- 4.3. The Human Resources Division (HR) are responsible for:
- Advising recruiting managers as appropriate on the application of this policy and procedure
 - Ensuring that this policy and associated processes are monitored and updated as required to promote equity, diversity and inclusion in the workplace

5. Policy principles

- 5.1. Recruitment of professional services roles will be fair, transparent and subject to open competition, with the consistent aim of identifying and appointing the best candidate for a role on the grounds of merit in relation to the Job Description and Person Specification.
- 5.2. All recruitment for professional services roles will follow the School's anonymised applications process and will be undertaken through the School's e-Recruitment system.
- 5.3. Selection decisions should be explicitly based upon evidence, although the evidence required may vary according to the type of role. Applications, interviews and references are routine sources of evidence. Evidence may also be sought through the use of personality profiles and occupational tests.
- 5.4. Where possible, managers involved in the recruitment and selection of professional services roles will have undertaken the School's recruitment and selection training.
- 5.5. The School is committed to supporting employees during periods of change and to redeploying employees, where possible, if they are at risk of redundancy. In line with this commitment, staff who are 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 contact their HR Adviser for further guidance or if they are unsure.

- 5.6. Relevant safeguarding procedures will be followed for all professional services recruitment, including checks via the Disclosure and Barring Service (DBS) where appropriate for the role.
- 5.7. The successful appointment of any professional services role requires the receipt of at least one satisfactory reference. All references should be requested via the e-Recruitment system and the completed references will be retained on the system. References will be confidential and should only be used for the purpose for which they were intended. Any request received for disclosure of a reference should be forwarded to the LSE Data Protection Officer.
- 5.8. The acquisition, retention and disposal of all information during recruitment processes under this policy will comply with the General Data Protection Regulations (GDPR) and any relevant UK data protection legislation. Applicants and candidates will accordingly have the right to access any documentation or other information held about them in accordance with GDPR.

6. Disability and the recruitment process

- 6.1. The School is part of the Disability Confident scheme, which includes the following actions to ensure that the School's recruitment processes are as inclusive and accessible as possible:
 - Applicants who indicate that they have a disability will be offered an interview provided that they meet the essential criteria for a role
 - Reasonable adjustments will be offered and provided to any interview candidate with a disability
- 6.2. In line with the School's anonymised applications process, information concerning an applicant's disability status will only be disclosed to relevant individuals and at an appropriate stage of the recruitment process.

7. Confidentiality

- 7.1. At all stages of a recruitment process, information concerning individual candidates should only be divulged on a 'need to know' basis. As a result of the School's anonymised applications process, the personal details of applicants for professional services roles will not be visible to recruitment panels until after the shortlisting stage and once an applicant has accepted an offer to attend an interview.
- 7.2. Information obtained as part of a recruitment process, including submitted applications and notes made by recruitment panels, will be retained by the panel and disposed of in line with the School's [GDPR obligations](#).

8. Conflicts of interest

- 8.1. The School operates a fair and transparent recruitment process for professional services staff. Under the anonymised applications process, the identity of applicants will normally be withheld from selection panels until the applicant has accepted an invitation to interview. All staff involved in the recruitment and selection of staff should declare any potential conflicts of interest or personal interests concerning any candidates to the Chair of the recruitment panel as soon as they become aware of them. Further guidance is available in the School's [Conflicts of Interest Policy](#).

8.2. Examples of conflicts of interest could be where a panel member is a close friend or family member of a candidate. Depending on the individual circumstances, the panel member may be precluded from taking any further part in the recruitment process, in which case they may be replaced by a suitable substitute.

9. Equity, diversity and inclusion in recruitment

9.1. The recruitment of professional services roles should satisfy strong principles of equity, diversity and inclusion in accordance with the School's commitments and the [Equality Act 2010](#).

9.2. Job descriptions will contain the following equality and diversity statement:

'LSE is committed to building a diverse, equitable and truly inclusive University. We actively encourage diversity and inclusion, while opposing all forms of unlawful and unfair discrimination on the grounds of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.'

9.3. All adverts for professional services roles will include the following equality and diversity statement:

'LSE is committed to building a diverse, equitable and truly inclusive University'

All adverts should also include the Disability Confident logo. In addition, a recruiting manager may choose to include additional wording to the effect that applications are welcome from certain underrepresented groups. The recruiting manager is encouraged to speak with their HR Adviser if they would like such additional wording to be included so that the HR Adviser can ensure that the wording selected is appropriate.

9.4. The School organises recruitment and selection training for managers which includes equity, diversity and inclusion awareness. At least one member of the selection panel for a recruitment process (usually the Chair) should have attended this training prior to the start of the process. Where no panel members have attended such training, the recruiting manager should contact their HR Adviser for advice on next steps.

10. Right to Work and Certificate of Sponsorship

10.1. All offers of employment are subject to the individual providing proof of their right to work in the UK before they undertake work of any kind (including training and induction) and by no later than 9:30am on their first day of employment. If a recruiting manager would like their new employee to start later than 9:30am on their first day of employment, the recruiting manager must send an email to HR.Admin@lse.ac.uk confirming that the employee did not undertake any work before the right to work check was undertaken.

10.2. If the successful candidate is a national of a non-EEA country, they will need to obtain a visa to work in the UK. Applicants are asked to specify their visa status at the application stage so an HR Adviser can advise the recruiting DDCl if any of the shortlisted candidates require visas and outline the support that the School can provide. The recruiting manager should be aware that, in order to sponsor a candidate, they need to be able to demonstrate that they have advertised the role to potential domestic applicants and have considered all applicants fairly against the criteria specified in the job advert for the role.

10.3. 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 28 days and a copy of screenshots taken by HR staff and approved by the HR Operations Manager.
- 10.4. LSE is normally able to sponsor academic and research roles under Tier 2, however sponsorship for professional services roles is considered on a case-by-case basis. Recruiting managers wishing to sponsor a professional services role will need to make a business case to the School before making an offer to a candidate. The business case must explain why there is an exceptional need to sponsor, for example demonstrating that there is a strategic need for the role or that the role requires scarce skills that would otherwise be difficult to recruit. The recruiting manager should contact the [HR Immigration and Compliance team](#) for further advice on whether LSE can act as a sponsor for a role.
- 10.5. Only HR 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 will normally need to 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.

11. Safeguarding and DBS checks

- 11.1. All applicants to professional services roles will be asked to declare any unspent criminal convictions when applying for a position at the School. Failure to declare any unspent convictions may lead to an offer of employment being withdrawn.
- 11.2. In addition, the School undertakes safeguarding checks via the Disclosure and Barring Service (DBS) for certain roles. The DBS makes decisions about whether an individual is barred from working with children or vulnerable adults.
- 11.3. Where a role requires a DBS check, this will be made clear on the advert. Once the successful candidate has indicated their acceptance of the offer, the recruiting manager should contact their HR Administrator so that the DBS application process will be started. The HR Administrator will arrange to meet with the candidate to help them complete the application form as well as to view any proof of identity documents in support of the application.
- 11.4. Where any additional information is revealed as a result of a DBS check, this will normally be discussed between HR and the recruiting manager. Any information disclosed that is relevant to the nature of the role and/or is likely to lead to the withdrawal or amendment of a job offer should be discussed with the candidate before a final decision is taken.
- 11.5. In cases where an application for a check is delayed, the individual may start in the role provided that they are adequately supervised by their line manager.
- 11.6. Upon receipt of the DBS certificate, the employee should bring the original to HR so that a central record can be made.
- 11.7. Further information can be found in the School's policy statements concerning DBS checks and the recruitment of ex-offenders.

Recruitment and Selection Procedure for Professional Services Staff

CONTENTS

- 1. Preparation Stage..... TBC
- 2. Advertising..... TBC
- 3. Recruitment Panels..... TBC
- 4. Shortlisting..... TBC
- 5. Interviews..... TBC
- 6. Unsuccessful candidates..... TBC
- 7. [Making offers](#)..... TBC
- 8. Starting salary..... TBC
- 9. [References](#)..... TBC
- 10. [Appointments](#)..... TBC
- 11. [Review periods](#)..... TBC
- 12. Further guidance and support..... TBC

Recruitment and Selection Procedure for Professional Services Staff

The following procedure should be followed sequentially for all professional services staff recruitment

1. Preparation Stage

- 1.1. The recruiting manager should seek approval from the Head or Director of the DDCI as appropriate prior to advertising a post. This may involve a full evaluation of the need for the role against the DDCI's strategic and budgetary plans.
- 1.2. Once the approval/evaluation stage is complete, the recruiting manager should draft (or update as necessary) the job description, person specification and advert for the role. Templates of these documents can be found in the [Recruitment Toolkit](#). The advertising documents should accurately reflect the expected duties of the role as well as the values to be demonstrated by the future post holder so that they are consistent with the School's Ethics Code. Where necessary, the recruiting manager should consult with their HR Adviser.
- 1.3. Careful consideration should be given to the person specification, since it will be used to inform both the shortlisting and interview stages of the recruitment process. The person specification should state both the "essential" and "desirable" criteria for the role. "Essential" criteria are those without which the job could not be performed (such as communication skills), whereas "desirable" criteria are those that would enable an individual to perform the job well (such as initiative and problem-solving skills).
- 1.4. All new or changed job descriptions need to be formally HERA evaluated in order to determine the correct salary band for the post. HR will evaluate the job description within five working days of the receipt of all final and correct documentation. It is the responsibility of the hiring manager to factor this in when planning the recruitment schedule. If an existing job description is changing, the manager should seek guidance from their HR Adviser or Partner before finalising the job description to determine whether an updated HERA evaluation is required.
- 1.5. If the recruiting manager believes that there may be difficulty in recruiting to the role within current pay bands, they should contact their HR Adviser for guidance on appropriate courses of action.

2. Advertising

- 2.1. The School is committed to the fair and transparent advertising of new vacancies that encourages applications from the widest range of interested individuals, including existing staff. To support this, HR will provide key support and advice to recruiting managers in identifying and planning the most effective advertising campaigns for their vacancies.
- 2.2. The recruiting manager should create the vacancy using the School's e-Recruitment system. This will include uploading electronic copies of the advert, job description and person specification. The advert should make clear to applicants the number and status of referees required and whether references will be sought before interview. The advert should also indicate whether a DBS check will be required for the role; the recruiting manager should contact their HR Adviser if they are unsure.

- 2.3. Creating the vacancy online will trigger an automatic email to the relevant Financial Planning and Analysis (FP&A) Manager, asking them to review the request and provide approval for funding. It is the recruiting manager's responsibility to ensure that all correct and final information is included when submitting the request. Requests that are incorrect or incomplete will be rejected.
- 2.4. Subject to the FP&A Manager's approval, an automatic email will then be sent to the HR Adviser who will be required to approve the vacancy before it is published. The HR Adviser will check through the documentation and may suggest amendments in order to comply with equality legislation and to ensure consistency throughout the School. The recruiting manager is responsible for making any required changes before publication.
- 2.5. Following approval by the FP&A Manager and Adviser, the recruiting manager will receive confirmation of the approval and the HR Administrator will publish the advert.
- 2.6. The recruiting manager should indicate an initial recruitment schedule via the e-Recruitment system which includes the opening and closing dates for the advertisement, the date by which shortlisting will be completed and the dates of interviews as well as of any additional tests or presentations. The relevant HR Adviser will ensure that the dates on the schedule are realistic and achievable for all parties involved.
- 2.7. In line with the School's commitment to supporting employees at risk of redundancy, the relevant HR Adviser will first check whether there are any individuals on the School's Redeployment Register who should have priority access to the new vacancy. Where this is the case, those individuals will have 24 hours to express an interest in the role before it is advertised more widely.
- 2.8. Where the role is to be advertised more widely, it will be placed on the School's jobs webpage. Vacancies may also be placed on external sites. Vacancies may also be advertised in specialist media, e.g. where they are more senior or require highly specific skills and/or experience, and/or social media.
- 2.9. Vacancies at Band 9 and above should always be advertised externally, unless prior approval is given by the Director of HR.
- 2.10. The cost of advertising should be appropriate to the level of the post and the difficulty of sourcing appropriately qualified applicants. HR will fund the cost of one advert on jobs.ac.uk as well as the reasonable cost of one further standard LSE-branded advert on another external website.
- 2.11. Recruiting managers should note that if the successful candidate is likely to require a Tier 2 Certificate of Sponsorship (CoS) in order to work 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 (or within 12 months for PhD level posts, as per the Tier 2 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.
- 2.12. Further guidance about advertising may be found in the [Recruitment Toolkit](#).

3. Recruitment panels

- 3.1. It is expected that selection for professional services roles will comprise at least two stages: a shortlisting stage followed by an interview stage. Selection will be made by a recruitment panel

which, where possible, should comprise the same individuals at all stages. The recruiting manager should act as Chair of the panel.

- 3.2. The recruiting manager should aim to secure panel members before the post is advertised. The panel should normally include the line manager of the role (who will in many cases also be the recruiting manager) as well as another individual from the same department/division.
- 3.3. The following considerations apply to the composition of the recruitment panel:
 - For roles at Bands 1-5, the panel should consist of at least two individuals. For roles at Bands 6-10, the panel should consist of at least three members, one of whom should be from a related division/department to give an objective view of the applicants, e.g. a user of a service which the post-holder will provide.
 - All panel members should normally be at least one salary band higher than the post being appointed to, unless permission is sought from HR to do otherwise.
 - At least one member of the recruitment panel (usually the Chair) must have attended the School's recruitment and selection training.
 - All recruitment panels should have a mixed gender profile and, where possible, a mix of ethnicities. Where the panel is comprised of five or more people (i.e. for senior roles), the recruiting manager should ensure that the panel contains at least two panel members who identify as male and two panel members who identify as female.
 - It is not a requirement that an HR representative is part of a recruitment panel, either at shortlisting and/or at interviews, although they may join a panel where appropriate.
 - Casual or agency staff should not be members of a recruitment panel.
- 3.4. Early consideration of panel composition is encouraged and the relevant HR Adviser can assist in finding a diverse mix of panel members where this is not easily achievable for the recruiting manager.
- 3.5. The Chair should make clear to the panel what is expected of them during the recruitment process, in line with this policy and procedure.

4. Shortlisting

- 4.1. A shortlisting process will apply to all competitive recruitment for professional services roles. A guide to shortlisting can be found in the Recruitment Toolkit, which includes points to consider when shortlisting and an example of a shortlisting grid.
- 4.2. The recruiting manager should ensure that shortlisting is completed in a timely fashion, remembering that applicants should normally be provided with at least five working days' notice of an invitation to interview. Shortlisting may begin as soon as applications are submitted; however, the final shortlist should only be confirmed after the closing date for the vacancy. The e-Recruitment system will send an automatic email notification to the panel members listed in the system once a vacancy has closed.
- 4.3. Each panel member should individually complete their shortlisting within the e-Recruitment system. In line with the School's anonymised applications process, the personal details of applicants will be withheld from the panel at the shortlisting stage and will only be revealed once an applicant has accepted an offer for interview. For an applicant's personal details to become visible, the invitation to interview must be scheduled using the e-Recruitment system. Shortlisting completed outside the e-Recruitment system must be re-uploaded correctly so that the information is interpreted correctly. Further guidance can be found in the [Recruitment Toolkit](#).

- 4.4. HR does not issue hard copies of applications, although panel members may choose to print applications or download the shortlisting grid into an Excel spreadsheet. If shortlisting is completed manually, the shortlisting grid should be uploaded into the e-Recruitment system.
- 4.5. Each panel member should assess each applicant according to the shortlisting criteria. If an applicant meets a criterion, a tick should be entered in the corresponding box on the shortlisting grid; if they do not meet a criterion, a cross should be entered. If an applicant does not meet one of the essential criteria for the post, panel members do not need to continue shortlisting for that applicant.
- 4.6. Panel members are asked to provide brief comments on the shortlisting grid to explain why an applicant is shortlisted (or not), based on the essential criteria. This is a particular requirement for the UKVI in the event that any of the applicants require a work visa to work in the UK.
- 4.7. Panel members can create a longlist by selecting those applicants who meet all of the essential criteria. These applicants can then be assessed further against the desirable criteria. The final shortlist should be chosen from those applicants who best meet the essential criteria and, failing that, the greatest number of desirable criteria. As part of the School's 'Disability Confident' accreditation, all applicants who have declared a disability and have opted in to the 'guaranteed interview' scheme should be invited to interview provided that they meet all essential criteria for the role. This information will be available to panel members when shortlisting.
- 4.8. Once all panel members have completed shortlisting, a final shortlist should be agreed collectively. The Chair will provide final confirmation of the shortlist. In the event that no applicants are shortlisted, the recruiting manager should contact their HR Adviser for advice on re-advertising or the best alternative course of action.
- 4.9. Once the final shortlist is confirmed, the Chair should contact the shortlisted applicants using the e-Recruitment system to invite those applicants to interview. Guidance about how to do this is available on the HR webpages. As part of the invitation to interview, applicants will be asked if they require any reasonable adjustments to be made in order to attend (e.g. wheelchair access). Where a reasonable adjustment is requested, the recruiting manager may seek further advice from their HR Adviser.
- 4.10. Each applicant who receives an invitation will be given the option to select an interview time from the time-slots available. Each applicant's identity will only be made available to the panel once they have selected their interview slot. The recruiting manager is responsible for ensuring that all panel members are available on the days and times offered to applicants. Once all shortlisted applicants have confirmed their attendance at interview, the Chair should finalise the interview schedule via the e-Recruitment system. An interview schedule for all confirmed interviewees can also be downloaded. The recruiting manager (or other nominated individual) is responsible for arranging the venue for the interview(s), including any catering or other administrative requirements.
- 4.11. Candidates will be asked to bring with them to the interview evidence that they hold any qualifications listed as essential on the person specification for the role. Copies of qualifications taken for any candidates who are ultimately unsuccessful at interview will be retained and disposed of in line with GDPR legislation. The recruiting manager should contact their HR Adviser for advice if a candidate has difficulty in providing evidence of a qualification.
- 4.12. In addition to a panel interview, the recruiting manager may decide that candidates should undergo an additional form of assessment. This additional form may vary depending on the type and level of role, but could include a test (e.g. in-tray exercise, written test or Microsoft Office suite test) or a presentation. The recruiting manager is responsible for compiling any tests and for ensuring that they relate to the person specification and are a fair method of selection for the role in question. The recruiting manager is also responsible for booking the test/presentation venue and for making any necessary administrative arrangements. In most cases, any tests and/or presentations will be held on the same date as the interview.

- 4.13. For some roles, the recruiting manager may also wish to consider psychometric testing for candidates, which may be conducted either before or after the interview. The recruiting manager should contact their HR Adviser in advance if they wish to consider this form of testing. It is expected that the cost of psychometric testing is covered by the department or division's own budget.
- 4.14. For appointments at Band 7 and above, where practical, candidates should have the opportunity to learn about the job role and work environment via discussions with key staff and/or by attending the School campus. For appointments at Band 10, specific governance arrangements may apply to interview panels and the appointment process. In such cases, further advice should be sought from the Director of HR or the School Secretary.

5. Interviews

- 5.1. The School expects that interview panels will be used for the competitive recruitment of professional services roles, as part of a fair and transparent process of competition. As far as possible, interview panel members should consist of the same individuals who completed the shortlisting for the role.
- 5.2. It is recommended that members of the interview panel meet for at least 15-30 minutes prior to the start of the interview(s) to finalise arrangements such as the order of the questions as well as which questions will be asked by which panel member. It is recommended that all candidates are discussed as a group after all interviews have finished, so that the panel members are in a better position to compare each candidate. During the interview, panel members are encouraged to make notes on the candidate assessment sheets that may be referred to during the panel discussion.
- 5.3. The interview should also include additional questions that are framed around the School's Effective Behaviours Framework, which supports the School's Ethics Code and sets out core principles of behaviour underpinning life at the School. All new staff should be able to demonstrate that they can behaviour in accordance with these principles of behaviour.
- 5.4. Further guidance about interviews, including how to draft effective interview questions, can be found in the [Recruitment Toolkit](#).
- 5.5. Reasonable interview expenses may be reimbursed in line with the School's Interview Expenses Policy.

6. Unsuccessful candidates

- 6.1. The recruiting manager is responsible for updating the status of any unsuccessful candidates in the e-Recruitment system within five working days of the successful candidate accepting the offer. Once this update has been completed, the e-Recruitment system will send regret notifications to those individuals. It is essential that the outcome of interviews is captured in the e-Recruitment system so that accurate management information regarding recruitment is available. The recruiting manager (or nominated individual) is responsible for ensuring that appropriate updates to applicant and candidate journeys are reflected in the e-Recruitment system.
- 6.2. Where requested, the recruiting manager should provide verbal feedback to unsuccessful interview candidates. The purpose of this feedback is to provide the candidate with meaningful comments that will help them to develop their skills for the future, as well as to leave them with a positive impression of the School. Where the feedback request is from an internal candidate, the recruiting manager is encouraged to give feedback in person as part of the School's commitment

to career development and support for existing staff. The recruiting manager may contact their HR Adviser for advice prior to giving the feedback.

- 6.3. In line with GDPR, notes made for all unsuccessful candidates should be retained by the recruiting manager for a period of 12 months following the conclusion of the recruitment process, after which they should be destroyed confidentially.

7. Making offers

- 7.1. The recruiting manager should make a verbal offer to the successful candidate(s), subject to references where applicable. Once the candidate verbally accepts the offer, the recruiting manager will need to complete the 'Offer Checklist' and ensure that a second fund check is undertaken using the e-Recruitment system. A written offer of employment should not be sent until a second fund check has been completed. Guidance about how to do this can be found in the [Recruitment Toolkit](#).
- 7.2. HR will prepare the offer of employment for the successful candidate, which will be sent out within three working days, once the 'Offer Checklist' and second fund check are completed. The offer of employment will include the proposed start date of the contract, which should always be a working day.
- 7.3. Once the successful candidate has accepted the offer of employment and a start date has been agreed, the line manager for the role should ensure that a comprehensive induction programme is put in place which should include both a local induction and the School's Flying Start Induction.

8. Starting Salary

- 8.1. Once panel members have agreed on the successful candidate, the recruiting manager will need to consider the starting salary which is to be offered. The School's policy is to appoint at the bottom of the scale unless there is an exceptional case based upon the successful candidate's skills and/or experience which justifies a higher starting salary. The existing salaries of staff in comparable roles should be taken into account when considering such cases. The recruiting manager should refer to the Starting Salary Policy and Procedure for further information; advice may also be sought from the relevant HR Adviser or HR Partner.

9. References

- 9.1. References should be taken up once a preferred candidate has been selected, and only after the offer has been accepted and the candidate has given permission for their referees to be contacted. References will not normally be required in the case of an offer of employment for an existing employee, unless this is specifically requested by the recruiting manager.
- 9.2. Appropriate referees are those who have direct experience of a candidate's work, education or training: preferably in a supervisory capacity. One of the references obtained should be from the candidate's current or most recent employer. References from relatives or friends should not be accepted.
- 9.3. The recruiting manager can request references via the e-Recruitment system for the successful candidate; alternatively, HR will obtain references if requested by the recruiting manager. Any referees contacted through the e-Recruitment system will be asked to complete a 'Reference Template'. The reference request should be accompanied by a copy of the job description and person specification of the role.

- 9.4. When requesting references, it is helpful to seek precise information and confirm facts, such as:
- Length of employment
 - Relationship of the candidate to the referee
 - Job title
 - Brief details of responsibilities
 - Reasons for leaving
 - Performance
 - Unauthorised absence
 - Any other relevant information

In line with the Equality Act 2010, references should not enquire about a candidate's sickness absence record unless an offer of employment has already been made.

- 9.5. Where an offer is made subject to satisfactory references, these must have been received before the individual starts employment. If the recruiting manager receives a reference which they consider unsatisfactory, they should contact their HR Partner for advice on how to proceed.
- 9.6. Where possible, written references should be sought. In some circumstances, a telephone reference may be sought instead, for example where there are significant time pressures or where the location of a referee means that a telephone reference is more practicable to obtain. Where this is the case, the individual taking the reference should plan the conversation beforehand and have a list of questions ready. At the start of the conversation, the individual taking the reference should be certain as to the identity of the person to whom they are speaking. A file note should be made at the time of the telephone conversation which should be dated and should be an accurate summary of what was discussed.

10. Appointments

- 10.1. Where possible, successful candidates should only start in post once satisfactory references have been received. Where these have not been received prior to the start date, the recruiting manager should contact their HR Adviser in case it is necessary to delay the start date.
- 10.2. New starters are required to attend HR no later than 9.30am on their first day of employment and prior to undertaking any work on behalf of the School. The new starter should bring with them proof of their right to work in the UK as well as, where appropriate, a P45 from their previous employer. New starters will not be able to start employment or receive salary payments until they have produced evidence of their right to work in the UK.
- 10.3. On completion of the recruitment campaign, panel members must return all copies of any recruitment material (including references, application forms and CVs, and interview notes) to the Chair.

11. Review periods

- 11.1. All professional services staff newly appointed to the School will have a review period which will be stated in the offer of employment and which offers both the School and the individual the opportunity to assess their performance. The duration of the review period will be six months for appointments at Bands 1-6 and one year for appointments at Bands 7-10. Where an appointment is made on a fixed-term contract basis, the duration of the review period may be adjusted as set out below:

Length of fixed-term contract	Duration of review period
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Less than six months	Three months (or halfway through contract if shorter)
Between six and twelve months	Three months
More than one year	Six months

- 11.2. Formal review periods do not normally apply to successful internal candidates; this includes staff who are promoted, regraded or transferred to another post within the School. An informal review period will typically apply in these cases, as stated in the offer letter to the successful candidate.
- 11.3. The recruiting manager may request a formal review period where the new role is substantially different from the candidate’s previous role. The recruiting manager should speak with their HR Partner or Adviser if they are considering this; in such situations, the individual’s previous experience will be taken into account.

12. Further guidance and support

- 12.1. This policy and procedure is supported by the [Recruitment Toolkit](#) which is available on the HR webpages and includes guidance on how to use the School’s e-Recruitment system.
- 12.2. Advice and support on all matters relating to the funding of posts can be found on the [Finance Division’s webpages](#). Queries relating to the funding of posts should be forwarded to the Financial Planning and Analysis (FP&A) Manager instead of HR.

Review schedule

Review interval	Next review due by	Next review start
1 year	31/10/2020	00/00/00

Version history

Version	Date	Approved by	Notes
1	30/04/2016	Indi Seehra	
2	30/10/2019		

Links

Reference	Link
123	abc
123	abc

Contacts

Position	Name	Email	Notes

Communications and Training

Will this document be publicised through Internal Communications?	Yes
Will training needs arise from this policy	Yes
If Yes, please give details <i>Updates made to recruitment and selection training for recruiting managers</i>	