Recruitment and Selection Policy
(Professional Services Salaried Staff)

1. Introduction and Purpose of Policy

1.1 The purpose of this policy is to promote and maintain fair and effective 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 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 of equal importance. 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 This Policy provides an overview of the School's approach. It should be read in conjunction with the *Recruitment and Selection Procedures (Professional Services Salaried Staff*) document as listed in ***Appendix 1***.

2. Policy Scope

2.1 This policy applies to the recruitment and selection of all professional services salaried staff and sets out the broad principles that govern recruitment practice at the School. It is recognised that individual Departments, Research Centres, Institutes and Divisions will have their own local recruitment strategy for attracting and selecting the best individuals to their relevant disciplines and professions.

2.2 The School's Equality Diversity and Inclusion Statement is as follows:

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 (including gender identity), race, religion or belief, sexual orientation, marriage and civil partnership, pregnancy and maternity, or social and economic background. For the full Equity, Diversity and Inclusion policy statement, please see the EDI website.

2.3 For hourly paid staff, please refer to the recruitment advice in the Guidance in Appointing Hourly Paid Staff document which can be found on the Human Resources Division website.

2.4 It is essential that recruiting managers involved in the recruitment and selection of professional services salaried staff make themselves aware of both this policy and the relevant supporting guidance.

2.5 Equally, it is essential that recruiting managers ensure that any recruitment agencies or external experts involved in supporting the recruitment and selection of staff are also made aware of both this policy and the supporting guidance.

3. Policy Principles

3.1 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.

3.2 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.

3.3 Selection decisions should be explicitly based upon evidence, though the evidence required may differ according to the type of role. CVs, covering letters, interviews and references are routine. From time to time the evidence may be available through the use of personality profiles and occupational tests.

3.4 All School recruitment should satisfy strong principles of equality and diversity in accordance with the Equality Act 2010.In particular, individual recruiting managers should be vigilant in monitoring their own recruitment campaigns for unconscious bias and discriminatory practices. The Human Resources Division will ensure that policies and practices are monitored and updated as required to promote equality, diversity and inclusion within the workplace. At least one member of the selection panel (usually the chair) must have attended the School's recruitment and selection training.

3.5 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.

3.6 The School is part of the "two ticks" employer scheme and commits to interview all disabled candidates who meet the essential criteria for a job vacancy and to consider them on merit.

3.7 Where appropriate, relevant safeguarding procedures will be followed, including appropriate Disclosure and Barring Service checks.

3.8 The Human Resources Division will ensure all recruitment practices support the selected individual having the right to work in the UK, in accordance with the prevailing statutory immigration requirements.

3.9 If a member of staff involved in the recruitment process has a close personal or familial relationship with an applicant they must declare this as soon as they are aware of the individual's application and avoid any involvement in the recruitment and selection decision-making process. Please see the Conflict of Interest Guidance.

3.10 All documentation relating to applicants will be treated confidentially in accordance with the Data Protection Act; applicants will also have the right to access any documentation held about them in accordance with the Act

4. Roles and Responsibilities

4.1 The recruiting manager and their relevant Department/Division/Centre/Institute are responsible for recruiting to vacant roles.

4.2 Advice and support in all matters of the recruitment and selection process of salaried staff can be found on the Human Resources Division website.

4.3 Advice and support on all other matters relating to the funding of posts can be found on the Finance Division website.

5. Supporting Documents

5.1 The policy is supported by the Recruitment and Selection Procedure for all professional services salaried staff. Further documents such as specific guidelines, forms, templates are listed within the recruitment and selection procedure and are available on the Human Resources Division Website to support the effective implementation of this policy.

Appendices	Recruitment and Selection Procedures (Professional Services Salaried Staff)
Author	Indi Seehra
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LSE Management

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LSE Management

Recruitment and Selection Procedure
(Professional Services Salaried staff)

CONTENTS

Recruitment and Selection Procedure
(Professional Services Salaried staff)

1. Preparation Stage

1.1 The recruiting Department/Division/Centre/Institute should conduct a full evaluation of the need for the role against their strategic and budgetary plans prior to commencing with recruitment.

1.2 All new or changed job descriptions will need to be formally HERA evaluated in order to determine the correct salary band for the post. Please allow sufficient time for the HR Division to evaluate the job description when planning the recruitment schedule – the recruiting Department/Division/Centre/Institute should consult with their HR Adviser for further guidance on timescales.

1.3 Funds check with the Finance Division should be undertaken by the recruiting manager and the outcome sent by email to their HR Adviser before the vacancy is advertised. Formal approval should also be sought by the recruiting manager from the Head of Department/Division/Centre/Institute.

1.4 Recruiting managers are responsible for drafting the job description, person specification and advert for the role. The job description and person specification should accurately reflect the expected duties of the role and include the values to be held by the future post holder so that they are consistent with the School's Ethics Code. The person specification should state both the "essential" and "desirable" criteria for the role. Recruiting managers can consult their HR Adviser or the HR webpages for further guidance on drafting adverts, job descriptions and person specifications.

1.5 Careful consideration should be given to the person specification, as it will be used to form the shortlisting and interview stages of the process. It is important to distinguish between essential and desirable criteria; essential requirements are those without which the job could not be done (a typical example would be communication skills) whereas desirable requirements are those that would enable a candidate to perform the job well (for example, initiative and problem solving skills).

1.6 If the recruiting manager believes there may be difficulty in recruiting to a post within current pay bands they should contact their HR Adviser for guidance on appropriate courses of action.

2. Advertising

2.1 Before the post is advertised a funds check should be issued by the relevant School officer (i.e. Finance Division or Research Division).

2.2 The recruiting manager should create the vacancy, using the School's online system before the vacancy is advertised. Creating the vacancy online will trigger a notification to the funder and to HR who will be required to approve the vacancy before it is published. Guidance on how to use the online system can be found on the Human Resources Division website.

2.3 The recruiting manager should upload electronic copies of the advert, job description and person specification to the online recruitment system. 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. Recruiting managers will be responsible for making any required changes to their documents before publication.

2.4 All adverts will contain the following equality and diversity statement: *LSE values diversity and strives to promote equality at all levels, or 'LSE values diversity and strives to promote equality at all levels, including its employees, students, customers and associates*.' Adverts may additionally include a specific requirement for applications from underrepresented groups in the relevant Department/Institute/Centre/Division.

2.5 All adverts will contain the 'Two Ticks' accreditation logo.

2.6 Job descriptions will contain the following equality and diversity statement: '*LSE believes that equality for all is a basic human right. 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.*'

2.7 All vacancies are advertised on the LSE online recruitment system and always published to the LSE jobs webpage. More senior roles may be advertised in specialist media. This enables an open and fair competition throughout the School and promotes the development of existing staff.

2.8 All School external vacancies are placed on www.jobs.ac.uk, which is accessed by those interested in working within the Higher Education sector. The HR Division will fund the cost of one advert on www.jobs.ac.uk plus the reasonable cost of a further standard LSE branded advert on another targeted site (such as www.jobs.guardian.co.uk). Further guidance on placement of advertisements can be found in the advertising policy or from your HR Adviser. The cost of advertising should be appropriate to the level of the post.

2.9 The recruiting manager should indicate an initial recruitment schedule (including the opening and closing dates for advertisement, the date by which the shortlisting will be completed and the interview/presentation/test dates) via the online recruitment system. This will be discussed with the HR Adviser to ensure the dates are realistic and achievable for all parties involved. Internal vacancies must be advertised for at least 1 week to ensure staff have an opportunity to see the advert and have adequate time to prepare and submit an application.

2.10 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. 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. Recruitment and Selection Committee (or Panels)

3.1 Recruiting managers should aim to secure panel members prior to the post being advertised. The selection committee/ panel should normally include the line manager of the role, and another individual from the Department/Division/Centre/Institute. For Band 1-5 roles the selection committee/panel should consist of at least 2 members. For Band 6-10 roles the selection committee/panel should consist of at least 3 members, one of whom should be from a related Department to give an objective view of the candidates, for example a user of the service that the post-holder will provide. Panel members should normally be at least one salary band higher than the post being appointed to except if permission is sought from HR. Recruiting managers should contact their HR Adviser.

3.2 All recruitment panels should have a mixed gender profile and it is recommended that, where the panel is comprised of five or more people (i.e. senior appointments), recruiting managers should ensure that there should be at least two panels members of each gender. This will ensure that all panels have a minimum of 25% gender representation of both men and women. Early consideration of panel composition by the Department/Division/Centre/Institute 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.

3.3 At least one member of the selection panel (usually the Chair) must have attended the School's recruitment and selection training.

3.4 Casual or agency staff should not be members of a selection committee/panel.

3.5 At the commencement of any set of interviews it is recommended that the selection committee/panel meet for at least 15-30 minutes before, to finalise the arrangements for interviewing, and the order for questioning.

3.6 It is not a requirement that a member of HR Division is present at the interviews or as part of the panel. The Chair carries the responsibility for the proper conduct of the interview including due and full consideration for equality and diversity considerations.

3.7 For appointments at Band 7 and above, where practical, candidates should be given the opportunity to learn about the work environment, and the job role via discussions with key Department/Division/Centre/Institute members or by attending the campus.

3.8 For Senior Professional Services staff (Band 10) specific governance arrangements may apply to the setting up of interview panel and the "authority to appoint". Further advice should be sought from the Director of HR or the School Secretary.

4. Redeployment

4.1 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.

5. Shortlisting

5.1 The panel may commence shortlisting as soon as applications are submitted; however the final shortlist should be confirmed after the closing date. The online recruitment system will notify the panel members automatically when the post has closed.

A gender balanced shortlist should be achieved where possible. A separate note should be provided to HR on the efforts made to obtain a gender balanced shortlist, should the shortlist be all of one gender.

5.2 The new online system has user-friendly functionality which enables panel members to view an application and the shortlisting grid on the same screen. This functionality is compatible with PC's, laptops, iPads and tablets, making the shortlisting process easier and quicker. Alternatively, panel members can opt to print applications if they wish, or download the shortlisting scoring form into an Excel spreadsheet and guidance of how to do this is available on the HR website. Please note that the HR Division does not issue hard copies of applications.

5.3 All panel members should complete the shortlisting grid.

5.4 Panel members should complete the shortlisting grid by assessing each applicant by the shortlisting criteria. If an applicant meets a criterion a tick should be entered in the corresponding box and if they do not meet the criterion a cross should be entered. If an applicant does not meet one essential criteria panel members do not need to continue to shortlist their application against the remaining criteria.

5.5 The panel members are asked to provide brief comments on the shortlisting grid explaining why they think a candidate has been shortlisted (or not) based on essential competencies taken from the person specification. This is a particular requirement in the event that the successful candidate requires a work visa as the UKVI require a full explanation on the reasons for shortlisting applicants (or not) for each applicant.

5.6 All applicants who do not meet all of the essential criteria should be rejected.

5.7 As part of the School's Two Ticks accreditation, all applicants who have declared a disability and have opted in to the 'guaranteed interview scheme', and that fulfil all of the essential criteria for the role, will be invited to interview. Panel members will be made aware of candidates participating in the Two Ticks accreditation when shortlisting.

5.8 A long-list is created by selecting applicants who meet all the essential criteria. These applicants can then be assessed further against the desirable criteria. The final shortlist should be chosen from those applicants that meet the essential criteria better than other candidates and failing that, the greatest number of desirable criteria.

5.9 Internal applicants are not guaranteed an interview and should be assessed in the same way as all other applicants. If an internal applicant is not shortlisted the panel may wish to contact the applicant directly to provide some feedback on their application.

5.10 The shortlisting grid should be completed individually by each panel member. A final shortlist should then be agreed upon collectively with the Chair provided final confirmation of the shortlist.

5.11 Recruiting managers should ensure that the shortlisting is completed in a timely fashion, remembering that applicants should normally be provided at least 5 working days' notice of an invitation to interview.

5.12 If the shortlisting is completed manually, the shortlisting grid should be uploaded into the online recruitment system. In the event that no applicants are shortlisted, the recruiting manager must still ensure that the shortlisting grid is completed and returned to HR by email and can contact their HR Adviser for advice on re-advertising or the best alternative course of action.

6. Preparing for Assessment

6.1 Interview panel members should as far as possible consist of the same individuals who completed the shortlisting for the role.

6.2 Recruiting managers are responsible for arranging interview/assessment dates and ensuring all panel members are available on these dates. They are also responsible for arranging the venue, and catering, for the scheduled date/s.

6.3 The Selection committee/panel should be clear as to their role and remit in line with the School recruitment policy.

6.4 Once the Chair of the panel has confirmed the final shortlist, the Department should contact the candidates using the online recruitment system to invite them to interview. Guidance on how to do this is available on the Human Resources Division website. Candidates will be given the option to select an interview time from the time-slots provided.

6.5 Shortlisted candidates will be asked if they require any reasonable adjustments to be made in order to attend the interview (e.g. wheelchair access). HR will endeavour to make any adjustments as necessary and will notify the selection committee/panel of any special arrangements made.

6.6 Once all candidates have confirmed attendance at interview, the Department should finalise the interview schedule via the online recruitment system. The Department can also download an interview schedule showing the names of the candidates and the date and time that they are coming to interview.

6.7 Candidates will be asked to bring evidence that they hold the qualification(s) that are listed as essential on the person specification. The copies of qualifications taken for any unsuccessful candidates should be destroyed confidentially. If a candidate has difficulty in providing evidence of their qualification, recruiting managers should contact their HR Adviser for advice.

6.8 In addition to a panel interview, recruiting managers may decide that candidates should undergo an additional form of assessment such as a test (e.g. in-tray exercise, written test, or Microsoft Office suite test), or give a presentation, as part of the selection process. Managers are responsible for compiling the test and ensuring that this relates to the person specification and is a fair method of selection. Recruiting managers are responsible for booking the test/presentation venue and making arrangements for the administration of any tests as appropriate. In most cases, tests and presentations will be held on the same date as the panel interview.

6.9 For some posts recruiting managers may also wish to consider psychometric testing for candidates, which can be conducted prior to panel interviews taking place. Recruiting managers should contact their HR Adviser for further information should they wish to consider conducting this form of testing. Departments/Divisions/Centres are expected to cover the cost of psychometric testing from their own budgets.

7. Internal/External Applicants

7.1 In preparing for each selection process all candidates, internal and external, should be treated on equal terms.

7.2 Clearly, the organisation may have additional information on internal candidates where would influence the timing of the exercise for all staff, e.g. an internal candidate on maternity leave, should be treated the same as any other internal applicant, and indeed all applicants.

7.3 Internal candidates should be given face to face feedback by the recruiting manager, to support the ongoing development of the employee.

8. Interview Process

8.1 Interview questions and structure of the interview should be consistently applied to all candidates and should be based on the person specification for the role. Before interviews begin, panel members should agree questions under each of the competency headings on the person specification and note them down on the Interview question sheet. In addition questions should also be framed around the relevant behaviours required for the role as outlined in the Schools Effective Behaviour Framework. The Effective Behaviours Framework is based on LSE's Ethics Code, a set of core principles underpinning life at LSE. It reflects the ethical standards LSE subscribes to and helps to inform the School's culture. All new staff should be able to show that they can behave in accordance with this code.

8.2 During the interview notes should be taken on the candidate assessment sheets by each panel member so that they can be referred back to when assessing candidates against the person specification and deciding who to appoint. Under the Data Protection Act, 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[1].

8.3 Panel members should agree before the interviews commence whether or not they will be discussing each candidate after each interview, or at the end of the interviews. It is possible to do this after each interview, but it is recommended that the assessment be done at the end as panel members will be in a better position to compare each candidate. In particular, if all candidates are interviewed on the same day or within a short period of time, it is recommended that discussion of the candidates should take place only when they all have been interviewed.

9. References

9.1 The further particulars for a post should make clear to candidates the number and status of referees required and whether the panel intends to seek references before interview (see 9.2). References from relatives or friends should not be accepted.

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1 *In the exceptional situation of a post being open to candidates outside of the EU, and the successful candidate requiring a CoS, the notes of the shortlisting and interview decisions should be send through to HR.*

Appropriate referees are those who have direct experience of a candidate's work, education or training: preferably in a supervisory capacity and a reference must be obtained from the current or most recent employer.

9.2 In most cases references should usually be taken up once a preferred candidate is selected *(and only after the offer is accepted, before approaching the current employer).*It is not permissible under the Equality Act to enquire about the sickness absence record of an applicant prior to an offer of employment being made to them.

9.3 When requesting references, it is helpful to seek precise information and confirm facts, such as length of employment, relationship of the applicant to the referee, job title, brief details of responsibilities, reasons for leaving, unauthorised absence, attendance, including sickness absence, performance, and any other relevant information. It is helpful to the referee to include a copy of the job description and person specification of the post to which you are recruiting. Any referee contacted through the online recruitment system, will be asked to fill in a 'Reference Template'.

9.4 Telephone references should be avoided but, where time pressures or the location of referees dictate that this may be appropriate, recruiters should ensure that they are certain as to the identity of the person to whom they are speaking. When conducting telephone references, it is helpful to plan the conversation beforehand and to have a list of questions ready. A file note should be made at the time of the telephone conversation and written confirmation should always be requested.

9.5 References are confidential and must be sought 'in confidence'. Any request for disclosure of references must be forwarded to the LSE Data Protection Officer. References should only be used for the purpose for which they were intended and their confidentiality must be maintained. Panel members must return all copies of any recruitment material including references, application forms/CVs and their interview notes to the Chair on completion of the recruitment exercise. References must only be kept on the recruitment file and the personal file held by the Human Resources Division.

9.6 If an offer is made subject to satisfactory references, these must have been received before the individual starts employment. If a reference is considered unsatisfactory, recruiting managers should contact their HR Partner for advice.

10. Making offers

10.1 Recruiting managers should make a verbal offer to the successful candidate/s, subject to references, if applicable. Once the candidate confirms that they accept the offer, the 'Offer Checklist' will need to be completed and a second funds check will need to be undertaken on the online recruitment system. Guidance on how to do this is on the Human Resources Division website. Sufficient time between completing the 'post interview scoring form' and the candidate start date should be allowed so that all necessary checks can be completed and a contract can be issued.

10.2 Once the 'Offer Checklist' is completed, HR will prepare the offer of employment, subject to references. In accordance with the Financial Regulations, a second funds check should be requested from the relevant School officer before an offer of employment is issued. The offer of employment letter will be sent to the candidate once the funds check has been received.

10.3 The recruiting manager can request references via the online recruitment system for the successful candidate or HR will obtain references on request by the recruiting manager. Referees should only be contacted if the successful candidate has given permission. An offer of employment for an existing LSE employee will not usually be subject to references, unless the recruiting manager specifically requests this.

10.4 The system will send regret notifications to unsuccessful applicants and candidates automatically, when their application status is changed to either 'regret after shortlisting' or 'regret after interview' by the Chair of the panel.

10.5 Unsuccessful interview candidates may contact the recruiting manager or HR to request 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. HR will send a post interview pro-forma and guidance to the Chair of the relevant selection committee. The Chair will complete the proforma 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 the feedback directly to the candidate - all feedback responses should be reviewed by HR before being sent to the candidate.

10.6 All professional services staff newly appointed to the School are subject to a six-month or one-year review period. New Band 1-7 employees will be subject to a six month review period. Bands 8-10 employees will be subject to one year review period. If, for funding or other reasons, it is necessary to recruit on a fixed-term contract, the review period will be reduced accordingly:

- If the contract is less than six months, the review period should be three months (or halfway through contract if shorter)
- If the contract is between six and twelve months, the review period should be three months
- If the contract is over one year, the review period should be six months
- Successful internal candidates are not subject to a review period.

A formal review period does not apply to existing staff who are promoted, re-graded or transferred to another post within the School. However, where the post is substantially different, a review period may be included if requested by the recruiting manager and this will be confirmed in the appointment letter. In these circumstances, the decision as to whether a review period would be appropriate should be made in conjunction with the relevant HR Adviser or HR Partner.

In cases where an individual is recruited to a post that they have already been working in (i.e. as a temporary member of staff), the decision regarding the length of the review period should be made in consultation with the relevant HR Adviser or HR Partner. In such situations, previous temporary experience can be taken into account, where appropriate, in deciding on the length of a review period or whether to waive the review period entirely. It should be noted that appointment with a review period does not imply a guarantee of employment for the full review period.

10.7 For posts that require a DBS (Disclosure and Barring Service) check, please see **Section 16.**

11. Starting Salary

11.1 Once panel members have agreed on the successful candidate, recruiting managers will need to consider the salary to offer them. The School's policy is to appoint at the bottom of the scale, unless there is a case based on the individual's skills and experience, which justifies a higher starting salary. Recruiting managers who wish to make a higher salary offer should contact their HR Adviser before making the offer, to discuss and agree an appropriate starting salary. Please refer to the Starting Salary Guidance for further information.

12. Appointments

12.1 Successful candidates should only start in post once satisfactory references have been received, if applicable. In cases where they have not been received prior to the candidates start date, the recruiting manager should contact their HR Adviser as it may be necessary to delay the individuals start date. HR will chase any outstanding references to ensure that they are received prior to the start date wherever possible.

12.2 The appointment should always start on a working day.

12.3 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.

12.4 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.

12.5 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. Please refer to guidance on organising local inductions and the School's Flying Start Induction

13. Confidentiality and Compliance

13.1 All staff involved in a Selection Committee should ensure that confidentiality is paramount. All documentation is treated in accordance to the Data Protection Act and the School's principles of the Act.

13.2 All staff involved in the recruitment and selection of staff should declare any conflicts of interests or personal interests to any applicants to their designated HR Adviser who will pass on to the Chair of the panel at the beginning of the recruitment process for consideration. Examples of conflict of interests could be where a panel member is involved in the shortlisting and/or interviewing of a candidate who is a spouse, partner, close friend of other family member.

13.3 All recruitment and selection should be conducted in compliance to current employment legislation.

14. Equality Diversity and Inclusion

14.1 The School's Equality, Diversity and Inclusion Statement is as follows:

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 (including gender identity), race, religion or belief, sexual orientation, marriage and civil partnership, pregnancy and maternity, or social and economic background. For the full Equity, Diversity and Inclusion policy statement please see the EDI website.

15. Interview Expenses

15.1 All recruitment and selection must comply with the School's Interview Expense Policy

16. Right to Work and Certificate of Sponsorship

16.1 All offers are subject to entitlement to work in the UK.

16.2 If the successful candidate is a national of a non-EEA country, he/she 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 Departments/Divisions/Centres/Institutes if any of the shortlisted candidates require visas and outline the support that the School can provide.

16.3 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:

i. Meet the minimum salary requirements as specified in the UKVI's Occupational Codes of Practice
ii. Be graduate level
iii. Have been advertised for a minimum of 4 weeks.

For further advice on when we act as a sponsor for a role, please contact your HR Adviser.

16.4 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.

16.5 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.

17.2 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. For LSE's policy on the recruitment of staff with criminal records see the **DBS guidance**.

17.3 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 s/he 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.

17.4 Once the successful applicant has indicated their acceptance of a post the recruiting manager should contact their HR Administrator or HR Adviser so that they can commence the DBS process for the candidate. The HR Administrator will arrange to meet with the applicant to help them complete the application form and documents, and view the proof of identity requirements. 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.

18. Recruitment Process

18.1 All recruitment is through the School's online recruitment system.

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