

HUMAN RESOURCES

RECRUITMENT AND SELECTION PROCEDURE



The HR Operations and Recruitment Team are the first point of contact for the recruitment to an academic or professional support staff post; please check the [About HR Intranet pages](#) to find the name of your contact.

It will take up to **7 working days** for HR to process a recruitment once all forms (fully signed and approved) and documents have been received.

1. Overview:

It is important to ensure that recruitment at LSHTM is fair, transparent and subject to open competition with the aim of identifying and appointing the best candidate for a role on the grounds of merit.

All applicants should be considered fairly and consistently, and decisions on an applicant's suitability for a post should be based on how they meet the criteria identified in the job description and person specification.

All staff involved in the recruitment process have a responsibility to ensure confidentiality is maintained at each stage of the procedure and that sensitive and personal applicant information is not shared outside the panel.

All individuals involved in recruitment and selection processes are responsible for being vigilant in monitoring their recruitment campaigns for unconscious bias and discriminatory practices.

2. Advertising Requirements

- 2.1. All vacant posts, regardless of source of funding, must be advertised, except:
 - i. fellowships awarded to named individuals or
 - ii. grants awarded with named applicants/researchers (known as 'Named Appointments') or
 - iii. in exceptional circumstances, posts of less than 6 months in duration (known as [Direct Appointments](#)),
 - iv. or placement students.
- 2.2. The minimum requirement for placement of advertisements is:
 - the LSHTM's jobs website, and jobs.ac.uk site (current cost £220 plus VAT per month) **with the option of** a national or international newspaper/journal/website.

In order to recruit an individual from outside the UK who does not already have permission to work in the UK, the UKVI requires LSHTM to demonstrate we are offering a genuine vacancy which meets the skill and salary threshold for the role. Roles cannot be created solely to facilitate the entry of a specific migrant to the UK.

To demonstrate a, 'genuine' vacancy, all recruitment must:

- have a fully approved recruitment form (prior to advertising),
- the job description must be evaluated to confirm if it meets the UKVI' standard Occupational Classification (SOC) code,
- the job must meet the required salary threshold of the SOC code
- screenshots must be taken by HR on the first day of advertising and
- the job and the successful candidate must meet the required number of points to qualify for sponsorship.

For further advice, please contact the Staff Immigration & Compliance Officer and your HR Operations and Recruitment Officer.

Please note that any roles that fall below any PhD level SOC code, LSHTM will be required to pay the government's Immigration Skills Charge per annum for the length of the contract. The costs will be charged to the grant or faculty code.

All posts will be placed on the Redeployment website for one week before being released for external advertising. This should be factored into the recruitment timeline.

For all internal vacancies, please liaise directly with your HR Operations and Recruitment Officer. Please note that internal vacancies are advertised on a Friday each week.

Permanent vacancies must be advertised externally.

3. Job Evaluation Requirements

3.1. Vacant posts falling within the following categories must be scored using the HERA job evaluation tool:

- i. vacant posts which were HERA-evaluated prior to January 2018,
- ii. posts which were previously red-circled under HERA,
- iii. vacant posts where the duties or requirements have significantly changed,
- iv. new posts.

Full details of the HERA job evaluation tool may be found on the [Role Evaluation Intranet page](#).

4. Preliminary Recruitment Documentation

4.1. The following documents must be submitted to the HR Department:

- i. Recruitment Form, signed off by the appropriate signatories
- ii. Draft advertisement;
- iii. Job description and person specification;
- iv. Vacancy Arrangement form.

For Named Appointments falling under the exceptions categories listed in paragraph 2.1 above, an interview should be conducted and the following documentation must be provided:

- *Curriculum vitae*
- *2 referee details*
- *Interview notes*
- *Personal Information Form*
- *Right to work verification by HR prior to their start date*
- *Authorisation of Appointment form*
- Grant Award letter naming the individual

For Direct Appointments falling under the exceptions categories listed in paragraph 2.1 above, an interview should be conducted for all external appointees and if individual is an internal PS staff member and the role is above current grade. The following documentation must be provided:

- *Curriculum vitae*
- *2 referee details*
- *Interview notes*
- *Personal Information Form*
- *Right to work verification by HR prior to their start date*
- *Authorisation of Appointment form*
- *Justification for why this post has not been advertised*

*please note that for both Named and Direct Appointments you cannot appoint internal academic candidates to a post at a higher level than their current level. Progression on the Academic Pathway can only occur if the staff member either successfully applies for a post via open recruitment or through the annual Academic Promotions round.

5. Recruitment Form

- 5.1. The Recruitment Form must be completed at Part I (Post Details) by the budget holder and signed by the budget holder, Head of Department and/or Departmental Administrator.
- 5.2. When Part I has been completed, the Recruitment Form should be sent to the relevant department authorising the funding for the post, i.e. either ROO and/or Finance.
- 5.3. If funding is available to offer a contract on the terms requested in Parts I and II, the Management Accounts Officer and/or Research Operations Manager (as appropriate) will complete and sign Part III (Funding Confirmation) of the Recruitment Form and return it to the Department and to HR.
- 5.4. Posts will not be advertised until funding has been confirmed and fully signed off. All advertisements must be placed by the HR Department.

6. Advertisements

- 6.1. The recruitment form should indicate the date on which the advertisement is intended to appear, the closing date for the advertisement, and appropriate media (and section, if appropriate). HR should be consulted about copy deadlines for various publications, and other advertising matters.

For posts which may require sponsorship under the skilled worker visa category, all adverts must include the following information:

- the full job title;
 - the main duties and responsibilities of the job (these should be matched to the relevant duties of an appropriate Standard Occupation Code (SOC);
 - the location of the job (which must be mainly based in the UK);
 - an indication of the FULL salary package or FULL salary range or terms on offer;
 - the skills, qualifications and experience required;
 - the closing date for applications.
- 6.2. A quote for the cost of the advertisement, and a proof showing the actual text and size, may be obtained on request. Three working days' notice is required. A charge for typesetting may be made if the advertisement is not subsequently placed.
 - 6.3. All advertisements will be placed on LSHTM's Job Vacancies page.

- 6.4. Candidates will be encouraged to apply for jobs online via the website.
- 6.5. In addition to formal advertisement, identification of candidates for Chair appointments and posts at PSP Grade 9 may be recruited to by a firm of Head-hunters and/or considered by a Search Committee, whose membership will be subject to the Director's approval.

7. Anonymised Shortlisting

- 7.1. LSHTM has agreed that all Professional Services support roles will be anonymised for shortlisting, meaning that the Recruiting Manager and shortlisting panel members will not be able to view the name or personal details of their candidates. Instead, the candidates will be assigned a unique reference number to limit the effect of unconscious bias in shortlisting decisions.

Academic roles will not be anonymised in order for candidates' research profiles to be assessed at the shortlisting stage.

8. Shortlisting

- 8.1. Following advertisement, the recruiting manager and other nominated shortlisters (the vacancy users) will have access to the applications online for shortlisting via the vacancy management system, Stonefish.
- 8.2. Shortlisting must be carried out by at least two LSHTM staff, including at least one male and one female member of staff.
- 8.3. Under the Disability Confident Scheme, all disabled candidates who fully meet all the minimum criteria (i.e. the essential criteria) for the job will be shortlisted for interview. If a disabled applicant that has met all the essential criteria has not been shortlisted for interview, HR will contact the recruiting manager to amend the shortlist.
- 8.4. Where applicants with disabilities require adjustments to the recruitment and selection process, LSHTM will endeavour to proactively remove any barriers that it reasonably can to enable full participation in the process.
- 8.5. Shortlisting must be submitted using either the total sum of all the submitted scores **or** total sum of scores for essential criteria only.
- 8.6. Once the shortlisting has been completed, the Recruiting Manager is able to submit the decisions to the HR Department.

Arrangements will then be made by HR, in consultation with the Recruiting Manager, for candidates to be invited for interview.

- 8.7. It is the Recruiting Manager's responsibility to ensure that all interview details are sent to HR including any test and presentation information via the Interview Details Form.

9. Interviews

- 9.1. The composition of all interview groups (whether considering candidates sequentially, or meeting as a group) must avoid single sex panels (i.e. all male or all female) and there should be, as far as possible, equal representation of women and men. Panels should also reflect an ethnicity balance wherever possible, and the make-up of panels will be monitored to assess how regularly this is achieved.
- 9.2. All staff taking part in interviews must have attended the LSHTM's Recruitment and Selection Skills workshop. The Chair of a Panel must have attended the workshop. Interviews should be conducted in accordance with the guidelines presented at this workshop.
- 9.3. Panel members must declare any conflict of interest to the Chair and Human Resources prior to the interview date.
- 9.4. All interviews must be conducted by at least **three** people.
- 9.5. Interview Panels and Boards for academic posts (dependent upon level of post) must have the composition as outlined in Appendix I (page 10) of this document. Where the nature of the appointment demands it, additional members may be added to the membership of the Interview Board.
- 9.6. The membership of Interview Boards for senior posts in Central Services must be agreed in advance with Human Resources.
- 9.7. Separate arrangements exist for setting up Selection Committees for appointments to Professor. Further details can be found in ["Procedures for the Appointment and Conferment of Title as Professors"](#) on the HR Policies and Procedures web page.
- 9.8. As part of the recruitment process, Faculties are encouraged to arrange for shortlisted candidates for appointment to Professor to give a seminar at LSHTM, and/or discuss their interests and the position with members of a Focus Group. Brief written feedback from these meetings should be sent to the Chair of the panel in advance of the interviews. Where timing of discussions and

interviews makes this difficult, a brief verbal account of the feedback may be given to the panel by a group spokesperson once formal interviews are concluded and preliminary discussion has taken place. This feedback should subsequently be written up and sent to the Chair of the panel. Arrangements for seminars and Focus Group meetings will be made by the Faculty, in discussion with the HR Department.

- 9.9. The HR Department is responsible for advertising posts, inviting candidates to interview, taking up references and notifying unsuccessful candidates of the outcome of their application. There must be a minimum of five working days between notification of the final shortlist in the HR and the interview date.
- 9.10. It is good practice to set the interview date prior to advertising the post so that the date for interviews can be publicised in the advert. Advice is available from the HR Department for Recruiting Managers to discuss the scheduling of the recruitment process.
- 9.11. Recruiting Managers and other members of interview panels will be sent all paperwork required for interviews electronically through the vacancy management system, at least two working days before the interviews. Please note that panel packs cannot be sent until all invited candidates have confirmed their attendance.
- 9.12. The Chair of the panel is required to complete the Authorisation of Appointment form and to record their reasons for selection and rejection of shortlisted candidates. This form must be returned to the HR Department following completion of the interviews.
- 9.13. For all posts, all panel members must provide detailed hand written or typed interview notes to the Chair, who is subsequently responsible for sending all documents to HR.
- 9.14. Before interviewing for a role that is likely to involve regulated activity as defined under the Safeguarding Vulnerable Groups Act 2006, Recruiting Managers are required to incorporate relevant questions from the [set list](#), which should be used to address how an applicant will ensure protection of children/vulnerable people were they to be appointed to the position.

10. References

- 10.1. References will be made available by the HR Operations & Recruitment Team after a recruitment decision has been made. It should be noted that all formal offers of employment are subject to receipt of two satisfactory references.
- 10.2. For roles that are likely to involve regulated activity as defined under the Safeguarding Vulnerable Groups Act 2006, the references will request comment on the candidate's experience and suitability of working with children and vulnerable groups.

11. Offers of Appointment

- 11.1. Offers of appointment should be discussed with the Human Resources team before being made. New appointments should be appointed on the first point of the designated grade. If you wish to consider appointing beyond the first point of the grade, please speak to your HR Operations & Recruitment Officer.
- 11.2. Offers of appointment should be made by the Recruiting Manager.

12. Feedback

- 12.1. Staff may be asked by candidates to give feedback after interview. Any such requests should be referred to the HR Department in the first instance and HR will then liaise with the Chair of the panel who will be asked to provide written feedback.

For applicants not shortlisted for interview, no feedback will be required.

13. Employing Overseas Nationals

- 13.1. Before appointments can be made, it is important to ascertain whether the prospective employee needs permission to work in the UK.
- 13.2. If the person to be appointed is a non-UK national, a Certificate of Sponsorship (CoS) may be required.

Criteria for issuing a CoS:

- it has been matched to a SoC code
- the job is at RQF3 level or above and
- minimum salary levels are met.

- 13.3. Please refer to the LSHTM's [Right to Work Intranet page](#) for further guidance. Detailed advice is also available from HR.
- 13.4. Only the HR Department are authorised to issue certificates of sponsorship (CoS). In addition to the CoS the individual must apply for entry clearance/ leave to remain through UK Visas and Immigration and provide personal evidence of competence in English and ongoing maintenance.
- 13.5. The process can take up to three months and staff cannot under any circumstances be employed until permission is given. It is essential to the CoS application that the vacancy is deemed to be a genuine vacancy, that the role being sponsored is at the appropriate skill level and the salary offered meets the minimum salary threshold of the designated occupational code for the role. The vacancy has been advertised in accordance with the requirements of the designated occupational code.

14. Safeguarding & DBS Checks

- 14.1. Departments will be required to confirm at the advertising stage when posts are likely to involve regulated activity as defined under the Safeguarding Vulnerable Groups Act 2006.

In these cases, offers of appointment will be subject to an enhanced DBS check. Arrangements for the check will be made by the HR Department.

The cost of the DBS check will be charged to the relevant Faculty/Department.

15. Costs

- 15.1. The cost of advertising posts and associated recruitment expenses including the annual Immigration Skills Charge (if applicable) must all be met from the budget concerned. These costs are not borne centrally.

Revised: May 2021 (MT)

16. Appendix I

16.1. Academic Panel Compositions

Requirements:

- All Panel members should have completed the mandatory training on Equality Diversity and Inclusion and Recruitment and Selection.
- Diverse panels challenge unconscious bias and lead to better recruitment decisions. Where possible panel composition should be diverse in terms of characteristics such as gender, age and ethnicity. Where this is not always possible, interview panels should include at least one male and one female member, and preferably should have equal male and female representation.
- The Dean of Faculty must agree their alternate if they are unable to chair an Associate or Assistant Professor panel.
- Where the appointment is to an MRC Unit, the relevant Unit Director (or alternate) should be included.
- For external panel members, one should preferably be from a School, College or Institute of the University of London.
- Honorary Professors may be asked to sit on an interview panel as an internal member. On an exceptional basis, they can act as the external member.
- Panel members should declare any conflict of interest to the Chair of the Panel and Human Resources prior to the interview date.
- For clinical academic posts at consultant level where the appointee will hold an honorary consultant position with an NHS Trust, the Interview Board and Selection Panel must be constituted in accordance with the NHS (Appointment of Consultants) Regulations and include a Senior Consultant at the relevant NHS Trust and an external assessor from the relevant Royal College.

Professorial (including Single Nomination)	<ul style="list-style-type: none"> • Chair: Director or Deputy Director & Provost • Dean of Faculty • A Professor from within Faculty/department • A Professor from outside the home Faculty • External 1 (specialism in subject) • External 2
Associate Professor	<ul style="list-style-type: none"> • Chair: Dean of Faculty (or agreed alternate) • Professor from the same Faculty • A Professor from outside home Faculty • External subject specialist
Assistant Professor	<ul style="list-style-type: none"> • Chair: Dean of Faculty (or agreed alternate) • Senior academic from same department (Associate Professor and above) • Academic normally¹ from a different department in the Faculty (Assistant Professor and above)
Research Fellow	<ul style="list-style-type: none"> • Chair: Senior academic from Faculty/PI (Associate Professor or above) • Academic from within same department/Faculty (Research Fellow or above) • Academic from outside home department (Assistant Professor or above)
Research Assistant	<ul style="list-style-type: none"> • Chair: Recruiting Manager/PI • Academic from within same Faculty (Research Fellow and above) • Other appropriate individual from same department/group

Feb 2020

¹ exceptions can be made when there is a shortage of academic staff with the relevant expertise outside the host department

17. Appendix II - Guidance Notes

17.1. Job Description

- 17.1.1. When a post is approved, whether it is a new post or a replacement, it is important to review the duties of the post in the light of the Department's current objectives and longer-term goals.
- 17.1.2. Job descriptions are required for the following reasons:
- to clarify what the post-holder is required to do;
 - to provide information from which the person specification criteria (see below) can be drawn up;
 - to inform applicants about the post and to provide information required for recruitment purposes, and
 - to form the basis for the employment relationship.
- 17.1.3. In general, a job description should include the following:
- post title and faculty/department;
 - description of the post project in broad terms, including background;
 - the purpose/objective of the post;
 - the main duties or tasks and responsibilities; - key relationships, and
 - any special factors (e.g. requirement that the post holder possess a driving license).

These duties and responsibilities taken together describe the purpose of the post, and will provide the basis of the advertisement.

17.2. Person Specification

- 17.2.1. A person specification is a statement, derived from the job description, of the essential and desirable requirements/criteria or characteristics that an individual would need to successfully undertake the duties and responsibilities set out in the job description. Topics covered are likely to include some or all of the following:
- Educational Qualifications;
 - Experience/Training;
 - Specific Attitudes and Abilities (e.g. mental/physical dexterity, ability to show initiative etc.);
 - Interpersonal Skills (e.g. leadership qualities, communication skills etc.);
 - Special Factors (any elements of the post which are atypical, and not covered in other categories);

- Research and analogous activities (e.g. requirements in terms of areas of research, publications etc.)
- 17.2.2. Criteria should be:
- job-related;
 - ability-based;
 - clearly defined;
 - measurable/observable;
 - either essential or desirable - objectively justifiable;
 - consistently applied.
- 17.2.3. It is useful to divide the criteria into separate lists of those which are essential, and those which are desirable.

17.3. Shortlisting

- 17.3.1. The identified criteria should be used during the shortlisting process, as well as during the interview. They will provide the benchmarks by which the shortlist is drawn up and the Interview Assessment Form are completed.
- 17.3.2. Shortlisting should be carried out systematically, by comparing information in applications with the essential criteria set out in the Person Specification, and judging the extent to which each of these is met.
- 17.3.3. All candidates who do not meet the essential requirements should be rejected.
- 17.3.4. Shortlisting must be submitted using either the total sum of all the submitted scores or total sum of scores for essential criteria only.

17.4. Further Particulars

- 17.4.1. Further particulars for any posts should contain information on:
- LSHTM (the standard information, available from the HR Department);
 - the Department;
 - the research project (if appropriate);
 - the post itself, including:
 - duration of the post, including preferred start date;
 - location;
 - summary of main duties and responsibilities;
 - person to whom the post holder is responsible;
 - salary (and scale where applicable);
 - contact for informal discussion (where applicable);
 - details of how to apply.