

# HUMAN RESOURCES

## GUIDANCE FOR CONSIDERING DIRECT APPOINTMENTS



### INTRODUCTION

The London School of Hygiene & Tropical Medicine is committed to principles of both equity and excellence in its hiring practices.

It is LSHTM's policy that all vacancies will be advertised on the School's recruitment website: [jobs.lshtm.ac.uk](http://jobs.lshtm.ac.uk).

Existing employees are to be encouraged to apply for vacant posts if they have the appropriate qualifications, experience and skills.

LSHTM aims at all times to recruit the person who is most suited to the particular job. Recruitment will be solely on the basis of the applicant's abilities and individual merit as measured against the criteria for the job. Qualifications, experience and skills will be assessed at the level that is relevant to the job.

LSHTM is committed to applying its equal opportunities policy at all stages of recruitment and selection. Shortlisting, interviewing and selection will always be carried out without regard to sex, transgender status, sexual orientation, marital or civil partnership status, race, nationality, ethnic or national origins, religion or belief, age, pregnancy or maternity leave.

It is accepted that appointing to posts without a recruitment process can be a useful and convenient process for managers to use where required and essential, for example when needing to bring in specialist skills for a short period or when there are strict start dates for a research project and waiting for the completion of a recruitment process could mean losing the money or holding up progress on a collaborative research programme.

When a recruiting manager believes that there is an academic and/or business need justifying an exception to the School's Recruitment and Selection procedure, they must submit a request for a **Direct Appointment** to the Dean of Faculty and Faculty Operating Officer for faculty based roles or to the Chief Operating Officer for central services roles.

**The maximum duration for 'Direct appointments' will be six months. Any extensions will only take place after a formal recruitment process.**

#### Note that:

The arrangements for Direct Appointments (below) do not apply for the following appointments:

- Fellowships awarded to named individuals (where the funding is conditional on the named person being on the project).
- Grants awarded with named applicants/researchers (where the funding is conditional on the named person being on the project).
- Professorial appointments using LSHTM's 'single nomination' procedure.
- For fractional appointments (i.e. below 0.2 FTE), specifically used to support teaching, and parallel appointments with other institutions (i.e. Singapore). **Note that any increase in FTE is not permitted.**
- Where there is a requirement to formally advertise a post to comply with UK Visa and Immigration requirements (i.e. the Resident Labour Market Test).

## PROCEDURE FOR CONSIDERING DIRECT APPOINTMENTS

1. For posts based in Faculties: Submission of request by the Recruiting Manager to the Dean of Faculty and Faculty Operating Officer; or

For posts based in central Services Departments: Submission of request by the Recruiting Manager to the Chief Operating Officer

- 1.1 In submitting a request to appoint an individual to a vacant or new post recruiting managers should submit the following information for consideration:

- a) Identification of the exceptions which should be considered for the request (see “list of exceptions below.)
- b) Up-to-date CV of the proposed appointee
- c) Full job description of position to be filled, including person specification and relevant terms and conditions of employment. (For professional services posts, job descriptions must have been HERA evaluated to determine the appropriate grade.)
- d) A statement outlining the rationale for the request with reference to the **list of exceptions** in 1.2 below. To include:
  - any relevant background information on the position and previous selection processes (i.e., multiple failed searches, immediate teaching need, grant funding conditions etc.) **Note that this route should not be used as an alternative expedient route to making an appointment in cases where a recruiting manager has simply failed to schedule a recruitment process in a timely manner.**
  - An analysis of the candidate’s credentials and a description of how the subject matter or professional expertise of the proposed appointee impacts the department/Faculty’s existing priorities and objectives.
  - Any other relevant details related to the request.

- 1.2 Exceptions that could be considered (not exhaustive):

- a) Unique circumstances that could make a recruitment process counterproductive e.g. an unexpected period of staff absence that needs to be covered on a short term basis, an unexpected termination of employment or failed recruitment processes that have meant that there is now an immediate need to appoint.
- b) Unanticipated short term teaching demands.
- c) Where there are unique qualifications required for a short term time sensitive project or objective, of no more than six months’ duration that make a recruitment process counterproductive. Qualifications required must be truly rare on a national or international basis.
- d) Where it is necessary to bring in specialist skills for a short period for a time defined short term project of no more than 6 months’ duration. A full explanation is required.
- e) Where there are strict start dates for a research project and waiting for the completion of a recruitment process could mean losing the money or holding up progress on a collaborative research programme. (Evidence from the funding body of a latest possible start date is required.)

- 1.3 In requesting to bypass the LSHTM Recruitment and Selection procedure, recruiting managers, Deans of Faculty, Faculty Operating Officer and Chief Operating Officer should:

- a) Take care to ensure that there is no other member of staff in the department concerned who could consider themselves to be a suitable candidate either on a full-time or part-time basis. Where this may be the case it is advisable to advertise the post internally, enabling all internal candidates to be fairly considered.
- b) Be mindful that the usual pre-employment procedures should be followed **before** confirming the offer of appointment, including grading of the post, panel interview (to ensure that the proposed appointee is suitable for the position based on the role specific selection criteria), seeking references, Occupational Health Service clearance (where applicable), completion of the proposed appointee's personal details form.
- c) Be aware that there is normally a requirement to formally advertise a post to comply with UK Visa and Immigration requirements (i.e. the Resident Labour Market Test) and therefore if the candidate has any restrictions on their eligibility to work in the UK, it is unlikely that they will be appointed via this route. Advice should be sought from the HR Operations and Recruitment Team/Immigration Advisory Service.

## **2. Consideration of the request by the Dean of Faculty and Faculty Operating Officer/Chief Operating Officer**

In considering the request the Dean of Faculty and Faculty Operating Officer/Chief Operating Officer should check that the circumstances listed in 1.2. above apply and that due consideration has been given to 1.3 a. above.

Approval confirms that the Faculty are satisfied that it is appropriate to grant the request to make a direct appointment.

Advice is available from the relevant HR Officer in the HR Operations and Recruitment Team.

## **3. Submission of the approved request to HR Department for processing**

**Following approval by the Dean of Faculty and Faculty Operating Officer/Chief Operating Officer:**

**The recruiting manager/Faculty Office should send the following to the relevant HR Officer:**

- The written justification with a note confirming approval by the Dean of Faculty and Faculty Operating Officer/Chief Operating Officer
- Completed recruitment form
- Job description and person specification
- Up-to-date CV
- Two references or referee details (for some roles, more than two references may be required)
- Panel interview notes
- Proposed appointee's completed personal information form

**The HR Department will check:**

- The proposed appointee's eligibility to work in the UK.

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