



## Recruitment tips for Section 4

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## How to make shortlisting easier

1. Shortlist as you're going along. You'll have access to the applications as soon as applicants apply and so you can go in at any time to read them through and make decisions. Please note that you can save your decisions as you are going along but do not submit them until after the closing date.
2. If you are the Chair of the panel, you will need to allow other panel members to submit their scores before you submit yours. If you submit yours first, the other panel members will no longer be able to submit their scores!
3. Refer to the person specification criteria. If applicants do not demonstrate that they meet the essential criteria for the post, then they should not be shortlisted.
4. Remember to look for evidence. Applicants are asked to give examples of how they meet the criteria in the instructions of how to apply. If they do not, they should not be shortlisted.
5. If you have a large number of applicants who meet the essential criteria, use the desirable criteria to reduce the number. Remember though that candidates who meet the desirable criteria must also meet the essential criteria in order to be shortlisted!

## Completing the shortlisting grid and making notes

1. The shortlisting grid will indicate the competency headings for the post and will show a drop down box under each one. The box will be pre-populated with either a '0' or a '1'. If the applicant meets the criteria for that competency you should select '1'. If they do not, you should select '0'.
2. If you are not sure, you can save it and come back to it later. You can also change it, although please note that once you have submitted your scores you will not be able to change them. Therefore, please make sure that you are fully happy with your scores before you submit them.
3. There is also a comments box for making comments on applications, should you wish to do so. It's worth bearing in mind though that applicants can make a request under the Data Protection Act to see the shortlisting notes and so it is important to keep your notes relevant to the criteria. Please do not write anything that cannot be justified and/or you wouldn't want the candidate to see if they made a data protection request.

## The role of the Chair on the panel

1. The Chair's role is to lead the recruitment process and take responsibility for proceedings. In practice, this means to ensure that shortlisting takes place fairly and consistently and that all panel members complete their shortlisting.
2. The Chair should look at the shortlisting of all panel members and help the group come to a final decision about who should be invited to interview. At the interview, the Chair should ensure that questions are fair and are relevant to the person specification criteria; the overall decision is made based on evidence and that interview notes are kept and stored after the interview.
3. The Chair will also normally be responsible for notifying HR of the outcome of the interview and making the verbal offer to the successful candidate(s).

**Please note:** Academic and Senior Research panels are normally chaired by the VCAC.

## Conflicts of interest – Declaring conflicts of interest during the recruitment process

1. It isn't unusual for panel members to know applicants from previous professional or personal relationships, especially in areas that are either specialist or niche.

However, it is always advisable to declare any conflicts of interest to the Chair of the panel in advance so that a decision can be made as to whether you should continue to be involved.

2. For more information about conflicts of interest and for examples of circumstances that might constitute a conflict of interest, have a look at the [Declaring conflicts of interest during the recruitment process](#) document on the HR website.

Alternatively, please contact your HR Partner or HR Adviser for advice.

## Two Ticks Guaranteed Interview Scheme

1. The Two Ticks Guaranteed Interview Scheme is a voluntary government scheme, which the School has signed up to in order to help demonstrate its commitment to equality and diversity.

The key principle of the Scheme is to create a 'level playing field' to applicants that have a disability. In practice, this means offering a guaranteed interview to all applicants who opt into the Scheme an interview if they demonstrate they meet all the essential criteria for the post.

2. You will see whether a candidate has opted into the Scheme when viewing their application on the online system because the Two Ticks symbol will appear next to their name.
3. The Two Ticks logo looks like this:



4. For more information about the [Two Ticks Guaranteed Interview Scheme](#), please see the information and guidance on the HR website.

## Data Protection Act

1. Under the Data Protection Act, applicants can make a request to see copies of the notes that were made about them during the selection process. This includes the notes made at the shortlisting stage and at the interview stage both stored on the online system, or on the p drive or those written by hand.
2. Here are some examples of notes or reasons to avoid writing because they could be interpreted as discrimination:
  - Too junior for the role
  - Too close to retirement (NB There is no longer a retirement age in the UK and so this is not a reason for rejecting a candidate)
  - Not a good fit with the department
3. Therefore, do not write anything about the candidate that you wouldn't want him or her to see later in the process. Notes should always be justifiable and related to the criteria on the person specification.
4. For further information about the [Data Protection Act](#), please see the information on the HR website or contact your HR partner or HR Adviser.

## Qualifications

1. If it is essential that a candidate must have a particular qualification or equivalent, then it is important that you ask to see a copy of the certificate to ensure that he or she actually does have it.
2. The easiest way of doing this tends to be at the interview stage, where there is some standard text that you can include in invites to interview asking the candidates to bring it with them on the day of the interview.
3. You should then ask to see the certificate and take a paper or electronic copy of it. If the candidate is successful, this will go onto their employee file. If the candidate is not successful, the copy should be destroyed.
4. For more information about [verifying qualifications](#), please see the information on the HR website, or contact your HR Partner or HR Adviser.

## Sending regrets after shortlisting

1. Once the panel have agreed as a group who to invite to interview, it is good practice to let the unsuccessful applicants know the outcome as soon as possible.
2. This will help them to proceed with other applications that they may have in progress as well as maintain a positive and professional impression of the LSE.
3. **Candidates will be sent an automatic email informing them that they have been unsuccessful as soon as they are moved to the Regret after Shortlisting stage by the Chair of the panel.** Therefore, please only move them to this status if you are certain that you wish to reject these candidates.