

Human Resources



**Leading education
and social research**
Institute of Education
University of London

Recruitment and Selection Policy

**Approved by the Finance and General Purposes Committee
October 2006
Revised and updated by Human Resources June 2010**

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Introduction

This policy sets out the recruitment and selection policy for the Institute and states its intention to begin the employment process under the same values and behaviours as those it expects from members of staff throughout their employment.

All members of staff should be aware of the relevant guidelines (found on the Human Resources web page) and the Institute's statements regarding the promotion of equality and equity.

Further advice and guidance on the application of this policy can be obtained from the Human Resources Department (Central HR).

Policy Statement

The Institute of Education's mission is to pursue excellence in education and related areas of social science and professional practice. In undertaking this mission the Institute will adhere to the highest standards of academic rigour in all its work, be guided by a concern for truth and justice, and make a positive contribution to the development of individuals, institutions and societies facing the challenges of change.

There is a strong commitment to equity and emphasis is placed on the contributions of both staff and students to the achievement of a high quality and inclusive learning environment generating a shared sense of purpose and belonging amongst its own community and seeks to extend this locally, nationally and internationally amongst all those whom it serves.

In order to attract, motivate and retain high quality staff to achieve this mission in an environment requiring increasing flexibility and change, the Institute seeks to provide a framework of contractual arrangements, rewards, conditions of service, development opportunities and employment relations within an equitable and inclusive environment which values people. The Institute recognises that it is the combined knowledge, skills, creativity and commitment of its staff that provide the essential resource for it to realise its mission and responsibility to the community.

Towards Equality and Diversity

The policy and practice of the Institute requires that all staff are afforded equal opportunity within employment and that entry into employment with the Institute and progression within employment will be determined only by personal merit and the application of criteria which are related to the duties of each particular post. In all cases, ability to perform the job will be the primary consideration. Subject to statutory provisions, no applicant or member of staff will be treated less favourably than another because of his or her sex, marital status, age, religious beliefs, sexual orientation, racial group, or disability.

Further guidance on the legislative framework and generic areas of best practice supporting diversity and equality is available in the Equal Opportunities Policy which is available on the Human Resources web site.

The Institute welcomes diversity amongst its staff and seeks to ensure that all candidates for employment are treated fairly and that selection is based solely on the individual merits of candidates and on the selection criteria relevant to the post. In pursuance of this aim and of its statutory duties, the Institute of Education, as an employer committed to the principle of equality of opportunity, will adhere to the following procedure in the conduct of the recruitment and selection process for all posts:

- All those handling applications and conducting interviews must be aware of the principles of the Sex Discrimination Act, the Race Relations Act, the Disability Discrimination Act and other relevant legislation.
- The Institute will ensure that all members of staff who come into contact with job applicants are trained in the provisions relevant to their responsibilities under the pertinent Acts and Codes of Practice, including the provision that it is unlawful to instruct or put pressure on others to discriminate.
- Staff responsible for short-listing, interviewing and selecting candidates will also be clearly informed of selection criteria and the need for their consistent application.
- Guidance will be given on the effects which generalised assumptions and prejudices about race, colour, nationality, ethnic or national origins, sex, marital status, age, disability, family circumstances, sexual orientation and religious or political beliefs might have on selection decisions.

To this effect, all staff who undertake any part of the recruitment and selection process should undertake recruitment and selection skills training. In particular, they should be fully conversant with the legislative framework and procedural requirements. It is mandatory that all staff will have attended training prior to serving on a selection panel.

Job descriptions

All job descriptions should clearly identify the duties of the job and should state the selection criteria, which should outline the educational qualifications, skills, work experience and personal attributes which are necessary for satisfactory performance of the job and should be as objective and quantifiable as possible.

Advertising

The Institute recognises that posts should normally be advertised externally as well as internally as this is the best way to promote equal opportunities. However, where a post might be suitable for one or more members of staff who have been issued with notice of redundancy, those member(s) of staff will be given the opportunity to apply and be considered for the post before it is advertised.

Externally advertised posts will be widely publicised so as to encourage applications from a broad range of suitable candidates from all backgrounds. All job advertisements placed on behalf of the Institute will state the Institute's commitment to equality of opportunity and include the two ticks symbol.

For appointment to senior posts within the Institute, it may be appropriate to use search agencies or a search committee to increase the number of potential applicants for a post. In these circumstances, the post will still be advertised and applicants will apply in the normal manner. It will be the Director's decision to employ a search agency or set up a search committee, except in the case of appointment to the Director's post, when the decision will be made by Council.

Detailed guidance on advertising, including where a post should be advertised, appropriate text and format and copy deadlines, is available on the Human Resources website.

Applications

Application procedures will be kept under review so as to ensure that only information relevant to the job (as determined by the duties, the selection criteria and UK Border Agency requirements) is sought.

Selection Methods

Selection (both shortlisting and interviewing) will always be the responsibility of more than one person.

Wherever suitably qualified persons are available, there will be at least one member of each sex and a range of different ethnic groups on the panel responsible for shortlisting, interviewing and making or recommending an appointment.

All candidates will be assessed against the same selection criteria and all applications will be processed in the same way. Information sought from candidates and passed to those responsible for appointments will relate only to the qualifications for or requirements of the job.

The Institute has joined the Jobcentre Plus "Positive about Disabled People" scheme and therefore has agreed to interview all disabled applicants who meet the essential criteria for a job vacancy and consider them on their abilities. The symbol for the scheme (known as "Two Ticks") is displayed on all HR information including job adverts. The Institute has a statutory obligation to make such adjustments to the workplace and to working arrangements as are reasonable to accommodate suitably qualified disabled applicants.

Where an internal applicant meets the minimum criteria for a post that has been externally advertised, that member of staff will be invited to interview.

Membership of Selection Panels

- (i) For appointment to an established Chair or Readership, or for appointments that will result in the conferment of a Professorial or Readership title, please refer to the “Procedure for Appointment to Established Chairs or Readerships at the Institute of Education” attached at Appendix A.
- (ii) For other academic posts:
 - the Director or Dean of Faculty, or their nominee (Chair) ; and
 - normally three others, as follows:
 - the Head of Academic Department or project director or other person from the Faculty;
 - another person from the Faculty; and
 - a person with relevant expertise from another Faculty (if the Dean of Faculty or Head of Academic Department is chairing the committee, this must be someone of professorial standing).
- (iii) For professional posts:
 - the Director of Administration, Dean of Faculty/Head of Support Department or her/his nominee (Chair);
 - someone from the Faculty/Support Department; and
 - a person with relevant expertise from another Faculty/Support Department or, in exceptional circumstances, another person from the Faculty/Support Department.
- (iv) Members of selection panels should have professional knowledge of the field of the appointment and panels should, where possible, include a range of persons chosen to reflect gender, ethnic origin and differing levels of seniority.

Shortlisting

Shortlisting should only be undertaken by the panel that will also interview. Reasons for non-selection must be recorded clearly. These may later be disclosable in litigation.

Each candidate will be assessed against each essential selection criterion. The Chair is responsible for agreeing the final shortlist and for recording the reasons for that outcome.

Interviews

Members of interview panels need to ensure fair treatment by asking comparable questions of all candidates and by asking questions which relate only to the requirements of the job. In the case of disabled applicants who identify themselves at the application stage, appropriate interview arrangements (such as accessible interview rooms or the assistance of a sign interpreter) should be offered to enable candidates to compete on an equal basis.

Selection tests will be monitored and checked to ensure that they measure only what is relevant to the ability to do, or to train for, the job for which they are intended. Care

should be taken to ensure that they do not discriminate indirectly through, for example, assumptions about candidates' background or interests.

As before, each candidate will be assessed against the selection criteria .If the selection panel chooses to use a rating scale to distinguish between candidates this should be clearly identified. The Chair is responsible for agreeing the final decision and for recording the outcome on the interview decision sheet. The reasons for rejecting each unsuccessful candidate and the reasons for appointing the selected candidate will be given. All paperwork, including interview notes, should be returned to Central HR as soon as possible after the interview.

Records

Details of candidates and of selection decisions (including the rationale for selection or rejection) will be kept for one year after an appointment has been made, in case they are required as evidence by an employment tribunal or for other proceedings. The Institute will keep records of the sex, ethnicity and any disability of its staff and of all applicants. Records may be used to determine whether members of one sex or persons of a certain racial group or those with a disability do not apply for employment, or apply in smaller numbers than might be expected, or are shortlisted or appointed in a lower proportion than their application rate, or are concentrated in certain jobs/grades. Where such under-representation is identified, positive action initiatives will be developed under the relevant Statute.

Review of Recruitment Practice

Recruitment procedures and practices will be kept under review so as to ensure that this code is being adhered to. The Institute's Head of Human Resources has responsibility for advising on the operation of this code.

Transparency

Further to the aims and objectives of the Institute in providing an open and equitable workplace, it is imperative that the process of recruitment and selection is as transparent as possible.

The Institute is committed to monitoring the recruitment and selection process for any form of discrimination and ensuring that, where highlighted, instances of under representation by any group are addressed by positive action.

Central Human Resources is responsible for producing recruitment statistics for monitoring purposes to the Equal Opportunities Committee.

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**Procedure for Appointment to Established Chairs or Readerships at
the Institute of Education**

- 1 This procedure is made as a regulation within the terms of Ordinance 16 of the University of London.
- 2 The Council may, after consideration of the views of the Senate, establish posts to be held by Professors and Readers of the University. In particular, candidates will be required to name at least two referees whose opinions shall be made available to the Institute committee.
- 3 The Institute may disestablish, rename, or otherwise modify Chairs and Readerships, subject to the terms of any relevant trust deeds.
- 4 The Institute may appoint a person as Professor or Readers of the University who is, or will become on a specific date, an employee of the College.
- 5 Professors or Readers of the University, so appointed, shall normally be full-time employees, except where in the opinion of the Institute the personal or other circumstances are such as to justify less than full-time employment.
- 6 In appointing a person as a Professor regard shall be had to the person's national/international standing in the relevant subject or profession as established by outstanding contributions to its advancement through publications, creative work or other appropriate forms of scholarship, and through teaching and administration.
- 7 In appointing a person as a Reader or conferring the title of Reader regard shall be had to the person's standing and promise in the relevant subject or profession as established by important contributions to its advancement through publications, creative work or other appropriate forms of scholarship and through teaching. Other contributions to the work of the Institute, the University, learned societies and other relevant bodies may also be taken into account.

- 8 Appointment to Established Chairs and Readerships shall be made by an Institute committee constituted to include the following:
- (a) The Director or his/her designated representative as Chairperson
 - (b) Two persons external to the Institute expert in the discipline concerned of whom one shall, wherever the Institute deems it practical and appropriate, be from another College, Institute or associated Institution of the University. Such persons shall be of appropriate seniority and familiar with the criteria for Professorships and Readerships of research-based universities in the UK.
 - (c) At least one member with experience of similar appointments in other fields.
 - (d) An academic member or members from the Institute knowledgeable in the discipline concerned.
- 9 A record of the decision taken and details of those consulted will be retained by the Institute in line with normal Institute policy in respect of the appointment process.

26 November 1997

Procedure for Appointments that will result in the Conferment of a Professorial or Readership Title

For appointments that will result in the conferment of a Professorial or Readership title,

- the membership of the selection committee will be as set out in paragraph 8 above but with three instead of two persons external to the Institute {section 8 (b)}; and
- the appointment will also have to be approved by four members of the Institute's Meeting of Professors, some of whom should be on the selection committee.

31 August 2007