

# Imperial College Recruitment and Selection Policy

## Purpose

Recruiting talented and diverse individuals is key to achieving the Imperial College London's core mission as well as cultivating a supportive, diverse, and considerate community based on inclusivity, mutual respect and a commitment to excellence. This policy provides an overview of the College's approach to recruitment and selection as well as the legal requirements involved. It should be read and implemented in conjunction with the appropriate procedure and process for a specific job family and contract type.

## Scope

Imperial has a great diversity in the roles it recruits and therefore there is a need for different procedures for different appointment types. This policy encompasses all activities that form part of the recruitment and selection process at the College, independent of the role, and details how we should approach recruitment. It is the responsibility of those who are involved in the recruitment and selection of new staff to ensure they understand and implement the principles of this policy.

## Core Values

Our values both underpin and reflect our behaviour and are therefore critical in defining and shaping our working environment. Below, we have detailed how these values are realised in a recruitment and selection context.

**Integrity** – the recruitment process is conducted in a transparent, merit based and ethical way in which everyone can trust that the best candidate for the role is selected.

**Respect** – every candidate is treated fairly and with respect in every stage of the recruitment process. This involves ensuring the recruitment process is meaningfully inclusive to all, independent of their background or characteristics.

**Excellence** - the recruitment process is as responsive and effective as possible to ensure a positive candidate experience, independent of outcome. All staff involved in recruitment are appropriately trained to ensure best practice and legal compliance.

**Innovation** – the recruitment team consistently seeks ways to improve the process for our customers and candidates, utilising the best tools and platforms to recruit.

**Collaboration** – hiring managers work with the Human Resources Division and are supported by recruitment specialists at every stage of the process, working in collaboration with their Departmental Operating Manager and finance teams.

## Requirements and Standards

### Recruitment and Selection Training

All staff who are involved in recruitment and selection are expected to have attended the online recruitment and selection training course at Imperial. People and Organisational Development offers

a variety of options for both initial and refresher training - course content, dates and booking details are available on the [People and Organisational Development website](#). As an absolute minimum, at least one member of the panel (preferably the chair) must have been formally trained in recruitment and selection at Imperial via the one-day recruitment course. It is also strongly recommended that recruitment panel members attend [unconscious bias training](#).

## Diversity, Inclusivity, and Accessibility

As part of our commitment to ensure the best person for the job is successful, it is important that our recruitment is inclusive and accessible at every stage of the process. From drafting the job description to making the appointment decision, the recruitment process must be conducted in a fair way that is non-discriminatory and that ensures equality of opportunity. This means that recruitment should be based on evidence-based merit and not be influenced by the protected characteristics of the applicant. It is also important to ensure the recruitment panel is diverse (for example but not limited to diversity of ethnicity and gender) to provide different perspectives as well as a visual indicator of the importance of diversity to the applicants.

## Disability Confident Scheme

Imperial is a Disability Confident Leader. Disability Confident is a [government scheme](#) designed to encourage employers to recruit and retain disabled people and those with long-term health conditions. Within recruitment, this means that any applicant who has met the essential requirements listed on the person specification must be invited to interview for the role. If you have not shortlisted someone who has disclosed a disability, it is important you have a record of why they did not meet the essential requirements in case feedback is requested.

## Pre-employment Checks

Imperial has a legal requirement to ensure that all prospective workers have the right to work (RTW) in the UK before they start work. Proof of right to work differs depending on the nationality of the prospective worker and their visa status. Please consult the College's [Right to Work webpages](#) for the most up to date guidance.

For some roles, e.g. those that require close working with vulnerable groups or minors, the College is required to carry out criminal record checks with the UK Government's Disclosure and Barring Service (DBS) on individuals, as dictated by UK legislation. For guidance, please consult the [DBS webpages](#).

Most non-UK and non-EEA individuals who will be undertaking research activities, at PhD level or above, in one of the [Academic Subjects/Fields of Research](#) the government considers there to be significant threat to the UK's national and border security will be required to apply for government clearance by obtaining a free of charge ATAS certificate before they can apply for a visa to start or continue working in the UK. More information about the ATAS requirements and application process is available in our [ATAS Application FAQ's \(pdf\)](#). Selection decisions should not be based on the need for a visa.

## Data Protection

All sensitive data, including recruitment documents, must be collected, processed, stored, and deleted securely and confidentially in accordance with the [Data Protection Act \(DPA\) 2018](#). Further

information is available from the College's [Data Protection policy](#). Any candidate's information must be treated confidentially and should not be circulated for consideration for other vacancies without the express consent of the candidate. The data and information on candidates should not be retained by hiring managers or recruitment panel members and instead should be sent to HR to be retained centrally, in line with GDPR.

## How we Hire

### Responsibilities

Role	Responsibilities
Hiring Manager/Department	<ul style="list-style-type: none"> <li>• Obtain finance and departmental approval for job posting</li> <li>• Produce a job description and advert that is in line with the College template and at an appropriate grade</li> <li>• Raise request to recruit</li> <li>• Shortlist candidates</li> <li>• Hold interviews</li> <li>• Give the verbal offer the job to the successful candidate</li> <li>• Prepare and deliver the induction and onboarding programme</li> </ul>
Departmental Operations Manager	<ul style="list-style-type: none"> <li>• Approve the job vacancy (requisition) in Talent Link</li> </ul>
Finance/JRO	<ul style="list-style-type: none"> <li>• Approve the job vacancy (requisition) in Talent Link</li> </ul>
Human Resources Division	<ul style="list-style-type: none"> <li>• Provide advice and support at every stage of the process</li> <li>• Processes requisition and advertise role in Imperial's jobs page and external media</li> <li>• Send shortlisting documents to hiring manager*</li> <li>• Organise interviews*</li> <li>• Issue the formal conditional offer to the successful candidate</li> <li>• Raise references*</li> <li>• Liaise with HR Compliance and hiring manager/department for pre-employment checks (e.g. <a href="#">Right to Work</a>, <a href="#">Disclosure and Barring Service</a>, <a href="#">Academic Technology Approval Scheme</a>, etc.)</li> <li>• Issue contract of employment and set up the new staff record</li> </ul>

\*In some Faculty of Engineering departments, these responsibilities are carried out by the Department. Please speak to your recruitment advisor for guidance.

For senior appointments, many of the tasks assigned above to the hiring manager will be done by the [Senior Appointments team](#).

### Process and Procedures

This policy sits alongside the existing [recruitment procedures](#). There are slightly different College procedures depending on the contract type of the role being recruited, however it is essential that recruitment for all jobs follows the process specific to the relevant job family. Following the correct procedure ensures the process remains both as efficient as possible as well as that legal compliance and operational excellence is maintained.

## Determining the Job Family and Grade

It is important that a vacancy is advertised at the appropriate grade. Advice on how to select the most appropriate grade for the vacancy differs depending on the job family but guidance can be found on the [job families and grades website](#). All new job descriptions, and, where appropriate, substantially changed positions (as determined by HR) require job evaluation.

## Advertising Vacancies

Most vacancies should be advertised and follow a formal selection process. As well as it aligning with our values, Imperial is under a legal obligation to ensure that the advert is fair and non-discriminatory. All jobs for vacancies over six months should be advertised. The minimum requirement is to advertise internally on the College's job website. You may also advertise externally via job boards, agencies, and other relevant channels. The Recruitment Hub will be able to assist you with this. Vacancies under six months do not have to be advertised however, if the post then runs over six months, a formal recruitment process will need to be undertaken. In rare and exceptional instances, where a justifiable reason is presented, a senior academic appointment may be considered to be made via the nomination procedure (see [Chairs and Readers procedure](#)).

## Selection Technique

In order to get the best person in the role, hiring managers should consider which selection techniques are most appropriate. Most recruitment processes will involve an interview however, in addition if the role requires a particular skill set, it is recommended those skills be assessed and scored in a test. The Recruitment Hub can provide assistance on what selection techniques are likely to recruit the best candidate. It is important tests are only assessing for skills relevant to the role advertised to avoid discrimination.

## Starting Salary

Appointments will normally be made to the first incremental point of the relevant grade or to the start of the grade for fixed salaries. If the offer is above the bottom of the grade (outside of the contribution range) the hiring manager can agree this but must have reasonable justification to support their decision which they will need to provide to the Recruitment Hub in writing. When deciding an individual's salary, this must be free from bias in relation to age, ethnic origin, sex, gender reassignment, disability, religious belief, sexual orientation, marriage and civil partnership and pregnancy or bias on any other grounds. More information can be found on the [recruitment webpages](#).

## References

For all new starters we require written references before an unconditional offer can be made to the candidate. This will normally be a minimum of two references, which should include the applicant's present/most recent employer and cover at least three years, without any significant unexplained gaps, immediately preceding the candidate joining the College. For existing staff offered a new role we would usually only seek one reference, from their current line manager. However, this is at the discretion of the hiring manager who may decide to obtain more references or none. For Professional, Technical and Operational roles, references should only be gathered for the successful

candidate after they have been selected. For Academic and Research roles, please speak to the Recruitment Hub for guidance. To protect the organisation, and avoid discrimination, all references should be obtained in writing from the referee. Referees must not be contacted until the candidate has confirmed in writing they are happy for the referees in their application to be contacted.

## Redeployed Staff

If a member of staff is at risk of redundancy, they will be given priority consideration for any posts identified as 'suitable alternate' in line with their skills, experience and capabilities. If they submit an application and the recruitment panel considers that they meet the minimum criteria for the job, a guaranteed interview must be conducted.

## Feedback

Whilst the College is under no formal obligation to provide feedback to candidates, it is good practice to do so. It is important to consider the time and energy they have put into engaging with the recruitment process as well as how it may improve the candidate pool and pipeline for future, similar job vacancies.

## Further Links

[Imperial College Recruitment Homepage](#)

[College Recruitment and Selection e-Learning](#)

[Professional, teaching and research staff appointments](#)

[Academic appointments](#)

[Temporary worker appointments](#)