

**Meeting of the HR Committee**

**3pm on Wednesday, 18 June 2014**  
**Room 1B27, Technopark, London Road, London SE1**

**Agenda**

<i>Item</i>	<i>Paper</i>	<i>Presenter</i>
1. Chair's welcome and apologies		Chair
2. Declarations of Interest		Chair
3. Minutes of the previous meeting (for publication)	HR.08(14)	Chair
4. Matters arising		Chair
5. Update on Developing our Structures (to note)	Verbal report	VC
6. Strategic HR matters (to note)	HR.09(14)	Dir of HR
7. Equality and Diversity (to note)	HR.10(14)	Dir of HR
8. Recruitment and Selection Policy and Procedure (to note)	HR.11(14)	Dir of HR
9. Committee forward plan (to note)	HR.12(14)	Sec
10. Any other business		Chair
11. Date of next meeting – 4pm on Tuesday 14 October 2014		Chair

Members\*: Anne Montgomery (Chair), Prof David Phoenix (Vice Chancellor) and Mee Ling Ng.

Apologies: Steve Balmont and Hilary McCallion.

Observer: Jon Warwick

With: Executive Director of Human Resources, Pro Vice Chancellor (Academic), Chief Financial Officer, University Secretary, Director of HR and Governance Manager.

\* the quorum for the committee is two independent governors.

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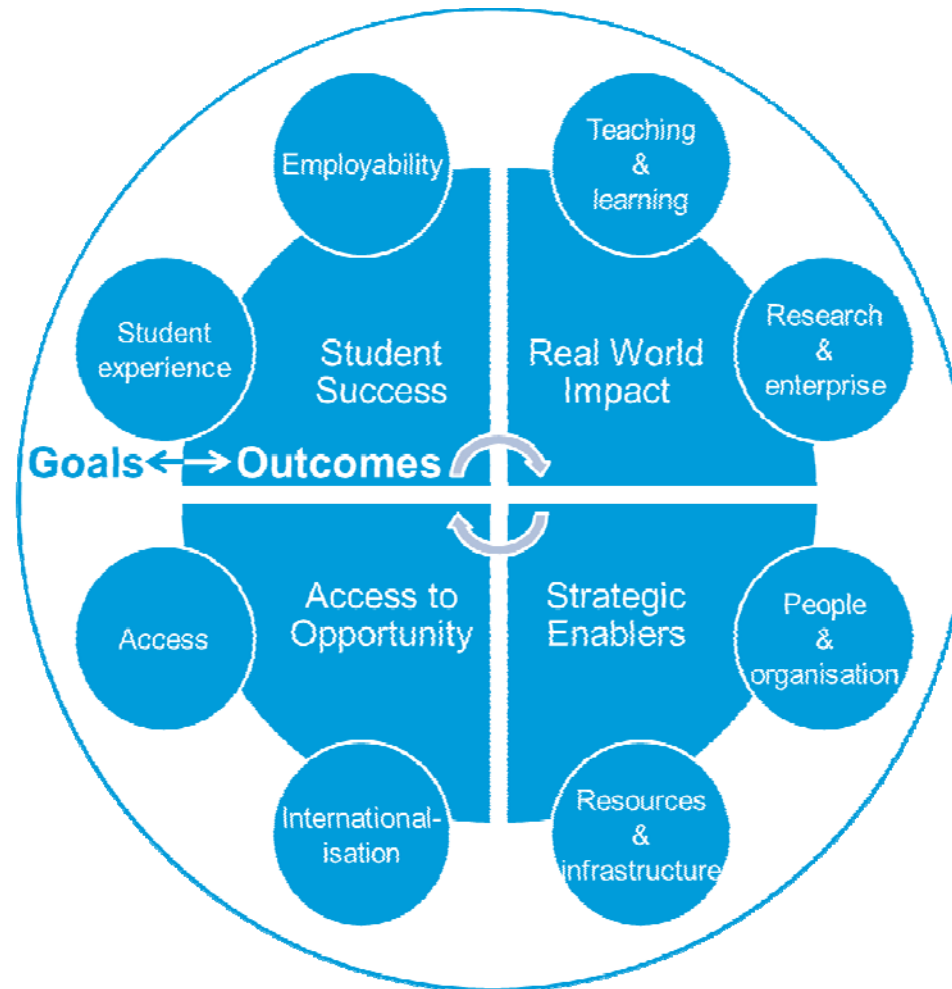
# **LSBU Change Programme**

**Delivering our Corporate Strategy**

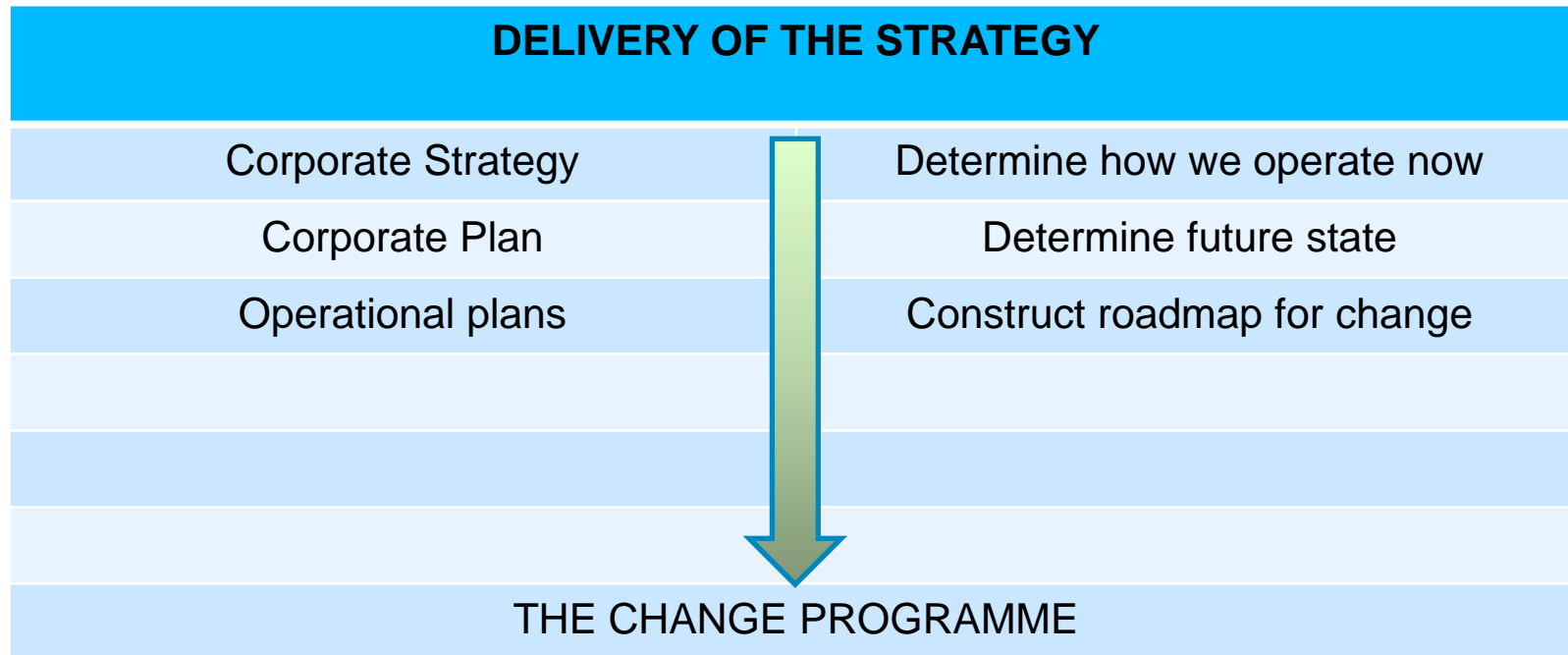
**David Phoenix**

**18<sup>th</sup> June 2014**

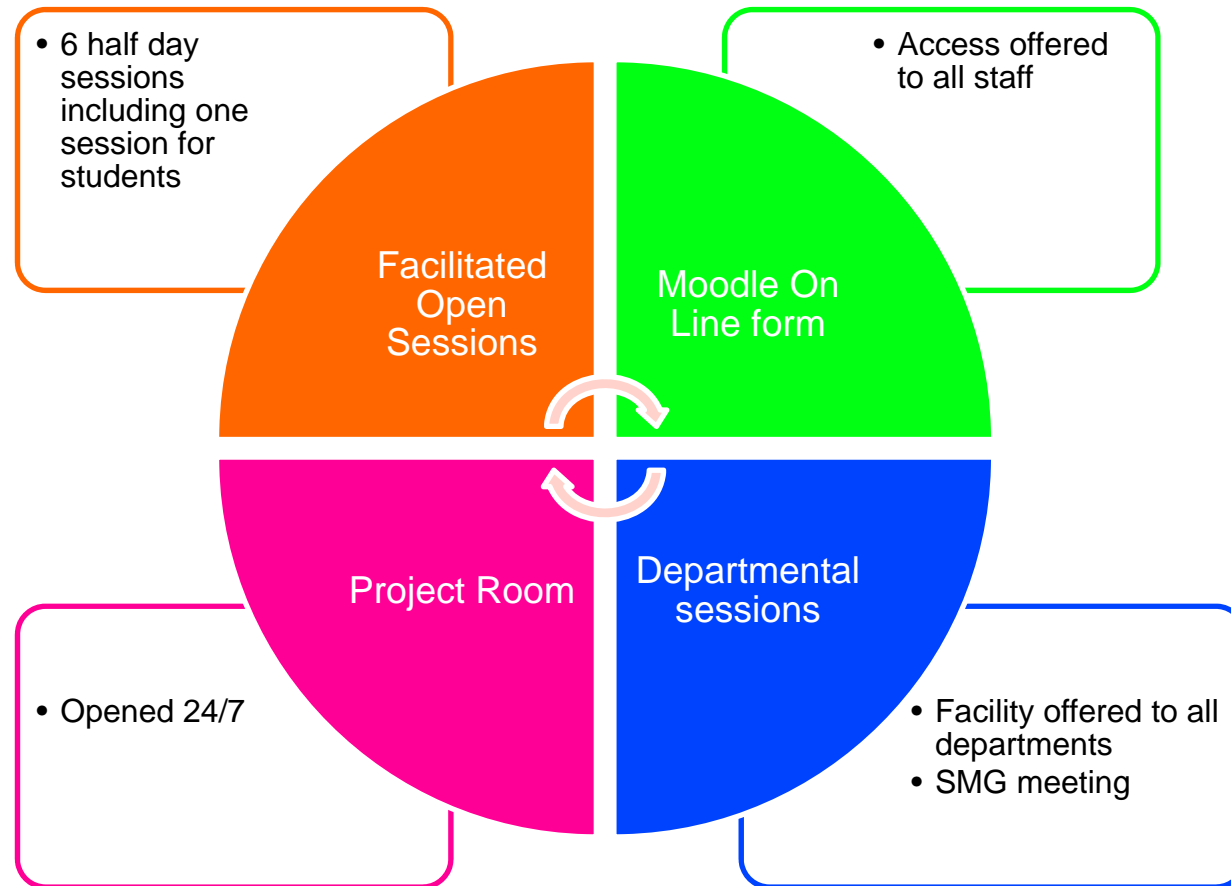
## Summary of Corporate Strategy – Outcomes and Goals



## What is the change programme?



# Staff engagement





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## **Appointments to date**

Deputy Vice Chancellor, Professor Patrick Bailey

Dean of Applied Science, Professor Raymond Lee

Dean of Engineering, Professor David Mba

Dean of Arts and Creative Industries, Professor Janet Jones

Dean Built Environment and Architecture. Professor Charles Egbu

# London South Bank University

	PAPER NO: HR.08(14)	
Board/Committee:	Human Resources Committee	
Date:	18 June 2014	
Paper title:	Minutes of the meeting of 24 February 2014	
Author:	James Stevenson, University Secretary and Clerk to the Board of Governors	
Board sponsor:	Anne Montgomery, Chair of the Human Resources Committee	
<b>Recommendation:</b>	That the committee approve the minutes of its last meeting and the redactions for publication.	
Aspect of the Corporate Plan to which this will help deliver?	N/A	
Matter previously considered by:	N/A	N/A
Further approval required?	N/A	N/A
Communications – who should be made aware of the decision?	Published on the University's website	

## Executive summary

The Committee is requested to approve the minutes of its meeting of 24 February 2014 for publication. Suggested redactions are highlighted in grey.



# London South Bank University

Minutes of the meeting of the Human Resources Committee  
held at 4pm on Monday, 24 February 2014  
in Room 1B27, Technopark, London Road, London SE1

## **Present**

Anne Montgomery	Chair
Prof David Phoenix	Vice Chancellor
Steve Balmont	

## **Staff Governor Observer**

Professor Jon Warwick

## **In attendance**

Katie Boyce	Director of Human Resources
Prof Phil Cardew	Pro Vice Chancellor (Academic)
Richard Flatman	Chief Financial Officer
Satwant Kaur	Interim Senior Organisational Development & Equalities, Diversity and Inclusion Manager
Ian Mehrtens	Executive Director of Corporate Services
Prof Mike Molan	Executive Dean, Faculty of Arts and Human Sciences
Michael Broadway	Governance Officer

## **Welcome and Apologies**

1. Apologies had been received from Hilary McCallion, Mee Ling Ng and James Stevenson.

## **Declarations of Interest**

2. Members of the executive declared an interest in the item on revised procedures for suspension and dismissal of senior post holders (minutes 15-16).

## **Minutes of the meeting held on 28 February 2013**

3. The minutes of the meeting held on 22 October 2013 were approved (paper **HR.01(14)**).

# London South Bank University Matters Arising

4. There were no matters arising not covered elsewhere on the agenda.

## **Update on Consultation: Developing our Structures**

5. The committee noted an update on the current consultation with staff entitled "Developing our Structures" (paper **HR.02(14)**). This outlined the final composition of the seven schools and proposed new professional service groups. The committee noted that the Board would receive a presentation on the proposed changes at their next meeting on 20 March 2014. Around 400-500 staff had attended meetings relating to this stage of the consultation. In addition, staff at the Havering Campus and the Students' Union had been consulted.
6. It was reported that engagement was taking place with members of the executive and senior management impacted by the changes. Consultation on the formal change proposals with the Deans and Pro Deans had begun.

## **Equality Act 2010 Briefing**

*Satwant Kaur joined the meeting*

7. The committee noted a briefing on the Equality Act 2010 which set out the public sector equality duties with which the University was required to comply. It was noted that compliance with the act was regularly reviewed by management and progress on the action plan would be reported to the next meeting. It was noted that there was an opportunity for LSBU to promote itself as an inclusive organisation.

*Satwant Kaur left the meeting*

## **Deputy Vice Chancellor recruitment update**

8. The committee noted an update on the recruitment of the Deputy Vice Chancellor (DVC) (paper **HR.03(14)**). The advert for the DVC role and for the six Deans of Schools would appear in Times Higher Education on Thursday 27<sup>th</sup> February 2014.

# London South Bank University

## Strategic HR Matters

9. The committee noted a report on strategic HR matters (paper **HR.04(14)**), which updated the committee on a review of redundancy consultation procedures; national pay negotiations for 2014/15; the organisational development strategy; and performance management.
10. The committee discussed the issue of national pay negotiations for 2014/15. The committee noted that the briefing paper setting out background information and outline key issues likely to arise in the forthcoming negotiating round had not been received by the University. The committee requested the recommendation by the Executive on national pay bargaining to be circulated to committee members prior to its consideration at the Board meeting of 20 March 2014.

## London Pension Fund Authority 2013 Fund Valuation

11. The committee discussed an update on the London Pension Fund Authority (LPFA) 2013 fund valuation (paper **PR.07(14)**). The LPFA pension scheme is offered to support staff and has 555 LSBU active members. It was noted that the issue of pension scheme deficit is a key item on the risk register due to its impact on future financial sustainability.
12. It was reported that following the fund valuation for 2013 the University's annual cash contribution could potentially rise from £3.8m to £6m, affecting the University's cash flows and impacting investment plans. The increase in cash contribution is due to a reduction in the deficit recovery period and the downgrading of all universities to category C1 from category A which has resulted in a lower discount rate and hence higher value liabilities.
13. The executive are in negotiations with the LPFA over the valuation and further updates will be provided to the Policy and Resources Committee and the Board of Governors.

## Behavioural Framework

*Mike Molan entered the meeting*

14. The committee discussed the proposed behavioural framework (paper **HR.05(14)**), which articulated the expected behaviours of all staff irrespective of grade or role. The committee welcomed the framework and the proposed behaviours.

# London South Bank University

*Mike Molan left the meeting*

## **Senior Post Holders Disciplinary Procedures**

15. The committee discussed the proposed disciplinary procedures for senior post holders (paper **HR.07(14)**). New procedures were required as the current procedures were embedded in the Articles of Association which were currently being revised. The proposed procedures were based on the ACAS framework.
16. The committee recommended the proposed procedures to the Board for approval, subject to the Director of HR reviewing the section authorising members of the Board to take action against the Vice Chancellor.

## **Date of next meeting**

17. The date of the next meeting was confirmed as Tuesday 1<sup>st</sup> April 2014 at 4pm.  
*Secretary's note: the next meeting was subsequently rearranged for Monday 12<sup>th</sup> May at 3pm.*

**Confirmed as a correct record:**

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**Chair**

# London South Bank University

	PAPER NO: HR.09(14)	
Board/Committee:	Human Resources	
Date:	18 June 2014	
Paper title:	Strategic HR Matters	
Author:	Katie Boyce, Director of Human Resources	
Executive sponsor:	Ian Mehrtens, Chief Operating Officer	
<b>Recommendation by the Executive:</b>	n/a	
Aspect of the Corporate Plan to which this will help deliver?	All aspects of the Corporate Plan	
Matter previously considered by:	HR Committee	On: Each meeting
Further approval required?	<b>N/A</b>	On:
Communications – who should be made aware of the decision?		

## Executive summary

This paper highlights key strategic HR matters.

The Committee is asked to note progress.

## **1. UCU Dispute**

This has now been resolved in the light of the 2014/15 Pay Award agreement.

## **2. National Pay Negotiations**

### **Pay Award 2014/2015**

The unions have accepted the 2% pay award for 2014/15 which increases the LSBU pay bill from £74m in 2013/14 to £75.5m.

## **3. Capability Management Toolkit**

This toolkit is almost complete. The aim of the toolkit is to support those managers who need to use it in order that they have the confidence, skills and information to have successful capability management conversations through:

- Helping staff to understand what successful conversations look, feel and sound like
- Helping staff to prepare for capability conversations with tools and templates
- Highlighting where and how to get further help if needed

This toolkit is structured to provide managers with an understanding of the building blocks of 'how to' have effective capability conversations, followed by more detail and templates for each stage of our capability procedure. This document is the first element of a longer term plan to improve our broader approach to performance management across the organisation.

## **4. Current Restructurings**

In addition to the move from Faculties to Schools and the restructuring of Professional Services we are currently engaged in delivering two restructures as follows:

- **Education Department**

The Education Department at LSBU has, for the past 15 years, focused on PG Initial Teacher Education ('ITE') carrying Qualified Teacher Status ('QTS'). The vast majority of the provision has been for intending primary school teachers, and has been offered via the Post-Graduate Certificate in Education ('PGCE') employment and non-employment based routes. The Department has withdrawn from the secondary school market (where it had a small maths presence). The PGCE Graduate Teacher Programme ('GTP') has been superseded by School Direct ('SD') route to qualification.

In 2012/13 the GTP programme which in the previous year had recruited over 100 trainees was replaced by School Direct. For a number of reasons the Department was not successful in engaging in this new market. SD was developed through a secondary model where the Department had a limited market and although a successful provider of the GTP, the primary schools using the service were often in partnerships with other providers for PGCE. Consequently recruitment to SD in 2013/14 was limited and this is expected to decline further in 2014/15.

The Department had a thriving PGCE primary programme but in 2012/13 an Ofsted Inspection judged the provision as 'Requires Improvement' (RI). A government policy change in the autumn of 2013 led to RI providers receiving no allocation of PGCE numbers for 2014/15. Although there is a small possibility of an allocation being subsequently given if the re-inspection outcome is good or better it seems unlikely that LSBU will be able to continue QTS programmes in the 2014/15 academic year and therefore has insufficient income to maintain current staffing.

It is proposed that this restructuring results in the total reduction of 6.3 established posts.

In addition the Department has a sessional staff budget of approximately £169,000 for 2013/14. Very little of this work will continue into 2014/15 given the loss of PGCE provision. It is envisaged that the sessional staff budget would be in the region of £25,000.

Where this reduction in the sessional/HPL budget for 2014/15 requires a significant reduction in hours for Sessional and Hourly Paid Lecturing staff,

further discussions will take place with staff and unions as appropriate to discuss whether such reductions result in a redundancy situation.

- **Management Department**

2.1 The suite of Management in Civil Society courses was originally comprised as follows:

- 4013 MSc Mgmt in CS (Acc & Fin Mgmt)
- 4014 MSc Mgmt in CS (Acc & Fin Mgmt) Blended Learning
- 4015 MSc Mgmt in CS (Marketing & Fundraising)
- 4016 MSc Mgmt in CS (Marketing & Fundraising) Blended Learning
- 4017 CIPFA Cert in Charity Finance & Accountancy (year 1 only)
- 4018 CIPFA Cert in Charity Finance & Accountancy Blended Learning
- 4019 ICSA Cert in Charity Mgmt (year 1 only)
- 4023 ICSA PGCert in Charity Management Blended Learning
- 4024 MSc Mgmt in CS
- 4025 MSc Mgmt in CS Blended Learning

For 2013/14 the courses that were open to recruitment are:

Course 4013: MSc/PgDip/PgCert Management in Civil Society (Accounting & Financial Management)

Course 4015: MSc/PgDip/PgCert Management in Civil Society (Marketing & Fundraising)

Course 4017: CIPFA Certificate in Charity Finance and Accountancy

Course 4019: ICSA Postgraduate Certificate in Charity Management

Course 4024: MSc/PgDip/PgCert Management in Civil Society

The courses are offered on a PT and distance/blended learning basis, with considerable sharing of modules between pathways.

2.2 These courses were originally part of a cluster of three Charity/not-for-profit focused courses offered by the Business School/BCIM. Two of the courses were located in the Accounting/Finance area with a focus on Charity Accounting & Finance and Charity Marketing & Fundraising with the third, the Masters in Voluntary Administration ('MVA'), being located in the HR/Management area.



2.3 The two charity courses originally ran under the direction of the then Course Director who was the initial 'Champion' for this area and worked in the Accounting & Finance department, with another Course Director running the MVA from another Department. Following the initial 'Champion's' move to CASS along with another Professor involved with the courses to establish a competitor suite of courses, LSBU announced its commitment to remain in this area of provision. The current Course Director then assumed a more pivotal role in the courses, replacing the original 'Champion' as the main finance tutor as well as becoming Course Director for the two Charity courses. The current Course Director was subsequently made a PL (0.8) by his then Head of Department, and a 0.5 SL was appointed in the then Marketing/Strategy Department by its Head of Department. The university then advertised two professorial posts to be associated with the courses and the MVA Course Director was appointed Professor and continued to oversee the MVA from the then HR/Management Department.

2.4 Approximately 5/6 years ago, the charity team created a number of IGA type activities which included the delivery of off-site blended/ distance learning provision involving staff visiting various centres including Scotland and Northern Ireland to provide face to face support supplemented by the hiring of centres and invigilators to oversee students' assessments.

2.5 The course team developed links with professional bodies, initially ICSA and CIPFA and more latterly the Institute of Fundraising (IOF). These links were embedded within the suite of courses when the Faculty undertook the Curriculum Modernisation Project (CMP). As part of CMP, all three courses were renamed to their current titles with an overall focus on Civil Society (CS) but within the original focus areas of MSc CS (Accounting & Financial Management) which was linked to CIPFA; MSc CS (Marketing & Fundraising) linked to IOF and MSc Management in CS to ICSA. CMP led to all three courses sharing modules with minimal numbers of specialist modules offered on the three streams in terms of differentiating them from each other. A strategy of charging relatively low fees was followed at the time on the basis that this would help sustain student numbers.

2.6 Following BCIM's transition to the Faculty of Business, the then Executive Dean asked that the three courses be located in one Department to consolidate management and budgetary issues, with the result that Principal Lecturer and Senior Lecturer transferred to the Management Department. Despite declining student numbers a strong case was made to retain all

modes of delivery for 2012/13, but for 13/14 the Executive Dean concluded that the blended/distance learning modes should be suspended as non-viable. Given this decline in student numbers ICOSA have now formally advised they are withdrawing their course offer so courses 4019 and 4023 can no longer be recruited to. CIPFA have also advised they are considering the possibility of withdrawing which would put courses 4017 and 4018 at risk.

2.7 This restructuring proposal seeks to address continuing concerns regarding the current and future viability of this suite of courses. As noted above, the courses are located within the Management Department which, as the table below shows, is forecast to miss its income target by £445K in the current financial year, and is only able to translate this into a forecast surplus shortfall of £160K by dint of one off in-year staffing cost savings resulting from voluntary severance take up.

This will involve the removal of three posts and a reduction in HPL spend.

The Committee is asked to note progress.

# London South Bank University

	PAPER NO: HR.10(14)	
Board/Committee:	Human Resources	
Date:	18 June 2014	
Paper title:	Update on Equality, Diversity and Inclusion action plan	
Author:	Vongai Nyahunzvi, Deputy HR Director Organisation and Staff Development	
Executive sponsor:	Ian Mehrtens, Chief Operating Officer	
<b>Recommendation by the Executive:</b>	To note the list of activities	
Aspect of the Corporate Plan to which this will help deliver?	All aspects of the Corporate Plan	
Matter previously considered by:	HR Committee	On: 24 February 2014
Further approval required?	No	N/A
Communications – who should be made aware of the decision?	Relevant stakeholders	

## Summary

The list of key activities relating to equality, diversity and inclusion is attached.

The HR Committee is requested to note the list.

Area of work	Activities / initiatives	Current position
EDI L&D for staff	<ul style="list-style-type: none"> <li>• 7 unconscious bias courses delivered and additional sessions for specific teams (e.g. HR and Corporate Services)</li> <li>• Equality Act briefing delivered to the HR Committee</li> <li>• Focus groups run with Business Faculty Support teams</li> </ul>	<ul style="list-style-type: none"> <li>• Further courses being scheduled 'on-demand' basis</li> <li>• Bespoke EDI session being developed for Governance team. Delivery date 28 June 2014</li> </ul>
Positive action programmes	<ul style="list-style-type: none"> <li>• Participated in The Stellar HE London programme with a participant from LSBU (development programme for BME individuals who aspire to progress to a strategic role.)</li> <li>• Ran Aurora – a women leadership programme for HE. 9 participants</li> </ul>	
Employee relations	<ul style="list-style-type: none"> <li>• Provision of on-going advice and support on employee relation cases connected to EDI issues</li> </ul>	On-going
Area of work	Activities / initiatives	Current position
Employee networks	Network committee structures reviewed and generic terms of	<ul style="list-style-type: none"> <li>• Recruitment for SONET network positions to</li> </ul>

	reference developed for employee networks	<p>commence 9<sup>th</sup> May</p> <ul style="list-style-type: none"> <li>• Recruitment for Equinet positions TBC</li> <li>• External research commissioned into the experiences of BME employees working at LSBU. Report being finalised.</li> </ul>
EDI communications	Faith / festivals briefings featured in Staff notices and Universe Celebration of International Women's Day and LGBT history month	<ul style="list-style-type: none"> <li>• Further celebrations planned including Black History Month and World Mental Health Day</li> <li>• Guide for managers and staff being developed for Ramadan 2014</li> </ul>
Policy	<ul style="list-style-type: none"> <li>• EDI policy updated</li> <li>• Dignity at work policy drafted</li> </ul>	
EDI employee data report	<ul style="list-style-type: none"> <li>• Report currently being drafted for HR committee. This will include a review of gaps in the data.</li> </ul>	<ul style="list-style-type: none"> <li>• Report to be ready for the Sept/Oct HR Committee 2014</li> </ul>
Benchmarking	<ul style="list-style-type: none"> <li>• Completed Stonewall Workplace Equality Index. Moved up 64 places this year, ranked 23rd in HE and overall ranked 221st in the country—a 22 per cent improvement compared with 2013</li> </ul>	<ul style="list-style-type: none"> <li>• Reviewing submission criteria for 2014 to inform whether we make a submission this year.</li> </ul>

# London South Bank University

	PAPER NO: HR.11(14)	
Board/Committee:	Human Resources	
Date:	18 June 2014	
Paper title:	Updated Recruitment and Selection Policy and Procedure	
Author:	Katie Boyce, Director of Human Resources	
Executive sponsor:	Ian Mehrtens, Chief Operating Officer	
<b>Recommendation by the Executive:</b>	That the committee note the revised procedure.	
Aspect of the Corporate Plan to which this will help deliver?	All aspects of the Corporate Plan	
Matter previously considered by:	n/a	N/A
Further approval required?	No	N/A
Communications – who should be made aware of the decision?	Senior Management Group	

## Executive summary

The LSBU Recruitment and Selection Procedure has been reviewed and updated to reflect current best practice.

The main updates are as follows:

- The layout of the policy and procedure has been updated into clear sections
- The policy will directly link to new, more user-friendly forms and templates
- It outlines our commitment to the two ticks process for applicants with a disability
- It outlines our re-deployment pool process

- Minimum advertising periods for fixed term positions are clarified
- The requirements for advertising where a Tier 2 Certificate of Sponsorship may be required is outlined
- Payment for advertisements is clarified (i.e. paid from departmental budgets via the Purchase Order process)
- The application process has been updated to reflect current practice, i.e. Web based Equality and Diversity Form and uploading electronic application forms
- HR can provide recruiting managers with draft interview questionnaires based on the selection criteria for the post
- Guidance on salary offers

It is anticipated that there will be a further update to this procedure once the Behavioural Framework has been launched.

The Committee is asked to note attached revised procedure.

## Recruitment and Selection Policy and Procedure

### Policy Statement

The Recruitment and Selection procedure is underpinned by the University's commitment to equality and diversity, and provides a fair and objective process for selecting the best candidate for a position, on the basis of their qualifications, skills, experience, and behavioural competencies, which are relevant to the position.

### Purpose

The Recruitment and Selection Procedure documents the steps line managers and Human Resources will follow to recruit new members of staff.

### Scope

This procedure applies to the recruitment of all fixed term and permanent staff, who are recruited by line managers and Human Resources staff within the University. Hourly Paid/Sessional and Occasional Lecturing staff, and "named researchers" are excluded from this procedure. For short term posts of less than 3 months duration, the full procedure does not need to be followed. Please refer to point 3.2.

### Roles / Responsibilities

Human Resources staff

Advising on and carrying out this procedure and the associated activities.

Regularly reviewing and updating this procedure and all associated forms, guidelines, and process maps.

Monitoring and reporting on usage of the policy, equality and diversity statistics.

Ensuring that the procedure is properly followed – for example that panels are properly constituted, scorings and assessments are carried out fairly and that relevant records are kept.

Line Managers

Carrying out this procedure and the associated activities within agreed timeframes.

At least one panel member should have attended LSBUs Recruitment and Selection Training or received a one to one session with their HR Business Partner.

HR Director

Approving any variations to the operation of this procedure.



## Definitions

HERA	Higher Education Role Analysis, the job evaluation system used by the University to determine the grade of a position and associated salary scale.
Chair	Responsible for chairing relevant selection exercises such as panel interviews, coordinating short listing and other selection methods (such as tests) and chairing assessment/evaluation panels making final decisions. The chair will also be responsible for liaising with the successful candidate and with Human Resources. In most cases the Chair will be the line manager of the position being recruited to.
Selection Panel	<p>At least two LSBU staff and possibly external experts who assess candidates against the person specification, via selection exercises. This must include the line manager of the position. It is recommended that HR should be on all selection panels for positions at grade 9 and above.</p> <p>At least one member of the selection panel should have attended the University's Recruitment &amp; Selection training. There is also an e-learning package on <u>Equality, Diversity and Inclusion</u> that the panel are recommended to review and complete prior to any set of interviews.</p> <p>The selection panel should be mixed gender and preferably have a diversity of age and race. Please contact your HR Business Partner for advice where you feel this is not possible.</p>
Selection Method	The method used to assess candidates against the selection criteria detailed in the person specification.
Two Ticks	LSBU has been awarded the two ticks symbol by Jobcentre Plus. One of the commitments under this scheme is that candidates who declare a disability and meet the essential criteria for the post are offered an interview. Human Resources will notify managers in cases where this applies as outlined below.



## Procedural Details

### 1. Planning

- 1.1 The line manager will analyse current business needs to determine the requirement of the position (ie. permanent or fixed term, part time or full time, areas of responsibility, etc). Posts will normally be permanent unless there is a specific business or funding need for a fixed term appointment.
- 1.2 The line manager will work closely with their Human Resources representative to update the existing job description, or to create a new one. This includes a robust and accurate person specification which is relevant to the requirements of the position. This job description will be HERA assessed to determine the grade of the role.

- 1.3 The line manager will work closely with their Human Resources representative to plan the recruitment and selection activity, including advertising, selection methods, timeframes etc. This can be recorded on the Recruitment Checklist **LINK**
- 1.4 The line manager / chair will arrange the selection panel, including diaries, room bookings, dates as per the details agreed and this should be detailed on the Interview Details Form **LINK** and emailed to Human Resources.

## 2. Approval Process

- 2.1 The line manager will complete a Recruitment Authorisation Form (HR1) **link** and seek approval from their Director / Head of Department / Dean. Finance approval is also required. This form may be completed electronically and electronic signatures are accepted.
- 2.2 The approved HR1 Form should be emailed to your Finance Business Support Manager and HR Business Partner prior to any recruitment advertising / activity commencing.

## 3. Advertising

### 3.1 Where to advertise

Advertising should be online including specialist websites, professional networking sites (ie. LinkedIn) and the LSBU vacancies website.

All vacancies must first go to the University's redeployment pool. Please see redeployment procedures for further information. **LINK**

### 3.2 Advertising requirements

Length of position	Minimum advertising required
0 – 3 months	<ul style="list-style-type: none"> <li>• Redeployment pool only</li> </ul>
3 – 6 months	<ul style="list-style-type: none"> <li>• Redeployment pool</li> <li>• Internal advertising</li> </ul>
More than 6 months	<ul style="list-style-type: none"> <li>• Redeployment pool</li> <li>• Internal advertising</li> <li>• External advertising</li> </ul>

If the position is not filled from the initial selection process, and/or the successful candidate does not accept the position, the chair may seek to appoint the next best candidate up to six months from the initial recruitment advertising date, without re-advertising the position.

### 3.3 Advertising period

Advertisements must be live for a minimum of two weeks (whether internal or external). Where a certificate of sponsorship may be required, the advertisement must be live for a minimum of 4 weeks in total. Please speak to your HR Business Partner if you need further guidance on this issue.

### 3.4 Advertising copy

The line manager will draft the recruitment advertisement and email this to their HR contact.

Human Resources will edit the advertisement copy and arrange the placement of advertisements via the contracted advertising agency.

Advertisements will include a statement on the University's equal opportunities policy.

### **3.5 Advertising costs**

Departments and Faculties will be responsible for funding advertisement costs. All advertising costs will have to be raised via the purchase order process.

## **4. Applications**

- 4.1 Candidates will complete a standard application form (electronic) and web-based equality and diversity form which they will upload and submit to the Human Resources Department.
- 4.2 Candidates will submit electronic applications via this route; however in exceptional circumstances hard copy applications will be accepted.
- 4.3 Human Resources will record application forms and selection information of all candidates and keep this information for six months after the commencement of the successful candidate.
- 4.4 Once a vacancy closes, Human Resources will email the applications to the recruiting manager together with all of the forms required for shortlisting.

## **5. Shortlisting from application forms**

- 5.1 Candidates will be shortlisted for interview and/ or other selection methods by assessing how they have met the selection criteria for the position from their application forms.
- 5.2 Short listing must be completed by the recruiting manager and at least one other panel member (against the person specification / selection criteria in the Job Description) and will be reviewed by an HR Representative.
- 5.3 Once the shortlisting has been completed the shortlisting form must detail the scores and be signed (electronic signatures accepted) by both managers before it is returned to Human Resources.
- 5.4 Upon completion of the shortlist, Human Resources will notify the recruiting manager of any applicants that have declared a disability that meet all of the essential criteria. Where this is the case, the applicant will be put forward to selection stage (i.e. test / interview) under the two ticks scheme (see definition above).
- 5.5 Human Resources will contact candidates selected for interview and confirm the interview details by email.

## **6. Selection Method**

- 6.1 Selection exercises are undertaken in order to objectively assess shortlisted candidates' qualifications, skills, experience, and behavioural competencies against the person specification in the position description. Human Resources can provide a draft interview questionnaire to the recruiting manager which will includes questions against the selection criteria for the role.
- 6.2 Selection methods may include (but are not limited to):
  - Work based tests

- IT Tests, ie. Microsoft Office
- Interviews
- Presentations (recommended for all teaching, lecturing positions)
- Psychometric Testing

Human Resources will work with the chair to ascertain the most appropriate and robust selection methods to use for the position, and to develop the selection exercises. Please note that reasonable adjustments should be made for any applicants who declare that they have a protected characteristic under the Equality Act 2010. Human Resources request applicants to declare this when invited for interview / selection test and your HR contact will advise accordingly.

- 6.3 A selection panel of at least two will be responsible for carrying out the selection exercises. The role of the panel will be to assess candidates' suitability against the selection criteria for the position using the ORCE methodology;
- **Observing** how candidates perform during the selection exercises
  - **Recording** their observations, for example on interview questionnaires
  - **Classifying** how these observations contribute or align to the selection criteria
  - **Evaluating** whether each candidate has exceeded, fully met, partially met or not met the selection criteria and recoding their 'score' on the Assessment Form

It is recommended that an HR representative is on the selection panel for all grade 9 posts and above.

- 6.4 Selection panel members will individually record their observations and evidence, i.e. on interview questionnaires, and provide these to the Human Resources Department, who will keep them for six months after the commencement date of the successful candidate.
- 6.5 Once all the selection exercises are completed and observations are recorded and classified by panel members, the panel will meet to agree a consensus score for each candidate against each of the selection criteria for the position. The chair will record these scores on the Interview Assessment Form to indicate the successful candidate and send this to Human Resources.

## 7. Making a conditional offer of employment

- 7.1 The chair of the selection panel will normally contact the successful candidate within one working day of the decision being completed to make a conditional offer of employment. This will include negotiating the salary (within the HERA grade salary range, and being mindful of internal relativities and taking advice from Human Resources as appropriate) and a possible commencement date.
- 7.2 If the chair wishes to offer above the minimum-point of the salary grade, they should discuss this with their Human Resources representative first. Human Resources provide advice to ensure that there is a consistent and equitable approach to salary offers. Salary guidance is available at: **LINK**
- 7.3 The chair must record the appointment decision on the Appointment Form available at **LINK**.
- 7.4 Human Resources will confirm the conditional offer via email within two working days of the chair returning the Interview Questionnaires, Interview Assessment Form and Appointment Form.

## **8. Pre-employment Checks**

All pre-employment checks must be completed prior to an unconditional employment offer being made to the successful candidate.

### **8.1 Reference Checks**

Human Resources and/or the chair will carry out reference checks with the successful candidate's previous employers (specifically their line managers where available) for the previous three years. At least two references from line managers will be obtained. If there is only one reference from a line manager available, the second referee may be from work colleague.

The chair will review the references and where satisfactory to the University will proceed with the appointment process.

### **8.2 Right to Work in the UK**

Human Resources will check the successful candidate's right to work in the UK and sign a copy of the original proof documentation which will be retained on the individual's personal file.

### **8.3 Health Checks**

Human Resources will carry out a health check with the University's approved Occupational Health assessor.

### **8.4 Disclosure and Barring Service (DBS) Disclosure**

A DBS Disclosure will only be carried out for posts where the University considers such a check is relevant and proportionate to the position concerned. This will typically be for positions in the Faculty of Health and Social Care and those that work in Regulated Activity. Where Disclosures are required, this will be indicated in the further particulars for the post.

## **9. Making a final / confirmed offer of employment**

Once the chair and Human Resources are satisfied with the required pre-employment checks, Human Resources will issue an employment contract to the successful candidate, confirming the commencement date.

## **10. Keeping Warm Activity**

Once the conditional employment offer has been made, it is recommended that the recruiting manager maintains regular contact with the successful candidate prior to their commencement. There is a 'keeping warm' letter template that a recruiting manager can use at [LINK](#)

## **11. Planning induction**

The recruiting manager should commence planning for the successful candidate's local induction. Please see the HR website for further resources and information.

	PAPER NO: HR.12(14)	
Board/Committee:	Human Resources	
Date:	18 June 2014	
Paper title:	HR Committee forward plan	
Author:	James Stevenson, University Secretary and Clerk to the Board of Governors	
Executive sponsor:	James Stevenson, University Secretary and Clerk to the Board of Governors	
<b>Recommendation by the Executive:</b>	That the committee note its annual plan	
Aspect of the Corporate Plan to which this will help deliver?	All aspects of the Corporate Plan	
Matter previously considered by:	HR Committee	On: Annually
Further approval required?	No	N/A
Communications – who should be made aware of the decision?		

### **Executive Summary**

The committee is requested to note its annual plan.

# London South Bank University

## Human Resources Committee Meeting Agenda – Annual Plan

This annual committee plan is intended to cover items regularly discussed by the committee. Other non-regular items will be considered by the committee when necessary.

	<b>January</b>	<b>May/June</b>	<b>October</b>
Membership and Terms of Reference - approve			X
Declaration of interests	X	X	X
National Pay Bargaining – opt in or out	X		
Pay award – recommend to P&R			X
Equality and Diversity annual report		X	
HR work plan	X	X	X

## **Deans of School appointees**

We have to date appointed to three of the Deans roles and have a fourth Dean that has verbally accepted. We have been unsuccessful in finding appropriate candidates for the remaining two Schools and will be undertaking a further round of interviews in July. The Deans all have strong external profiles and understand the importance of teaching, research and enterprise. They bring with them a mix of experience in the postgraduate, research, enterprise and international arenas.

### **Dean Arts & Creative Industries: Professor Janet Jones**

Professor Janet Jones joins us as Dean of Arts and Creative Industries after key roles at Middlesex, West of England and Aberystwyth Universities. She also has experience in industry with 15 years at the BBC, as series editor for 'BBC for Business'. She has worked across a range of financial and political programmes including 'The Money Programme', 'Financial World Tonight', 'In Business' and 'Panorama'. Recent published works include a co-authored book, Digital Journalism (2013), and BBC-funded research identifying how the Corporation could usefully build links with community media organisations. Her current AHRC-funded research investigates the potential of news games and playable documentary to change the way users interact with the news agenda.

### **Dean Engineering: Professor David Mba**

David Mba comes to LSBU as Dean, School of Engineering. A Professor of Mechanical Engineering, he was most recently Head of Turbo Machinery at Cranfield University where he led industrially-funded research projects worth more than £5m. Professor Mba has initiated and led the development of numerous academic programmes and CPD courses and has published more than 200 journal and conference papers. He brings extensive experience of postgraduate provision and has a strong external profile. In 2010 he was awarded the Ludwig Mond Prize by the Institution of Mechanical Engineers and has been involved with the International Standards Organisation (ISO) and several national bodies including the British Standards Institute. He is also a fellow of several professional institutions.

### **Dean Applied Science: Professor Raymond Lee**

Professor Raymond Lee comes to LSBU as Dean of Applied Science. Raymond was previously the Head of Life Sciences at the University of Roehampton prior to which he was Deputy head at Brighton University. With over 80 peer reviewed publications he is best known for his research on biomechanics of the spine and ageing and is particularly interested in studying how exercise affects musculoskeletal health in the older adults. He is keen to transfer new knowledge created through research into teaching and enterprise activities and brings substantial international experience with previous roles at The University of Sydney and Hong Kong Polytechnic University. He has been involved in e-learning development throughout his career, and was a recipient of the Bioscience Teaching Development Grant from the Higher Education



Academy. In addition, he has served as a member of various research grant panels nationally and internationally.

**Dean Built Environment and Architecture: Professor Charles Egbu (TBC)**

Professor Charles Egbu holds the Chair in Project Management and Strategic Management in Construction at the University of Salford, England, where he is currently Head of Built Environment. He holds numerous Fellowships with professional bodies and has contributed over 350 publications including 10 books, the most recent book being “Knowledge Capture in Small and Medium Enterprise. He has to date obtained research and enterprise income in excess of £25m and brings extensive experience in these areas as well as a strong international dimension. He was a past member of the Peer Review College of both EPSRC and ESRC and is a Visiting Professor to a number of Universities in Europe, Africa, and Asia as well as a co-ordinator on a number of Working Commissions.