

## **RECOMMENDATIONS**

### **Recruitment**

(a) Where the recruitment is not competitive (i.e. only one candidate) special care should be taken in scrutinising that application.

(b) References should not be restricted to academic references only. Employment references should also be obtained.

(c) Where information is provided about candidates through informal channels, and where that information appears to be credible and to raise matters of concern, it should be referred to the HR department. Decisions about what use can be made of information which is conveyed informally, and what weight, if any, should be placed on it, should be managed by the HR department.

### **Complaints**

(d) The University should consider whether there should be express provision in the Complaints Policy to the effect that members of staff can make representative complaints on behalf of students, and whether it is necessary to review practice in relation to the treatment of issues raised informally.

(e) The University should keep the Report-It app under careful review, paying particular attention to the number and nature of anonymous reports, and should keep a careful record of how they are followed up. At an appropriate future point, the University should consider whether maintaining an anonymous reporting function is merited.

(f) The University should take steps to ensure that there is proper coordination and oversight of the various means of making complaints and raising issues of concern, and appropriate record-keeping in relation to these matters.

(g) The University should consider whether it is necessary to put in place formal guidance on the use of social media by members of staff in communicating with students.

(h) The University should keep under review the support provided to members of staff who have direct responsibility for providing advice and support to students.

### **Working culture and working relationships**

(i) The University should make urgent efforts to repair working relationships in the School of Social Sciences and should consider using external facilitation to achieve this.

(j) The University should take steps to address concerns about communication between the University Executive and staff and to promote a culture of listening and support.

**Morag Ross QC**

**Edinburgh 27 April 2020**