



Recruitment and Selection – Structured Scoring Framework

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Linked policies:	PC 5.2 Recruitment and Selection Policy and Procedure
Audience:	All staff

1. Purpose

This framework sets out the College's structured and consistent approach to scoring candidates during recruitment and selection processes. It is designed to ensure that all appointment decisions are fair, transparent, evidence-based, and aligned with the College's values, role requirements, and strategic objectives.

The framework supports objective assessment of candidates against agreed criteria and ensures compliance with good practice in recruitment and equality of opportunity.

2. Principles

All recruitment scoring activity will be underpinned by the following principles:

- **Fairness and consistency** – all candidates are assessed using the same criteria and scoring approach.
- **Evidence-based assessment** – scores must be supported by observable evidence from interviews, tests, presentations, or work-based exercises.
- **Transparency** – scoring criteria must be agreed in advance of the selection process.
- **Merit-based decision making** – appointments are made based on suitability against role requirements.
- **Equal opportunity** – all candidates are assessed without bias or discrimination.
- **Auditability** – a clear record of scoring decisions must be maintained for governance and review purposes.

3. Scoring Scale

All assessment activity will use a standardised scoring scale:

Score	Descriptor	Definition
5	Outstanding	Demonstrates exceptional evidence exceeding all role requirements with clear added value and impact.
4	Strong	Demonstrates clear and consistent evidence meeting all role requirements to a high standard.
3	Meets Requirements	Demonstrates sufficient evidence of competence and capability to meet the role requirements.
2	Partially Meets Requirements	Demonstrates limited or inconsistent evidence; development required in key areas.
1	Does Not Meet Requirements	Insufficient or no evidence demonstrating required competence or capability.

4. Assessment Weighting

Each role will have a defined set of assessment components, which may include:

- Application and shortlisting assessment
- Interview performance
- Presentation or case study
- Practical task or technical assessment
- Values-based assessment

Each component will be assigned a weighting to reflect its importance to the role. Weightings must be agreed in advance by the selection panel and documented prior to interviews taking place.

Example structure:

- Interview: 50%
- Presentation / Case Study: 30%
- Practical Assessment: 20%

Weightings may vary depending on role level, complexity, and strategic importance.

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5. Competency-Based Assessment Criteria

All roles will be assessed against a defined set of competencies aligned to job descriptions and organisational requirements. Competencies may include:

- Technical knowledge and expertise
- Leadership and management capability
- Communication and interpersonal skills
- Problem-solving and analytical thinking
- Planning and organisational ability
- Stakeholder engagement and collaboration
- Commitment to equality, diversity and inclusion
- Alignment with organisational values and Strategy 2030

Each competency must be clearly defined and linked to observable behaviours.

6. Panel Scoring Process

All panel members must:

- Attend a pre-interview calibration meeting to agree scoring standards
- Independently score each candidate against agreed criteria
- Record evidence to support all scores awarded
- Avoid discussion of scores until all individual scoring is completed
- Participate in a moderation meeting to agree final panel outcomes

Where differences in scoring occur, the panel will discuss evidence-based rationale to reach a moderated consensus.

7. Shortlisting Process

Shortlisting will be conducted against essential and desirable criteria outlined in the job description.

Applicants will be assessed using a consistent scoring method:

- Essential criteria must be met for progression to interview.
- Desirable criteria may be used to differentiate between candidates where appropriate.

Shortlisting decisions must be documented and retained for audit purposes.

8. Interview and Assessment Process

Candidates will be assessed through structured questions and exercises designed to test:

- Role-specific competencies
- Past experience and achievements
- Scenario-based problem solving
- Alignment with organisational values and strategy

All questions must be pre-agreed by the panel to ensure consistency.

9. Moderation and Final Selection

Following completion of all assessments:

- Individual scores will be collated
- A moderated panel discussion will take place
- Final decisions will be based on overall evidence and weighted scores
- Where candidates are closely matched, additional evidence or second-stage assessment may be used

The panel must ensure that final decisions are fully justified and recorded.

10. Documentation and Audit Trail

The following records must be retained:

- Job description and person specification
- Shortlisting matrix
- Interview questions and scoring criteria
- Individual panel scoring sheets
- Moderation notes and final decision rationale
- Any additional assessment outputs

All documentation must be stored in accordance with College data retention and governance requirements.

11. Governance and Oversight

The recruitment scoring framework will be overseen by:

- **People and Culture Department** – responsible for ensuring consistency, compliance, and implementation
- **Hiring Managers** – responsible for applying the framework within their recruitment processes
- **Executive Leadership Team** – responsible for oversight of senior appointments and strategic roles
- **Board of Governors (where applicable)** – responsible for oversight of senior leadership recruitment to ensure transparency and governance assurance

12. Review of Framework

This framework will be reviewed every two years, or sooner where required due to:

- Changes in employment legislation
- Regulatory updates
- Organisational restructuring
- Feedback from recruitment audits or governance reviews