



Recruitment and Selection Policy and Procedure

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Author:	Head of People and Culture
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Responsible Committee:	College Management Team (CMT)
Approved by & date:	July 2026
External reference points:	
Linked policies:	PC 5.3 Equality, Diversity and Inclusion Policy; PC 5.11 Recruitment and Selection – Structure Scoring Framework document; Appendix 1 – Approval to Recruit Form
Audience:	All staff

1. Introduction and background

1.1 Purpose of document

The purpose of this policy is to ensure that all recruitment activities carried out by UKCBC (the College) will be done so fairly, openly, consistently, in line with all relevant legislation and in keeping with the Chartered Institute of Personnel and Development (CIPD) professional standards.

1.2 Policy statement

The College will ensure that the recruitment and selection of employees is based upon finding the most capable and talented person for the post. We will recruit in a professional manner consistent with CIPD professional standards, good recruitment and selection practice and in line with College's Equality, Diversity and Inclusion Policy. We will not discriminate on the grounds of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race (including colour, nationality, and ethnic or national origin), religion or belief, sex, and sexual orientation.

Recruitment decisions will be based entirely upon the applicant's suitability for the job taking into account factors relevant to the vacancy only.

We will only ask for specific qualifications where they are essential to the post and not use them as a substitute for an assembly of skills and knowledge, which can be acquired in other ways. We will only include a specific length of experience where this can be objectively justified, otherwise this could lead to unfair discrimination on age grounds, an emphasis on skills and abilities will be used to assess candidate suitability. We will consider skills and experience gained through volunteering or other non-traditional forms of work as equally valid as paid employment.

We will apply a range of selection techniques e.g. presentations, exercises and tests, which may offer a more objective assessment of candidates in relation to person specifications. We will ensure that confidentiality is adhered to at all times and that the whole recruitment and selection process is transparent.

The effectiveness of the recruitment and selection policy and process will be regularly monitored in line with the College's commitment to equality, diversity and inclusion. Moreover, we will provide a guarantee

to everyone that all personal information they disclose to us will be kept confidential and in line with the [Data Protection Act 2018](#).

The College is an equal opportunities employer and any employee breaching this policy may be subject to disciplinary action.

1.3 Legislative background

Recruitment is governed by a wide range of legislation to prevent discrimination. The specific legislation that is relevant to this policy is:

1.3.1 Anti-discrimination legislation

- Equality Act 2010
 - The main law governing discrimination in recruitment
 - Protects candidates from discrimination based on protected characteristics (e.g. age, disability, race, sex, religion, sexual orientation)
 - Covers direct and indirect discrimination, harassment, and victimisation

1.3.2 Data and privacy in recruitment

- Data Protection Act 2018
- UK General Data Protection Regulation
 - Regulate how candidate data is collected, stored, and used during recruitment

1.3.3 Right to work and immigration

- Immigration, Asylum and Nationality Act 2006
 - Requires employers to carry out Right to Work checks
 - Prevents illegal working and discrimination in how checks are applied

1.3.4 Rehabilitation of offenders

- Rehabilitation of Offenders Act 1974
 - Limits when employers can ask about criminal convictions
 - Protects applicants with “spent” convictions (with some exceptions)

1.3.5 Safeguarding (where applicable)

- Safeguarding Vulnerable Groups Act 2006
 - Applies to roles involving children or vulnerable adults
 - Governs DBS checks and barred lists

1.3.6 Other relevant employment legislation

- Employment Rights Act 1996
 - Provides general employment protections that influence fair recruitment practices
- Part-time Workers (Prevention of Less Favourable Treatment) Regulations 2000
 - Prevents discrimination against part-time applicants
- Fixed-term Employees (Prevention of Less Favourable Treatment) Regulations 2002
 - Protects fixed-term workers from unfair treatment

2. Who this document affects

This document is for use by all employees of the College. No decisions about recruitment should be made by an employee who has not read and understood this policy, nor should recruitment decisions be made without the involvement of the People and Culture Department.

3. Procedure

3.1 Approval to Recruit Process

Before any decision is taken to recruit, the Hiring Manager and Head of Department should first determine whether the vacancy needs to be filled. Consideration should be given to whether the work remains necessary in support of the College's Strategic Plan and operational objectives, or whether the duties could be redistributed across existing roles or delivered through alternative workforce arrangements. This assessment should form part of the College's workforce planning process and ensure that recruitment is undertaken only where there is a genuine business need.

Where it is determined that the vacancy should be filled, the Head of Department should notify the People and Culture Department so that the vacancy can be included in the Directorate's monthly vacancy schedule for review. The proposed vacancy will be considered as part of the College's recruitment approval

process and submitted to the Head of People and Culture for approval at the beginning of the following month. No recruitment activity, including advertising, engaging recruitment agencies, or contacting potential candidates, may commence until the vacancy has received the required approvals.

3.1.1 Request Details

Once approval has been given to progress the vacancy, the Hiring Manager should complete the Approval to Recruit Form (appendix 1) by providing the department, hiring manager's name, job title, campus location, date of the request, and the proposed start date. This information establishes the recruitment request and initiates the formal approval process.

3.1.2 Business Justification

The Hiring Manager must provide a clear business justification for the recruitment request. This should explain whether the vacancy relates to a new position, the replacement of an existing employee, organisational restructuring, business growth, or another operational requirement. The justification should demonstrate how the role supports the College's Strategic Plan and explain the operational, financial, compliance, or service delivery risks should the position remain unfilled.

3.1.3 Position and Budget Information

The Hiring Manager should provide details of the proposed appointment, including the contract type, contracted hours, salary Band or salary range, funding source, and budget code. Confirmation should also be provided that sufficient funding is available within the approved budget to support the appointment.

3.1.4 Recruitment Approvals

Before recruitment can proceed, the request must be reviewed and approved in accordance with the College's delegated authority framework. Approval should be obtained from the Line Manager (where applicable), the Head of Department, the People and Culture Department, and the relevant Executive Leadership Team member to confirm that the recruitment is operationally justified, strategically aligned, and financially supported.

3.1.5 Recruitment Method

Following approval of the recruitment request, the Hiring Manager, in consultation with the People and Culture Department, should determine the most appropriate recruitment method. This should specify whether the vacancy will be advertised internally, externally, or through an approved recruitment agency, taking account of workforce planning requirements, equality of opportunity, and the College's Recruitment and Selection Policy and Procedure.

3.1.6 Declaration

The Hiring Manager must complete the declaration confirming that the recruitment request represents a genuine operational requirement, aligns with the College's strategic priorities and workforce plans, has an approved budget, and complies with the College's recruitment policies, procedures, and governance requirements.

3.1.7 Final Approval

Once all sections of the Approval to Recruit Form have been completed and the required approvals obtained, the request should be submitted to the Chief Executive Officer for final approval. Recruitment activity must not commence until the Chief Executive Officer has formally approved and signed the request. Only after final approval has been received may the vacancy be advertised and the recruitment process begin.

3.2 Creating or amending the job description and/or person specification

Job descriptions and person specifications are critical components of the recruitment process. They must be clear, concise and consistent and not discriminate in requirements or language. Moreover, they must accurately reflect the role being described and the skills, competencies, knowledge and attitudes of the person needed to effectively perform the role to the standards required.

New job descriptions and/or person specifications should be written in collaboration between the line manager of the prospective post, the head of department, and the People and Culture Department. Any revisions to existing job descriptions and person specifications must be checked and authorised by the People and Culture Department prior to any recruitment taking place.

3.3 Salary determination

The salary level for all posts will be set in accordance with the role's job purpose, responsibilities, required skills, competencies and market benchmarking.

When a new post is created, or where a significant change has been made to a job description (and person specification) of an existing post, the People and Culture Department will carry out a market benchmarking exercise to determine the salary band of the post. The relevant head of department and/or the line manager will also have the opportunity to be involved with this exercise.

Any changes to the band of an existing post will be subject to approval by the Executive Leadership Team (ELT).

Regrading:

- the end of the appraisal process (March) will remain the main period for submitting posts for regrading so that revisions to budget bids can be made
- the potential to reband outside the appraisal and budget planning process should under normal circumstances be raised with ELT and the Head of People and Culture, normally mid-year
- the post/s (new and existing) will be subject to market benchmarking exercise by the Head of People and Culture with input from the relevant departmental head and the line manager, but any decision on the revised job description and therefore banding will be subject to ELT approval.

Covering additional workload and accountabilities:

- A post holder may be required to perform additional duties for a short term of up to three months, including those at a higher level. It is reasonable to expect them to be carried out under their current job description which states 'other duties as and when required'. No claim for additional remuneration should be considered. The line manager is accountable for reviewing the situation should it turn into a longer-term requirement to avoid the job holder from being overloaded which could lead to stress and/or under performance of their original duties.

- Where a post holder is required to perform additional duties for more than three months, where some or all are of a higher level than their current post is banded, certain questions should be considered before a request is made to the Head of People and Culture to financially recognise the increased workload. These are: what precisely are the additional higher-level duties? For how long is the person expected to carry them out? And is there funding available to meet any increases in salary costs?
- Where it is clearly established that an employee will be required to undertake duties and responsibilities associated with a higher-level role for a sustained period, the College may consider appropriate recognition arrangements. Any such arrangements will be determined on a case-by-case basis, taking into account the nature, scope, complexity, and duration of the additional responsibilities, as well as the extent to which the employee is undertaking all or only part of the higher-level role.
- Where the requirement to undertake higher-level duties is expected to continue for an extended period, the College may consider a range of options, including temporary adjustments to remuneration, temporary acting-up arrangements, temporary re-grading, or other appropriate recognition mechanisms. Any decision will be made in accordance with the College's organisational needs, pay and grading framework, budgetary considerations, and the principle of ensuring fair and equitable treatment of employees.
- All acting-up and higher-duty arrangements will be subject to periodic review to ensure that they remain appropriate and proportionate to the responsibilities being undertaken.

3.4 Advertising

Internal Advertising

The College takes pride in being a diverse organisation, enriched by the participation of all individuals and communities. As a minimum requirement, all vacancies will be advertised internally before or alongside any external recruitment activity.

Internal advertisements will be open to all current employees of the College, including permanent employees, fixed-term employees, visiting lecturers, and students employed by the College.

Advertising Period:

- All internal vacancies will normally be advertised for one week.

External Advertising

Where a vacancy is advertised externally, the College will use the most appropriate recruitment channels to attract a diverse and high-quality candidate pool while remaining mindful of cost effectiveness.

All advertisements will be drafted by the People and Culture Department, in consultation with the recruiting department to ensure that academic, professional, and operational requirements are accurately reflected.

Advertising Period:

- Under normal circumstances, external advertisements will be open for a minimum of two weeks.
- This timeframe is intended to provide a reasonable opportunity for interested candidates to apply, including those who may be on annual leave or who require additional time due to a disability or other circumstances.
- In exceptional circumstances where filling or covering a post is business critical, the external advertising period may be varied, subject to approval by the Head of People and Culture and the relevant Executive member. However, wherever reasonably practicable, vacancies should remain open for a minimum of two weeks.

3.5 Recruitment agencies

It is recognised that, in some circumstances, it may not be possible to successfully fill a vacancy through standard advertising channels, particularly where a highly specialist or niche skill set is required.

In such cases, the College may consider the use of recruitment agencies where previous experience or labour market conditions indicate that direct advertising is unlikely to attract suitable candidates. The use of external agencies will be considered on a value-for-money basis, taking into account the urgency of the vacancy, the complexity of the role, and the overall cost-effectiveness of recruitment options.

Any decision to engage a recruitment agency must be approved in advance by the People and Culture Department, ensuring appropriate budgetary oversight and alignment with organisational priorities.

Line managers and department heads must not contact or engage with recruitment agencies directly, nor enter into any form of agreement or negotiation without the involvement of the People and Culture Department. The People and Culture Department will retain responsibility for managing agency relationships, including negotiating favourable terms and ensuring consistency of approach across the College.

3.6 Application packs

All applications should be made on the College's application form. This is to make sure that all candidates provide the same information. CVs accompanied by application forms will be considered, but stand-alone CVs will not. Every effort will be made by the College to inform prospective applicants of this policy.

Application packs will be coordinated by the People and Culture Department and made available by post, email and download from the website from the day the advert appears. Any information that is specific to the post or the recruiting department must be finalised and made available to the People and Culture Department well in advance of recruitment taking place.

3.7 Recruitment dates

Recruitment dates will be set by the People and Culture Department in collaboration with the chair of the selection panel.

All candidates will be given the same opportunity to apply for a post. Closing dates and interviews will be scheduled in advance of recruitment taking place to avoid any confusion for candidates. Where candidates are unable to attend the scheduled interview, they may be invited to attend an interview at another time.

To avoid discrimination, we will endeavour not to hold interviews on days of religious or social significance.

3.8 Selection panel

The panel should consist of a minimum of two people and normally no more than three. The panel should possess the skills required to interview and the technical skills of the post.

A chair of the panel should be appointed early in the process; this would usually be the line manager of the post. The decision to appoint should always be made by someone higher than the band of the post being appointed to.

Details of the selection panel must be given to the People and Culture Department prior to recruitment taking place to ensure that recruitment dates can be set.

3.9 Short-listing

Candidates will be assessed against the person specification, not against each other. Personal information provided by the candidate on the equal opportunities monitoring form will not be taken into account at any stage of the recruitment process and will not be disclosed by the People and Culture department to any member of the short listing or selection panel. Refer to the Recruitment and Selection – Structure Scoring Framework Document, Section 3 (Scoring Scale). This framework document sets out the College's structured and consistent approach to scoring candidates during recruitment and selection processes.

3.10 Interviews, Assessments and Recruitment Panel Responsibilities

The College is committed to ensuring that all recruitment and selection decisions are fair, objective, transparent and based solely on merit. Recruitment panel members are responsible for conducting interviews and assessments consistently, impartially and in accordance with the College's Recruitment and Selection Policy and Procedure.

3.10.1 Recruitment Panel Declaration of Interests

Before participating in any stage of the recruitment process, all recruitment panel members must declare any actual, potential or perceived conflict of interest that could compromise, or reasonably be perceived to compromise, their impartiality.

Panel members must disclose any:

- personal relationship with an applicant, including a family member, partner, close friend or other personal association;
- previous reporting relationship where they have managed, supervised or been directly managed by the applicant and the relationship could influence the recruitment decision;

- financial interest that could benefit from or be affected by the appointment of an applicant; or
- any other actual, potential or perceived conflict that could influence, or reasonably be perceived to influence, their objectivity, independence or decision-making.

Declarations must be made to the Chair of the Recruitment Panel and the People and Culture Department before the recruitment process begins. Where a conflict of interest is identified, the circumstances will be considered to determine whether the conflict can be appropriately managed or whether the panel member should be replaced.

Where a conflict presents a risk to the integrity, fairness or transparency of the recruitment process, the panel member must withdraw from all stages of the recruitment exercise, including shortlisting, interviews, candidate assessments, panel discussions, recommendations and appointment decisions. An alternative panel member should be appointed to ensure the recruitment process remains impartial and compliant with the College's Recruitment and Selection Policy and Procedure.

All declarations of interest and any actions taken to manage identified conflicts must be documented and retained as part of the recruitment records.

3.10.2 Interviews and Candidate Assessments

All candidates invited to interview must be treated fairly and provided with an equal opportunity to demonstrate their suitability for the role. The recruitment process should be conducted consistently to ensure that all applicants are assessed against the same selection criteria and competency requirements.

Where assessments form part of the recruitment process, including presentations, practical exercises, written assessments, technical tests or role-specific activities such as a micro-teach exercise, all candidates must be allocated the same amount of time, provided with the same instructions and assessed using the same evaluation criteria.

Candidates should be asked the same core interview questions wherever appropriate. Interview questions and assessment activities should be developed jointly by the recruiting department and the People and Culture Department to ensure they assess the knowledge, skills, experience, behaviours and

competencies required for the role. The Chair of the Recruitment Panel is responsible for approving the final interview questions and assessment activities.

The People and Culture Department will use PC5.2 Recruitment and Selection – Structured Scoring Framework to prepare an assessment matrix for each recruitment exercise, detailing the scoring criteria for every interview question and assessment activity. Recruitment panel members must independently evaluate candidates against the published criteria and record objective evidence to support their scores. Appointment decisions should be based on the overall assessment results and evidence gathered throughout the recruitment process.

In accordance with the Immigration, Asylum and Nationality Act 2006, the People and Culture Department will verify each candidate's eligibility to work in the United Kingdom at the interview stage or at another appropriate stage of the recruitment process before any offer of employment is confirmed.

3.11 Offer of employment

The successful applicant should be informed by the chair of the selection panel as soon as possible. However, no offer of employment should be made or any discussion or negotiation about salary level should take place without consultation with the People and Culture Department.

The People and Culture Department will write an offer letter as soon as possible following the interview detailing the Statement of Main Terms and Conditions of Employment which will be subject to:

- the receipt of two satisfactory references
- proof of eligibility to work within the UK and,
- where appropriate, criminal record checks have been carried out and cleared.

Unsuccessful candidates will be contacted in writing by the People and Culture Department. Where requests for feedback from unsuccessful candidates are made, they will be referred on to the chair of the selection panel.

3.12 Starting salary on appointment

The College aims to attract and retain the most talented people in order for it to stand the best chance of delivering its strategic goals. Starting salary on appointment is therefore one of the key issues which potential employees will strongly consider before applying.

- All job advertisements will state the salary scale (i.e the minimum and maximum) of the pay band.
- All application packs will state that the starting salary would be at the minimum of the scale.

In all cases the successful candidate will be appointed onto the minimum of the scale. However, ELT reserve the right to appoint anywhere within the scale range.

There may also be exceptional circumstances when it is considered necessary to advertise a post at a salary higher than the scale minimum. This will only occur when:

- the post has previously been advertised
- previous candidates have lacked the required experience and skills
- external sources advise that the salary is too low to attract the right candidate.

All decisions to appoint above the minimum pay point are to be taken by ELT.

Other exceptional circumstances (ELT approval is not required):

- Where someone has been performing a role on a temporary promotion basis and during this time they successfully apply for that post or a different one at the higher level. Should this occur, the individual will be paid at the point of the salary scale they had reached during the temporary promotion i.e. their starting pay will not revert to a point lower than what they were earning.
- Where someone has reached the maximum pay point for their band and are promoted (temporarily or permanently) to a higher band and the starting pay at the higher band is less than that they are currently paid. Should this occur, the individual's starting pay at the higher level will be at the first point of the salary scale beyond which they are currently paid.

3.13 Retention of recruitment records

All information relating to the recruitment process must be returned to the People and Culture Department following the interviews. It will be stored securely for a maximum period of six months or be destroyed in accordance with data protection legislation. Records of employees who have left the organisation will be kept for a maximum of five years and will be destroyed in accordance with data protection legislation, unless exceptional circumstances apply.

3.14 Recruitment monitoring

Equal opportunities data will be collated and analysed by the People and Culture Department after recruitment. This information will remain anonymous at all times, and where it becomes apparent that there are barriers to the recruitment of any particular group at any stage of the recruitment and selection process, action will be taken to rectify this.

Every effort will be made to ensure that individuals cannot be identified from the analysis of equal opportunities data.

4. Further help

For further information and guidance please contact the People and Culture Department.



Appendix 1 – Approval to Recruit Form

SECTION 1: REQUEST DETAILS

Department	
Hiring Manager	
Job Title	
Campus Location	
Date of Request	
Proposed Start Date	

SECTION 2: BUSINESS JUSTIFICATION

Reason for Recruitment (New Role / Replacement / Restructure)	
Strategic Alignment to College Objectives	
Risk if Position is Not Filled	

SECTION 3: POSITION DETAILS

Contract Type	
Hours per Week	
Salary Range / Band	
Funding Source / Budget Code	

SECTION 4: RECRUITMENT APPROVALS

Line Manager Approval	
Head of Department Approval	
People and Culture Approval	
Applicable Executive Member Approval	

SECTION 5: RECRUITMENT OPTIONS

☐ Internal Only ☐ External Recruitment ☐ Agency Support Required

Declaration: I confirm that this request is necessary, budgeted and aligned to the College's needs.

Final Approver	Signature	Date
Chief Executive Officer		