

Recruitment and Selection Policy – All Staff



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The Board of Management (or any person/group with delegated authority from the Board) reserves the right to amend this document at any time should the need arise following consultation with employee representatives. This Policy does not form part of any contract and it has been subject to an Equality Impact Assessment, which is published on our website: <https://www.glasgowkelvin.ac.uk/equality-diversity/>

Glasgow Kelvin College

Recruitment and Selection Policy – All Staff

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1. Introduction

Glasgow Kelvin College recognises that its staff are fundamental to its success. The College therefore needs to be able to recruit and retain staff of the highest calibre and a strategic, professional approach to recruitment is essential to achieve this aim. Glasgow Kelvin College seeks to select the best candidate for every job vacancy and achieve a fair and consistent approach in its Recruitment and Selection based upon the principles outlined in this document, which also meet the requirements of the College's Equality, Diversity and Inclusion Policy and equalities legislation.

The College values diversity and welcomes applications from all groups in society. As an employer the College is committed to advancing and promoting equality of opportunity. To fulfil these commitments, it is crucial that the College adopts recruitment and selection processes which are transparent, fair, lawful, objective and cost effective to promote consistent good practice. In this way the interests of Glasgow Kelvin College and its good reputation as a fair employer will be safeguarded. Recruitment and selection is recognised as a means of demonstrating the College's commitment to best employment practices and is acknowledged that the option of choice applies equally to both the College and the applicant.

It is the responsibility of all those involved in the recruitment and selection process to ensure that statutory obligations placed on the College by legislation are strictly adhered to, with particular reference to The Equality Act 2010, Equality Act 2010 (Amendment) Regulations 2023 and Worker Protection (Amendment of Equality Act) Act 2023 and the Data Protection Act 2018.

It is in the College's interest to achieve a fair and consistent approach in its recruitment and selection processes for all categories of employees not only to ensure that the best candidate for the job is selected, but also to:

- avoid discriminatory practices;
- promote equal access to all jobs;
- comply with employment legislation; and
- ensure good human resource management practice.

2. Scope

This Policy covers all activities that form part of any recruitment and selection process and is applicable to all aspects of the recruitment of staff.

This Policy sets out the College's approach to recruitment and selection.

The College does not discriminate against applicants on the basis of age, disability, gender reassignment, gender identity, marital or civil partner status, pregnancy or maternity, race, colour, nationality, ethnic or national origin, religion or belief, sex or sexual orientation (protected characteristics, The Equality Act 2010).

The College's Equality, Diversity and Inclusion Policy also prohibits discrimination on the grounds of:

- language or social socio-economic background;
- membership, or non-membership, of a trade union;
- a real or suspected medical condition or infection (a violation of The Equality Act based on an actual or perceived medical condition);
- social background (background such as family, education, social, financial status);
- status as looked after children or care leavers;
- menopause (considered under the Equality Act 2010 under the following protected characteristics: age and sex. It may also be considered a disability under discrimination law); or
- status as ex-offender other than non-spent convictions.

All staff involved in the recruitment and selection of staff are expected to observe this Policy and associated procedures and to ensure that their actions are consistent with the core principles noted below. This Policy applies to job applicants and all employees of the College.

3. Principles

The College operates a competitive recruitment process founded upon a fair, open and transparent approach designed to enable the selection of the most suitable person from the widest possible range of applicants. It has a clear process supported by associated procedures for recruitment and selection that will be made available to everyone involved in the recruitment process.

The College's Policy aims to:

- ensure its recruitment and selection resourcing strategy is a key aspect of its values and brand with a view to positively enhancing its reputation. The College endeavours to ensure that all candidates are treated fairly, with dignity, respect and courtesy, and to ensuring a positive candidate experience.
- attract and engage staff from a wide and diverse background and proactively seeks to avoid unfair bias in its processes. The College is a Disability Confident Employer and operates a guaranteed interview scheme for applicants with a disability (refer to Section 9).
- ensure that all documentation relating to applicants is treated confidentially in accordance with data protection legislation and the College [Privacy Notice](#).
- ensure that the recruitment and selection process and associated procedures are reviewed regularly to ensure that they are fit for purpose.
- regularly review job criteria based on knowledge, skills and experience, to ensure that they are relevant to the role, are not disproportionate and the role is appropriately graded and remunerated.
- ensure all members of a recruitment and selection panel have received appropriate advice and guidance in the processes. As a minimum requirement any member of staff who takes part in any activity under this policy must first have completed the College's online Equality and Diversity module; attended-unconscious bias training and recruitment and selection training. Panel members involved in the process should satisfy themselves that they are trained appropriately and can comply with the requirements of this policy, equalities legislation and associated procedures.

Our College Values are:

- Trust through transparency - We communicate clearly and openly
- Inclusive and welcoming - We create a true sense of belonging
- Make meaningful opportunities - We are committed to our communities
- Excellence created together - We move forward as a team

Find out more about our [Values, as well as our Mission and Vision](#).

Our approach to recruitment reflects our values. We are committed to fair, transparent recruitment, appointing based on merit and potential.

4. Job Description and Advertising

The advertising process is as follows:

- it is essential that the content of the job description clearly reflects the duties skills and experience required for the post. A replacement post provides the College with the opportunity to reassess the content of the current job description. In the event of little or no change to the job description the role will be advertised consistent with the current grade. Where there are substantial and qualitative changes or where there is a new role the job description will be evaluated using the College's job evaluation scheme Further Education Development and Role Analysis (FEDRA).
- the recruitment and selection process will not commence until the need for a role has been established consistent with the strategic plans and budgetary implications for the service/College which will be assessed and evaluated. Each vacancy (or recruitment campaign) requires an Authority to Recruit form to be approved.
- all vacancies whether temporary, fixed term or substantive will be filled in line with the College's Recruitment and Selection Policy and associated procedures.
- an advert for temporary Lecturing staff will only be approved after internal processes to identify existing staff to undertake timetabled classes have been exhausted.
- People and Culture Services is responsible for co-ordinating all advertising of posts. All recruitment adverts will be discussed with the appropriate line manager and the Authority to Recruit Form approved by a member of the Senior Leadership Team prior to being processed.
- each advert will contain a statement stating that the College actively promotes equality of opportunity for all to encourage applications from under-represented groups with the aim of attracting diverse applicant pools.
- posts will be advertised using a variety of media to attract a diverse candidate base as possible.
- the selection of candidates for interview and appointment will be based on appropriate qualifications, skills, experience, and competencies required for the role and reflect the needs of the College.

5. Applications

It is the College's Policy that:

- that posts will be filled following advertisement, internal or external, completion of a standard online application form for the post concerned and evaluation by a panel against the criteria required for the role.
- that applications will be completed online and acknowledged by the online Recruitment system. Candidates may request an alternative format and support as a reasonable adjustment, see Section 7.
- that a standardised application process will be used which allows the College to compare evidence in the application against the essential and desirable criteria for the post as set out in the job description. This enables the panel to make an objective assessment of a candidate's suitability for the role against the defined criteria in the job description. A standardised application process does not preclude reasonable adjustments for candidates with a disability.
- that recruitment information will be available on the College's website [or from the Human Resource Management (HRM) Team as a reasonable adjustment]. The website is designed to use a standard style definition which allows the user to adjust the text, including font size, accordingly, to suit their individual preferences and can be accessed on <https://recruitment.glasgowkelvin.ac.uk>.
- that during the initial application and selection process, applications are anonymised and specific details that could reveal a candidate's identity are automatically redacted by the online Recruitment system. The online system is fully accessible however where an applicant needs reasonable adjustments refer to Section 7.
- that under the 'Disability Confident' Initiative any applicant who chooses to disclose they have a disability who meets the essential criteria on the job description will be invited for interview (see below). This may mean that a higher number of candidates may be invited for interview.
- to mitigate any disadvantage experienced by applicants and meet the needs of individuals where possible to help each candidate be able to participate fully in the process.

6. Shortlisting

The purpose of shortlisting is to select those candidates who, according to the information contained in their application form, best meet the criteria required for the role. Shortlisting is undertaken by a methodical comparison of application forms against the job description which defines the competencies for the role.

Recruiters will assess candidates based on their qualifications, work experience and experience and skills and have no access to any information relating to personal characteristics. By removing identifiable information, blind recruitment helps mitigate both conscious and unconscious biases that can affect recruitment decisions. The College is committed to objective, recruitment decisions focusing on the candidate's abilities and not their background. This approach aims to create a more inclusive and equitable recruitment process to support a diverse and skilled workforce.

7. Reasonable Adjustments

It is lawful for the College to ask questions relating to reasonable adjustments that any applicant, candidate or employee is needed for an assessment such as an interview or other process designed to assess a person's suitability for a job.

Any information relating to an applicant, candidate or employee's disability or health obtained by the College for the purpose of making adjustments to its recruitment arrangements will be held separately and it will not form any part of the decision-making process about an offer of employment, whether or not conditional.

Reasonable adjustments will be made as appropriate to the recruitment and selection process to support candidates with a disability during the process and into the role where appropriate, should they be appointed. Decisions will be objectively made through a robust recruitment and selection process based on each candidate's relevant abilities and suitability for the role.

The College will:

- provide and accept information in accessible formats where this would be a reasonable adjustment. Candidates with a disability are asked to contact a member of the HRM Team on hrstaff@glasgowkelvin.ac.uk to discuss their requirements and seek support to apply for a position.
- invite candidates to indicate on the application form if they require any reasonable adjustments during the process.
- enquire if shortlisted candidates require reasonable adjustments for interview or assessment arrangements.
- discuss with applicants and candidates their requirements for reasonable adjustments at any stage during the recruitment process with the recruiting manager or with a member of the Human Resource Management (HRM) Team.

- invite the successful candidate to discuss their requirements for reasonable adjustments, when an offer of appointment is made, in order to better support them carry out the role. This may take place as part of the onboarding process with the employee's line manager, during which the line manager and the employee may choose to complete a Health Passport where this is felt to be supportive to both parties. Further details on the Health Passport, which is for the purpose of recording and reviewing reasonable adjustments, can be found in the College Attendance Management and Support Policy and Procedure.

8. Pre-employment health questions

Candidates will generally not be asked about health or disability before a formal job offer is made. There are limited exceptions under The Equality Act which will only be used with confirmation from Human Resources.

Questions about health and disability will only be asked when they are necessary and fall within the following narrow exceptions (The Equality Act 2010, Section 60).

- Questions to establish if a candidate can take part in any assessment to test their ability to do the job or to find out if reasonable adjustments are needed to enable a candidate with a disability to take part in any assessment or any reasonable adjustments that may be needed at interview or assessment. (This information is collected separately and will not form part of the decision-making process).
- Questions necessary to establish if a candidate can perform an intrinsic part of the job (Subject to any reasonable adjustments. If this part of the job can be changed or assigned to another person, then this may count as a reasonable adjustment for a candidate with a disability).
- Positive action to recruit people/persons with disabilities (see Section 9 below).
- To monitor the diversity of people applying for roles. (This information is collected separately and will not form part of the decision-making process).



9. Disability Confident

As users of the Disability Confident Scheme, we guarantee to interview all applicants with a disability who meet the essential criteria on the person specification/role profile. The Equality Act permits questions to be asked at the application stage to identify applicants with a disability who want to use this scheme and to enable the College to make any reasonable adjustments to the interview process or for the position applied for, in order that the College can fulfil its obligations under the Equality Act 2010.

In addition, the College is committed to challenging the stigma and discrimination associated with mental health it has signed the '**see me**' pledge to demonstrate its commitment.

Campus buildings are fully accessible to learners, service users and staff who have a disability or sensory impairment.

10. Entitlement to Work in the UK

The College:

- is required by law to ensure that all employees are entitled to work in the United Kingdom (UK). To comply with the provisions of the Immigration, Asylum and Nationality Act 2006, all successful candidates will be asked to provide evidence of their entitlement to work in the UK before an offer of employment can be confirmed ([UK Border Agency Website](#)); and
- will not make assumptions about a person's right to work in the UK based on race, colour or national origin.

Glasgow Kelvin College does not hold a sponsor licence and therefore cannot issue Certificates of Sponsorship under the points-based system.

11. Recruitment Process

All appointments, internal and external, will be made in accordance with the College's Recruitment and Selection Policy and associated procedures.

All candidates selected for interview will be seen and considered by the same Selection Panel and should be typically seen on the same day. Where this is not possible, the interviews should be held over as short a period as possible.

The College will use fair and objective selection methods to assess the suitability of candidates.

The College may use a mixture of tools as part of its selection process to ensure that the right candidate is selected.

These tools may include:

- Individual competency-based interviews.
- Written exercises.
- Presentations.
- Aptitude/ability tests.
- Group exercises.
- Personality profiles.
- Observations.

In order to allow the candidate an opportunity to display, and the Selection Panel to appraise the necessary knowledge, skills and aptitudes, the College may widen the selection process according to the post. However, all selection processes will include a selection interview as a minimum requirement.

A member of the HR Team will be in attendance at every selection process. The interview assessment will consist of the same set of questions being asked of candidates. This ensures that all candidates are treated equitably. Structured interviews allow for easier comparison of candidates' responses, minimise bias and focus on job-related criteria, leading to more objective recruitment decisions.

The College may provide interview questions in advance to assist candidates prepare better, reduce anxiety and allow them to showcase their skills more effectively. Overall, using standardised interview questions can enhance the fairness and effectiveness of the process.

Managers will be responsible for the preparation of the interview questions, and these will be reviewed by a member of the HRM Team. The manager should provide an ideal response to each question that aligns with the assessment criteria for selection to demonstrate the competencies and behaviours that are most relevant to the role.

The interview process, including any practical assessments will correspond to the defined criteria in the job description and will measure the appropriate levels of the skills, experience and competencies for the role.

All candidates will do the same test unless there is a compelling reason why the candidate cannot do so, for example because of pregnancy, or a reasonable adjustment is required. The College will make reasonable adjustments where a test or assessment would put candidates with a disability at a substantial disadvantage.

After each interview, all members of the Selection Panel will record their comments and rate each candidate against the pre-determined essential and desirable criteria from the job description on the assessment form.

If two candidates have the same score the panel will discuss the candidates in detail and make a consensus decision as to which candidate to appoint. This discussion will be recorded in writing detailing the objective reason for any decision taken. The panel reserve the right to invite both candidates back for a further assessment to assist them in making a final decision. An offer of appointment will be normally based on the consensus of the panel following adherence to the Recruitment and Selection Policy and associated procedures. If the panel is evenly split, the Chair will have the casting vote.

The interview outcome and justification for a recruitment decision should be recorded on a Consensus Form by a member of the HR Team to ensure the process is robust and transparent. This will demonstrate that the most suitably qualified candidate is appointed along with the requisite documentary record of the decision for purpose of legislative compliance.

Records of each stage of the recruitment process, including adverts, applications, interview notes, and decision-making, must be kept securely and in line with the College Data Retention Policy. Files will be destroyed in accordance with the People and Culture Data Retention Schedule.

12. Organisational Change - Structural and/or Role Changes

Structural or role changes occur when the College adjusts its organisational structure, workforce, or individual job roles to better meet evolving operational needs and strategic priorities.

These changes are implemented to ensure the College remains efficient, capable, and aligned with its objectives. Wherever possible, the College is committed to protecting staff employment and operating responsibly within its staffing budget to maintain a stable and sustainable workforce.

In such circumstances, the College will manage the process in accordance with its Organisational Change Procedure, while also applying its recruitment policy and associated procedures where appropriate. Roles may be advertised solely internally and restricted where appropriate. This ensures transparency, fairness, and consistency in decision-making, and supports staff through transitions in a structured and equitable manner.

Where there are substantial or qualitative changes to an existing role, or where a new role is created (i.e. to meet operational requirements, as part of a restructure process), the job description will be evaluated using the College's job evaluation scheme, Further Education Development and Role Analysis (FEDRA). Through this evaluation process, support or management roles may be reviewed and reconsidered, and the grade for the role may be adjusted, where appropriate, to ensure that the level of remuneration remains appropriate and aligned with the responsibilities required.

It should be noted that role profile criteria for teaching staff is in accordance with **NJNC Circular 04/17**, Job Matching - Existing Promoted Lecturing Posts.

13. Pre-employment Checks

No formal written offer of appointment will be made before clearance of the necessary employment checks. Employment checks will include:

- Protection of Vulnerable Group Scheme (PVG Scheme) membership or Level 1 disclosure.
- Required qualifications for the post, if applicable.
- Receipt of documents required under the Immigration, Asylum and Nationality Act 2006 (a list of these can be obtained from the HRM Team or can be found on the UK Border Agency Website) where applicable.
- Satisfactory references.

Any offer issued by the College will be conditional upon satisfaction of the foregoing. The majority of posts within the College are covered by the Protection of Vulnerable Groups (Scotland) Act 2007. Most posts will undertake regulated work with children and in some cases protected adults. It is therefore a condition of employment that the individual is a member of the PVG Scheme.

The College has a legal obligation to comply fully with the provision of the Rehabilitation of Offenders Act 1974 (Exclusions and Exceptions) (Scotland) Order 2013. A candidate is encouraged to disclose if they have a criminal record. Depending upon its nature and the relevance to the work, it may be decided that the conviction will not impact on the individual's suitability to undertake the role.

The College shall follow the procedure contained within the Policy and Procedure for Protection of Vulnerable Groups (PVG) and Criminal Record Checks. In the majority of cases the College will not, confirm an appointment until the individual has joined as a member of the appropriate PVG Scheme(s) or receives a satisfactory Level 1 disclosure. If the individual is barred from the PVG Scheme the offer of employment will be rescinded and/or employment relationship will be terminated.

The individual is responsible for the cost of joining the PVG Scheme(s). The College will pay the cost for the new entrant joining the Scheme and recoup the cost from the employee's first salary. On accepting the offer of employment, the individual agrees to the deduction of the fee from their salary. The College will be responsible for funding any PVG Scheme membership updates going forward.

If a candidate would prefer to pay the cost of joining the PVG Scheme(s) in two instalments they should inform the HR Business Partner with whom they are liaising with regarding their onboarding.

14. Feedback

The College values the time and effort made by each applicant in applying for one of its positions. All applicants, and candidates who attend for interview, will be notified as to the outcome of their application or interview.

Whilst the interest shown in the College is greatly appreciated, it is the policy of the College not to provide feedback to those not selected for interview or post interview feedback to candidates who make such a request.

The College is not legally obliged to provide feedback and due to time constraints, it has taken the decision not to issue feedback to unsuccessful applicants or candidates.

As part of the College's commitment to ongoing professional development for its employees, internal applicants and candidates who are unsuccessful may request constructive feedback from the selection panel. Such feedback will be provided to support the individual's professional development by identifying relevant strengths and areas for improvement. The feedback process is intended to be constructive and assist staff in preparing for future recruitment and selection opportunities and to inform career progression planning. Areas for development should be utilised as part of the College's Professional Development Review (PDR) process to facilitate ongoing learning and development.

15. Flexible Working

The College recognises that its employees may have family and home responsibilities and obligations in addition to the responsibilities that they have to the College. As an employer it aims to provide an opportunity for staff, regardless of protected characteristics or any other personal factors, to adjust their working pattern so that they can find a pace that enables them more easily to combine work with their responsibilities for home, family and life.

All posts will be considered suitable for flexible working unless such a restriction can be objectively justified for operational reasons. The ACAS Code of Practice outlines eight reasons that an employer can use to refuse a request. The College's Family Friendly and Flexible Working Policy and Procedure can be found on its website.

16. Recruitment Complaints

If applicants or candidates have a complaint about their recruitment experience may submit a written complaint to hrstaff@glasgowkelvin.ac.uk for the attention of the Director of People and Culture in line with the Recruitment Complaints procedure. A member of the HRM Team will provide a copy of the Complaints procedure on request.

A senior manager who is unconnected to the complaint will investigate the matter and respond accordingly.

If the complaint is in relation to a recruitment process associated with appointments to People and Culture Team or where there is a conflict of interest the complaint should be submitted for the attention of the Vice Principal Operations. If the complaint is related to the Principal, it should be marked for the attention of the Chair to the Board of Management.

The Recruitment Complaints Procedure available on the College website does not preclude the right of the complainant to pursue a complaint through an Employment Tribunal.

17. Induction

All staff will go through an organisation induction process upon joining to familiarise them with College policies, procedures, and systems.

The employee's line manager is responsible for organising an appropriate induction programme for the role and will make the necessary arrangements to ensure that any new entrant undergoes College and role specific compulsory training.

All compulsory training is to be completed within three months of commencing employment. All new entrants will be provided with an appropriate induction package to support their integration into the role, their Department and into the operations of the College.

18. Exit Interview

The Exit Interview process assists the College to understand where, as an employer, improvements might be made. All staff will be offered the opportunity to participate in the College's online Exit Interview process. The results of the exercise will be discussed with the line manager and the relevant Director.

The results of Exit Interviews will be collated and reported in the College's Public Sector Equality Duty Report and used to measure the effectiveness of the Board's equalities policies and approaches. This will assist in the further development of the College's Equality Outcomes.

19. Monitoring of Recruitment

All candidates will be asked to complete an Equal Opportunities Monitoring Form as part of the online Recruitment process. This information will not be divulged to the selection panel and will be used for monitoring purposes only.

In line with the requirements of The Equality Act, the College will undertake an analysis of the composition of the workforce. The results of the exercise will be reported in the College's Public Sector Equality Duty Report and used to measure the effectiveness of its College's equalities policies and approaches.

The College's Public Sector Equality Duty Report shall report on data on the recruitment and selection process and any complaints received to the Board of Management, its Finance and Resources Committee, the College's Equality and Diversity Committee, and College Joint Negotiation and Consultative Committee. The Public Sector Equality Duty Report is available on the College website.

20. Supporting Policies and Procedures

Supporting Policies and Procedures include:

- Equality, Diversity and Inclusion Policy
- Dignity and Respect Policy
- Grievance Policy and Procedure
- Public Interest Disclosure Policy
- Family Friendly and Flexible Working Policy
- Policy and Procedure for Protection of Vulnerable Groups (PVG) and Criminal Record Checks
- Safeguarding Children, Young People and Vulnerable Adults Policy
- Social Media Procedures
- Recruitment and Selection Procedures
- Attendance Management and Support Policy and Procedure

21. Review and Monitoring

The content, effectiveness and operation of the Recruitment and Selection Policy will be monitored, at least, on an annual basis at the end of each academic session by the Director of People and Culture reporting to the Equality and Diversity Committee and updated in partnership with management, Trades Unions, staff and learner representatives and external parties. Account will also be taken of any developments in legislation and case law.