



CITY OF LONDON COLLEGE

A UNIVERSITY SECTOR PREMIER COLLEGE

Staff Recruitment and Development Policy

2025/26

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1. Purpose

- The College recognises that its staff are fundamental to its success. The College therefore needs to be able to attract and retain staff of the highest caliber and a strategic, professional approach to recruitment is essential to do this.
- The purpose of this policy is to provide a sound framework for the recruitment and selection of staff based upon the principles outlined below, which also meet the requirements of the College Equal Opportunities Employment Policy , the Equality Act 2010 and all other relevant employment legislation.

2. Scope

This policy and procedure cover all activities that form part of the recruitment and selection process. It is applicable to all staff recruitment except casual staff. In order for the policy and procedure to be effective it is essential that any employee who is involved in any aspect of the recruitment and/or selection of staff is aware of this document and follows it. Ultimately it is the responsibility of the senior management in the College, including Academic Director, in conjunction with HR to ensure that this is the case.

3. Core Principles

- The College has a principle of open competition in its approach to recruitment.
- The College will seek to recruit the best candidate for the job based on merit. The recruitment and selection process should ensure the identification of the person best suited to the job and the

College.

- The College will ensure that the recruitment and selection of staff is conducted in a professional, timely and responsive manner and in compliance with current employment legislation.
- The College will provide appropriate training, development and support to those involved in recruitment and selection activities in order to meet this core principle. Any member of staff involved in the selection of staff should satisfy him or herself that he/she is appropriately trained and can comply with the requirements of this policy and procedure.
- Recruitment and selection is a key public relations exercise and should enhance the reputation of the College. The College will treat all candidates fairly, equitably and efficiently, with respect and courtesy, aiming to ensure that the candidate experience is positive, irrespective of the outcome.
- The College will promote best practice in recruitment and selection. It will continuously develop its recruitment and selection practices to allow new ideas and approaches to be incorporated.
- The College will ensure that its recruitment and selection process is cost effective.
- If a member of staff involved in the recruitment process has a close personal or familial relationship with an applicant they must declare this as soon as they are aware of the individual's application and avoid any involvement in the recruitment and selection decision-making process.
- All documentation relating to applicants will be treated confidentially in accordance with the Data Protection Act (DPA). Applicants will have the right to access any documentation held on them in accordance with the Data Protection Act (DPA).

4. Recruitment & Selection Procedure

There are a number of key stages in recruiting and selecting for a post. This procedure outlines the key stages as shown below:

4.1 Preparation Stage

- The recruitment and selection process should not commence until a full evaluation of the need for the role against the area's strategic plans and budget has been completed.

The recruitment of staff will take into account the College's need for new ideas and approaches and additionally should support the College's commitment to ensuring a diverse workforce by proactively seeking to attract groups that are under-represented in the College's profile to maximise its ability to meet diverse student requirements.

- Recruitment should form an integral part of the staffing strategy for the area and should take account of the need for any 'positive action' initiatives in process. 'Positive Action' is lawful under the Equality

Act 2010 and refers to the steps that an employer can take to encourage applicants from people who share a protected characteristic (e.g. a certain gender or race) who under-represented in a particular area of the workforce, for example:

- o placing advertisements in the minority ethnic press, the women's press and any other publication which is targeted at groups which are under-represented;
 - o including statements in advertisements that encourage individuals from under-represented groups to apply for the advertised position.
- All new or changed posts must be formally role reviewed and graded before they are advertised in order to help ensure equal pay for work of equal value.
- Formal authorisation to recruit to a post should be sought before commencing the recruitment process.

4.2 Job Description & Person Specification

- A job description and person specification must be produced or updated for any vacant post that is to be filled.
- The job description should accurately reflect the elements of the post.
- The person specification should state both the essential and desirable criteria in terms of skills, aptitudes, knowledge and experience for the job, all of which should be directly related to the job and applied equally to all applicants. Care should be taken when writing the person specification to ensure that criteria used do not indirectly discriminate against certain groups of applicants.

4.3 Advertising

- As a minimum all full-time positions will normally be advertised within the College. This will help maximise equality of opportunity and provide staff with opportunities for career development, thus maintaining.

the skills and expertise of existing staff. In exceptional circumstances the Academic Director may waive the need to advertise. This is likely to include the following circumstances:

positions requiring specialised expertise where the Academic Director can demonstrate that a comprehensive search has been conducted and the nominated individual is the most suitable person for the position;

- o where the Academic Director can verify that the work is required for a specific purpose of no greater than twelve months duration; However, in the circumstances outlined above, if the successful candidate is likely to require a Tier 2 certificate of sponsorship to apply for permissions to work in the UK, the post must be advertised in line with UKVI requirements.
- In certain circumstances it may be more effective to use a recruitment agency. This should be discussed and agreed with the Academic Director or Recruitment Adviser. This will, however, not eliminate the need to advertise the position internally and any external agencies or consultants who assist in the process must act in accordance with this policy and with respect to our equal opportunities requirements.
- Applicants should be provided with sufficient information to make an informed decision regarding their suitability for the role. Further particulars that provide such information should be produced using the pro-forma. These will be provided to applicants via the College website or upon enquiry to the HR Services team.
- Staff who have been in an acting position that subsequently becomes vacant will have to apply for the position when it is advertised, but in such cases the position can be advertised, in exceptional circumstances on an internal basis only.
- Applicants are asked to provide equal opportunities details when making their application to enable a robust means of monitoring the success of recruitment in relation to our diversity aims. This information is separate from the job application and applicants are free to indicate that they do not want to provide these details.
- All advertised vacancies will be placed on the College's website; academic and administration vacancies, plus certain technical/ specialist roles support roles, may also be advertised on www.jobs.ac.uk.

5. Selection of Candidates

5.1 Shortlisting

- Shortlisting may involve the whole panel but must be carried out by a minimum of 2 people to avoid any possibility of bias, one of whom would normally be the direct line manager.

- Shortlisting and selection panels for academic appointments must meet the minimum composition requirements, as outlined in the management guidance , and should be constituted with due consideration to the promotion of Equality and Diversity.
- A member of HR will not normally be on a panel unless it is a panel for Chair appointments.
- Shortlisted candidates should be provided with details of the selection process, including any tests, in writing giving as much prior notice as possible and a minimum of 5 working days before the interview. In accordance with the Equality Act 2010 , they should also be asked to advise if there are any particular arrangements or reasonable adjustments that could be made so that they can participate fully in the selection process.
- All candidates (internal and external) should be assessed objectively against the selection criteria set out in the Person Specification , and only candidates who meet all the essential criteria should be short-listed. Assumptions about the qualities of internal candidates should not be made.

5.2 Selection & Interview

- Interview should normally be carried out by a minimum of two people, one of whom should be the Academic Director.
- Selection is a two-way process: candidates are assessing the role and the College. Those involved in recruitment should consider how best to convey a positive image.
- It is recommended that a range of selection methods, that are suitable for assessing both the essential and desirable criteria in the person specification are established as this will enhance objective decision making which is difficult through interview alone.
- Interview questions and the structure of the interview should be consistently applied to all candidates and should be based on the person specification.
- Notes recording the salient points of the interview should be taken, ideally by the interviewers, so that they can refer back to these when assessing candidates against the person specification and making decisions. Notes of the interview and any other notes on the candidate taken during the recruitment and selection process should be passed back to HR Services following the selection process and will be kept for a minimum of 6 months following the selection process.
- In situations where there is more than one candidate who is suitable for appointment, but one or more of the candidates requires the College to sponsor them under the Tier 2 skilled worker

category to obtain the right to work in the UK, in accordance with immigration rules the panel should give preference to any of the candidates who do hold a continuing right to work in the UK. The College will ensure that it complies with all current immigration rules by reviewing its recruitment processes and management guidance as and when changes occur.

- For professorial appointments the Chair of the panel should complete the pro-forma provided by the HR Services team and return this with the other interview papers to HR Services.
- In the event that candidate requests feedback about their performance in the selection process this should be arranged by the Chair of the panel or the Recruiting Manager, although he or she may delegate this to another member of the panel where appropriate.
- Unsuccessful interview candidates should be dealt with courteously and sensitively and will, as a minimum, receive telephone or written notification of the outcome of the selection process.
- Where there is an international candidate and a candidate from the UK who are equal after the selection process is complete and both meet the requirements of the role, then the candidate from the UK must take precedence, and be offered the role. This reflects the statutory employment requirements.

5.3 Referees

- Information sought from referees should be structured around the requirements of the job and the job description should be provided. It should be noted that many organisations have a policy of not providing personal references and therefore references provided may only confirm details of current appointment. This is much less likely to be the case with references for academic posts which are of a more personal nature.
- For academic posts two references will be taken up, one normally prior to interview and the second, upon being offered the role. The second reference is an employment reference from the current employer. This is a reflection of established practice and relates to the nature of the references. For support posts two references will be taken up, normally for the selected candidate and after the interview, one of which should be from the current or most recent employer.
- Referees should not be contacted without the candidate's consent and the information provided should be treated as confidential by the panel members.
- In certain circumstances a school or personal reference is acceptable.

5.4 Making the Appointment

- It is recognised that in many cases it is desirable to make a verbal offer very shortly after the

selection process to enhance the College's ability to recruit the selected candidate. In such cases the verbal offer will normally be made by the Chair of the selection panel, although he or she has the discretion to delegate this responsibility if felt appropriate.

- The College recognises open contracts as the general form of employment relationship between employers and employees and will appoint new and existing staff to indefinite contracts unless necessary and objective reasons justify use of a fixed-term contract.
- Appointments will usually be made at the grade minimum of the advertised salary scale unless directly relevant experience would justify additional increments. Advice should be sought from HR if the intention is to appoint at the grade maximum of the advertised salary scale.
- Once a selection decision has been made the HR Services team will produce a written offer of employment following receipt of an appointment form (which includes salary recommendation) from the Chair of the selection panel, in line with agreed service standards. Offers of employment are normally subject to satisfactory references, medical clearance, checks of qualifications and any other checks as appropriate, such as Asylum and Immigration checks, Criminal Records Bureau checks (for posts that are exempted from the provisions of the Rehabilitation of Offenders Act).

5.5 Induction

Induction is the final stage of the recruitment process. Once the successful candidate has accepted the offer of employment and a start date has been agreed the line manager is responsible for preparing a comprehensive induction programme for the new employee.

6. Staff Development

UK Quality Code Chapter B3- Indicator 4

“Higher education providers assure themselves that everyone involved in teaching or supporting student learning is appropriately qualified, supported and developed.”

The college considers the extent to members of staff have:

- Appropriate and current practitioner knowledge and an understanding of the subject they teach (which may be demonstrated by a qualification) and an understanding of the disciplinary scholarship.

- Appropriate to the academic level of the students they are teaching the necessary skills and experience to facilitate learning in the students they are interacting with, and to use approaches grounded in sound learning and teaching scholarship and practice.

The college encourage newly appointed staff to engage in the induction session offered to them in addition to mentoring opportunities

All appointed teaching staff are encouraged to develop and extend their teaching capabilities and to reflect upon their teaching practices. Samples of the college staff reflection reports are available on the college VLE.

Continuing professional development activities are made available to all teaching staff. The internal and external staff development programmes give equal opportunities to all staff to engage in any of these programmes.

- CPD could take the following forms:
- Attending internal workshops provided by College Staff.
- Attending Internal workshops provided by external speakers.
- Carrying out teaching observations.
- Attending conferences provided by our partner Universities, awarding bodies and QAA.
- Attending training provided by our partner universities and awarding bodies.
- Attending External professional development events
- Studying for Postgraduate qualifications in the subject area.
- Studying for teaching qualification.
- All teaching staff are encouraged to engage with all the above activities. For example all staff have to engage in a peer observation process, this include two observations per year. It is the opportunity to identify and share good practices, in addition to identify areas for improvement.
- Staff development processes are monitored by the Quality and Standards Committee. After identifying the staff needs through observations and external examiner reports, the Committee will arrange the CPD activities and share it with staff before announcing that and finalise the dates which will be added to the college Quality Assurance Calendar.

References:

Recruitment Policy, “University of York”

Staff Recruitment and Selection Policy and Procedure, “Angelia Ruskin
University” UK Quality Code Chapter B3

The End