BORDERS COLLEGE

Employee Resourcing Policy and Procedure

July 2026

History of Changes

Version	Description of Change	Authored by	Date
1.1	Minor changes to reporting data	Debbie Kerr	March 2015
1.2	Changes incorporating recommendations from Internal Review	Debbie Kerr	August 2016
1.3	Change to externally funded roles approval and dates and job titles	Debbie Kerr	January 2023
1.4	Change to terminology	Debbie Kerr	January 2026
1.5	Examples of conflict of interest included	Debbie Kerr	July 2026

1. Introduction

It is the policy of the College to create and maintain a highly motivated and effective workforce by attracting and recruiting the best people for all levels of vacancy. In pursuing this objective, fairness, consistency and transparency will underpin all processes associated with recruitment and selection.

It is the organisation's policy to recruit the best person for each vacancy, regardless of any protected characteristic. Applications for employment, training and promotion are monitored by protected characteristic and reported in the Equality Mainstreaming Report. Any pattern of inequality will be addressed. Whenever possible, existing employees will be invited to apply for promotion opportunities.

2. Scope

Any staff member within the College with the remit for recruitment and selection of staff, is required to be familiar with this policy statement and adhere to the principles of the policy.

3. Key Principles

3.1 The College will recruit staff on the basis of merit and will adhere to all employment legislative requirements, including the Equalities Act 2010.

3.2 The College will seek to promote best practice in recruitment and selection. This will involve reviewing existing practices and incorporating new approaches.

3.3 All College staff who participate in any aspect of the staff recruitment and selection process will have undergone training in recruitment and selection procedures and will have undergone training in equality and diversity. In addition, those staff will be required to maintain currency in these areas by attending refresher sessions and updates.

3.4 The College recognises the importance of the composition of the workforce reflecting that of the wider community. In light of this the composition will be monitored and periodically evaluated. Where there is evidence of unexplained under representation of any group or groups, then this will be addressed.

3.5 Any applicant with a disability will be afforded reasonable adjustment with regard to all stages of the recruitment process. Where a candidate with a disability meets the minimum criteria, as set out in the person specification, they will be guaranteed an interview.

3.6 All information and documentation regarding applicants will be processed and maintained in accordance with the Data Protection Act.

4. Responsibilities

4.1 The Executive is responsible for overseeing compliance with the principles of this policy.

4.2 The Director of People Services is responsible for the implementation of this policy.

4.3 Line Managers are responsible for ensuring compliance with this policy.

5. Related Documents

5.1 Employee Resourcing Procedure

6. Review

This policy will be reviewed every three years or more regularly if required.

1. Introduction

This procedure is to support the College's policy to recruit the best person for each vacancy, regardless of any protected characteristic. Applications for employment, training and promotion are monitored by protected characteristic and reported in the Equality Mainstreaming Report. Any pattern of inequality will be addressed. Whenever possible, existing employees will be invited to apply for promotion opportunities.

2. Scope

Any staff member within the College with the remit for recruitment and selection of staff, is required to be familiar with this procedure and adhere to the principles of the procedure.

3. Key Principles

3.1 The requirements for staffing of all organisations change over time and therefore all replacement and/or new posts should be justified by the manager responsible. A Vacancy Request must be prepared and submitted to the People Services department for consideration by the SLT. Vacancy Request Forms are available on the People Services hub and should be accompanied by a Job Description and Person Specification for the post.

3.2 Posts which are fully externally funded will be approved by the Principal, VP Finance and Corporate Resources and Director of People Services and a report will be provided to SLT at their next meeting.

3.3 In addition, staffing requests being considered at SLT there will be an annual agenda item at SLT in April/May each year to determine staffing needs for the following session based on the delivery plan. The SLT will also consider any applications for permanent hours, outwith those determined by National conditions of service. These will be considered in September each year once student numbers are confirmed.

3.4 Copies of the advertisements will be sent by e-mail to all staff and will be placed on the College internet to give existing staff the opportunity to apply.

3.5 Staff concerned with recruitment must ensure that they comply fully with Equalities, Diversity and Inclusion Policy.

3.6 Shortlisting will be carried out by assessing the information on the application form against the essential and desirable criteria on the person specification. At this stage the process will be conducted in a way that protects the anonymity of the applicant thereby supporting greater objectivity.

3.7 A decision to interview, short-list or offer employment will take no account of an applicant's trade union membership or non- membership and any relationship to current members of staff. Where, however, any member of the interview panel has a conflict of interest, this should be recorded and, where necessary, that interviewer removed from the panel. (Examples of a conflict of interest would be an existing or previous personal or professional relationship, a family member or friend.) This information must be declared to People Services prior to the interview process and if necessary an alternative panel member may be appointed and the staff member removed from the process.

3.8 All job applications must be acknowledged in writing at the earliest opportunity.

3.9 Under normal circumstances where insufficient numbers, or an insufficient standard, of applications are received the post may be re-advertised.

3.10 Applicants selected for interview will be advised of the arrangements, the format of the interview and time and location of the interview. Due to the composition of the interview panel, it is not always possible to reschedule interviews, and applicant should make every effort to attend. However, if the interview time is not suitable it may be possible to change it. Normally shortlisted candidates will be given a minimum of 5 days' notice of the interview. Candidates will be asked to confirm attendance.

3.11 In accordance with the College's equal opportunities policy, steps will be taken to encourage people from under-represented groups to apply for positions at all levels in the College. In addition, attempts will be made to accommodate the particular needs of any person suffering from a disability within the meaning of the Equality Act 2010 at all stages of the recruitment process.

3.12 All applicants with a disability who meet the minimum criteria for the job vacancy will be guaranteed an interview and will be considered on their abilities.

3.13 Recruitment/applicant sessions may include informal interviews and will always include a formal panel interview with a representative of the People Services Department in attendance. Selection will be based on a competence- and/or values-based interview and may include a skills test, presentation, mock teaching session or other assessment as deemed appropriate to the post.

3.14 Interview questions will be agreed by the panel prior to the interview. The same set of questions will be asked of all candidates. Where panel members believe that the candidate has not fully demonstrated competence on any area then a follow up question may be asked.

3.15 Notes will be taken during the interview to assist in the assessment process. It will be explained to the candidate that notes are being taken for this purpose. These notes will be maintained for a period of six months after appointment to the post is made.

3.16 Unsuccessful candidates and those applicants who are not short- listed will be informed of this fact as soon as possible by letter from the People Services Department. Existing employees will, in addition, be advised verbally by the recruiting manager as to why they are not being interviewed.

3.17 Where an existing employee is unsuccessful in their interview for an internal vacancy, post interview counselling will be offered to the applicant.

3.18 Any unsuccessful applicant will be entitled to feedback on any aspect of their application. The feedback will be specific, will be delivered in a way as to be useful to the candidate and will not refer in any way to other candidates. Training on the provision of feedback will form part of the recruitment and selection training.

3.19 When a suitable candidate has been identified, an offer of the job, (which must have been approved by the Senior Manager) specifying the salary will be made subject to satisfactory reference, police, health, employment and qualification checks. Each letter offering a job will also be accompanied by a statement of the main terms and conditions of employment relating to that position and a copy of the statement for the applicant to sign denoting acceptance of the job on those conditions.

3.20 In the case of internal promotion, the employee who is to be promoted will be made aware of the conditions attached to the promotion, e.g. salary, fringe benefits, probationary period where appropriate and what will happen should they be unsuccessful in their new role.

3.21 Details of new appointments will be sent by the People Services Department to the relevant departments in order that an induction programme can be arranged.

3.22 All internal and external appointments will be made subject to a satisfactory probationary period of up to six months. The progress of new employees will be monitored closely by their line manager during this period, and they will be interviewed by the appropriate manager during and at the end of the probationary period. A recommendation as to whether the employment should be confirmed must be made on the Probationary Period Review Form. The probationary period may be extended once by an agreed period of up to four months if there is some doubt about whether the new employee is suitable. During this extended period there will be monthly reviews with records of progress. Employees will be informed in writing of the outcome of the probationary period. For more information, please refer to the Probationary Period Guidelines.

4. Responsibilities

4.1 The SLT is responsible for overseeing compliance with the principals of this policy.

4.2 The Director of People Services is responsible for the implementation of this policy.

4.3 Line Managers are responsible for ensuring compliance with this policy.

5. Related Documents

5.1 Employee Resourcing Policy

6. Review

This policy will be reviewed every three years or more regularly if required.

Recruitment Process

Procedure guidelines that support the Employee Resourcing Policy

There are two main reasons a candidate will submit their Curriculum Vitae (CV) or an application form to Borders College.

1. In response to an advertisement

2. For speculative purposes

For each of the above scenarios the submission can be from an internal member of staff, a candidate acting through self-interest, or agency acting on behalf of a candidate.

Creating a job vacancy

All posts other than supply lecturing posts require the approval of the SLT. Vacancy Requisition forms should be submitted to the Director of People Services and the Director of Finance and Procurement for approval prior to being added as an agenda item on the next SLT meeting.

The Recruiting Manager should ensure an accurate and up to date Job description and person specification are attached to the Vacancy Requisition form. The job description and Person spec must be in the standard format (available on the People Services Hub).

This will enable a Job Advert to be created and circulated internally, posted on the college website and advertised externally if required by the People Services Department.

As there may be a cost associated with advertising the recruiting manager should consider **where** best to advertise carefully. If there is potential for high demand with the right skill set internally, consider delaying advertising in Newspapers etc for a period of time if succession planning is an option.

Once a post is approved a meeting between People Services and the Recruiting manager will be arranged to agree process, dates and to ensure that all necessary information has been shared with the People Services Department. The composition of the panel will be determined by the Recruiting Manager.

Applications should be sent to the People Services Department, anyone sending only a CV will be asked to submit an application form before the application can progress. It is no longer possible to proceed to interview unless an application is complete. This is primarily so that the College can collate all the information required from the candidate in order to decide whether to move to the next stage of the application and to carry out necessary equal opportunity monitoring.

Applications received by the People Services Department will be sent to the Recruiting Manager within 48 hours of the closing date of the post. The names and all personal details other than experience of the candidates will be omitted at this stage. The Recruiting Manager should ensure the screening matrix which will be sent to them is complete for **ALL** applications received.

The Screening matrix should be completed for, and attached to, all application packs.

The screening matrix should be completed for all applications, irrespective of role or contract type. The reason for this is so that:

1. The procedure will be consistent for all candidates and the College therefore minimising the risk of breaching legislation.
2. There will be visibility of decisions made.

Applications not achieving the minimum standard

Line managers should ensure that if any of the essential criteria is not met, applicants are not taken forward to interview.

If unsuccessful at the screening stage, the People Services Department will advise the individual they have not met the minimum requirements and store the application for 6 months. The People Services Department will not automatically progress the application. It is up to the individual to progress future opportunities should they become aware of a future vacancy.

Applications achieving the minimum standard

The Recruiting Manager will advise the People Services Department of the candidates who have achieved the minimum criteria and when they which to interview. If the Recruiting Manager does not want to interview a candidate, the application along with reasons why (shown in the screening matrix) should be returned to the People Services Department to send a standard reject letter following the interview process being complete.

In addition, the People Services Department will advise the Recruiting Manager of candidates that have not been selected, should they believe they meet the minimum requirements for the post and have declared a disability.

If the Recruiting Manager wants to interview a candidate/number of candidates, the People Services Department must be given sufficient notice to notify the candidates 1 week before the interview date, unless business needs dictate otherwise. This should be agreed at the beginning of the process as part of the recruitment meeting. The Recruiting Manager will be made aware of the names of candidates once this decision has been made.

The Recruiting Manager should add or amend any role-specific and competency/values-based questions and the **expected answers** to the interview script for that role. A database of possible questions can also be provided by the People Services Department. The People Services Department will add questions to this database on an ongoing basis.

From the Job description and person specification criteria the Recruiting Manager will select which competency/values-based questions, e.g. teamwork, Leadership or communication should be asked at interview from the database. If unsure the Recruiting Manager should liaise with the People Services Business Partner. The Recruiting Manager should complete the interview script at least 5 days before the interview and bring along on the day to agree the structure. If the Recruiting Manager requires candidates to complete a skills test, e.g. presentation or exercise, they should advise People Services at the start of the process, along with the weighted importance of the test.

The People Services Department will meet the Recruiting Manager 15 minutes before any interview/group of interviews to finalise the interview structure and allocate questions.

The Interview Process

Follow Interview structure checklist.

The People Services representative should take notes in the relevant section for each question.

The Decision

Immediately after the interview, the interview panel will score the interview, by giving a 1-5 for each question.

The People Services representative will calculate average/successful individual. If there are any additional elements to the processes, e.g. a mathematical test, People Services should be made aware of the weight of this element to calculate the overall score.

An outcome will be agreed, based on the performance **Score** on the day. For example, if a candidate scores all 5s we can’t reject and give to someone who is all 2s. It is important not to take the best candidate on the day if the required level is not met. Candidates must score at least 50% of the total score possible to be considered for the position. It is acceptable not to select any of the candidates if the minimum score is not met.

Should you wish to appoint a candidate scoring a 1 or 2 in any question, you must justify this on the approval form and put in place a development plan via the induction process.

If the candidate already works for the college their skills and experience should be used only to pass screening and get to interview stage. It is indirect discrimination to give a role to a candidate because we like and know them or because they may leave if unsuccessful, who scored below the minimum criteria at interview, when another candidate scored higher.

By adapting this approach, the recruitment process could be deemed unfair, and the college could be taken to a tribunal.

Communicating the decision

Once the People Services Department have obtained the Senior Manager's authorisation. The Recruiting Manager will be advised so that they can contact the relevant person and advise that we would like to offer the position subject to satisfactory police, reference, qualification, employment, health checks and 6-month probation period. They should also confirm the start date and any induction arrangements. The Recruiting Manager should advise People Services if the first-choice candidate accepts or declines.

Once the candidate verbally accepts People Services will then send a recruitment pack to the candidate and start security checks. People Services will send decline letters to those unsuccessful within 5 days, giving them the opportunity to request feedback.

People Services will inform relevant departments of the new start and IT will provide log in details to the line manager prior to the start date wherever possible.

Feedback

The Recruiting Manager will provide generic or specific feedback if required for those unsuccessful, i.e. what responses we were looking for from the questions. The Recruiting Manager can make an appointment with the People Services Business Partner prior to giving this feedback if required.

Internal Candidates will be offered a feedback session from the Recruiting Manager.

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