



## Recruitment Policy

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# **Recruitment and Selection Policy**

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## **Advice**

1. The Recruitment, Selection and Promotion Policy is designed to enable the college to meet its statutory legislative requirements and to provide advice, guidance and support to HR Staff, Vacancy and Selection managers and to employees throughout the college.
2. The policy is designed to enable Managers to organise fair and transparent recruitment, selection and promotion exercises in a wide range of scenarios.

### **Introduction**

3. The College will use a competency based (or similar) framework for all recruitment, selection, and promotion exercises. This will be based on the key competencies (or similar) identified for each role. These competencies (or similar) will be subject to consultation with TUS and our support staff during the next few months and will, when agreed, be located at appendix 1.

### **Scope of the Policy**

4. The policy applies to all recruitment, selection and promotion scenarios identified by the College.

### **Aims of the Policy**

5. To review and update the existing policy in line with the general review of all college HR policies.
6. To ensure that the policy reflects good practice and achieves consistency, fairness and transparency in all selection scenarios.
7. To provide advice, support and guidance to all managers and employees involved in selection exercises.
8. To promote Equality of Opportunity and, in particular, to introduce clearer guidance about how applicants/candidates with disabilities must be treated in relation to reasonable adjustments, including the introduction of a Guaranteed Interview Scheme (appendix 2).
10. To improve the effectiveness of the Recruitment system by providing vacancy owners with more job-focused selection methods to ensure we recruit the best candidates using the right criteria.

### **Fair and Open Recruitment**

11. UHI Argyll is committed to a policy of fair and open recruitment. This means that permanent vacancies will always be opened up to external applicants, unless exceptional circumstances apply. For example, where there are College employees who have been formally declared *at risk of redundancy* – see (see Redundancy Policy – redeployment).

12. College employees are encouraged to apply for new permanent (or temporary) positions within the College. The policy of fair and open recruitment means that internal applicants may be asked to apply for these positions externally where they will be assessed in fair competition with external candidates, using the same criteria.
13. The College *may* decide to fill temporary vacancies (up to 12 months) internally or externally, depending on the business circumstances prevalent at the time.  
When deciding which method to adopt Managers should consult the Head of HR & OD and consider the following:
  - The period of the vacancy and the costs of external recruitment
  - The benefits that external candidates may bring in terms of skills, specialism, experience and competencies.
  - Backfill issues
14. Where a temporary post is filled internally and where these posts subsequently become permanent at any time up to the end of the original planned end date then they must be filled on a fair and open recruitment basis, including external candidates.
15. Where an internal candidate has filled a temporary vacancy this should be done on a secondment basis. This means that the employee has the right to return to their old job at the end of the secondment. Whilst on secondment, secondees should agree a keeping in touch arrangement with their previous line manager, where appropriate, to keep them informed of developments within their home section.
16. If a secondees's home position becomes at risk of redundancy whilst they are on secondment then this should be resolved in line with the College redundancy policy. Where this results in a pool of staff being placed in a selection pool for redundancy then the Senior Manager responsible for the redundancy scenario must consult with the Head of HR & OD to agree the procedures to be followed.
17. All applicants who accept a position will be asked to complete application of the Protection of Vulnerable Group Scheme (PVG) in line with the requirements of Disclosure Scotland.  
Managers need to be familiar with the requirements of this policy but the HR Team will be able to provide advice about the scheme.
18. Where a PVG Scheme Record is returned and discloses any criminal or other information which is relevant then the Head of HR & OD will discuss this with the Recruiting Manager. The Recruiting Manager must consult with the Head of HR & OD if they wish to employ someone with a *potentially* unsatisfactory disclosure. It is the responsibility of the Principal to make the decision about whether an unsatisfactory Scheme Record will preclude someone from employment at the College.

19. In making decisions about employment the College recognises the aims and requirements of the **Rehabilitation of Offenders Act 1974 (Exceptions) Order 1975** (as amended in 2015). Managers must consult with the Head of HR & OD who is responsible for ensuring that ex- offenders are fairly treated in any recruitment scenario in line with our Recruitment of Ex offenders policy

### **Applicants who declare a Disability**

20. All external applicants will be asked to complete an equality monitoring form (see appendix 3) to enable the College to comply with its legislative reporting requirements, including the Public Sector Equality Duty.

21. Where an applicant identifies themselves as being disabled (under the terms of the Equality Act 2010) the HR Team will discuss whether any reasonable adjustments will be required if a candidate is selected for interview. The equality information will not be revealed to any selection panel for any other purpose than the provision of reasonable adjustments at interview or to enable the College to meet the requirements of our own Guaranteed Interview Scheme, following a sift.

22. Where a successful recruit has declared a disability and where the College (and the new recruit) may benefit from a detailed **Occupational Health Service Assessment** then this will be identified by the HR Team. The Recruitment Manager must then prepare a submission to the College's OHS Advisers to obtain relevant information to enable Reasonable adjustments and/or other occupational advice to be put in place to support the new recruit prior to their start date (or as soon as is practicable afterwards).

### **23. Protection of Vulnerable Groups (Scheme)**

The College is required to comply with the Protection of Vulnerable Groups Act (Scotland (2007)).

<b>Procedures – The Key Things You Need to Know</b>
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- 1. Recruitment Principles**
- 2. Equality of Opportunity**
- 3. Guaranteed Interview Scheme**
- 4. Identifying a Recruitment Need**
- 5. Authorisation Process for Recruitment**
- 6. Recruitment Advertising**
- 7. External Applications**
- 8. Internal Applications (including Promotion)**
- 9. Competency Based Application Form / Expression of Interest**
- 10. Assessing and Scoring application forms (sifting)**
- 11. Interviewing**
- 12. Assessing and Scoring Evidence at Interview**
- 13. Action after the Selection is made**
- 14. References**

**Advice**

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## Procedures – The Key Things You Need to Know

### Principles of Recruitment and Selection

1. It is critical to the success of any organisation that their recruitment and selection policies and procedures enable them to select the best candidates for the position. It is equally important that these policies and procedures are fair, inclusive, transparent, consistently applied and that they allow for equality of opportunity.
2. UHI Argyll uses a competency-based (or similar) system for selection scenarios (excluding redundancy selection). This system enables us to select people into positions for which they have demonstrated that they have the right mix of skills, abilities and behaviours (competencies) identified as being required for the successful candidate to effectively deliver the requirements of the Job.
3. Every Job Description and advert for positions in the College must include a statement of which key competencies are required to enable a candidate to undertake the job to the College's requirements. Job Descriptions (including key competencies) will be reviewed annually as part of the College Review process.

### Equality of Opportunity

4. UHI Argyll is an equal opportunities employer and is committed to taking active steps to ensure that protected groups (as defined by the Equality Act 2010) are afforded equality of opportunity in recruitment and selection scenarios.
5. To enable us to monitor the effectiveness of our recruitment, selection and promotion processes the College will collect data from all applicants for positions advertised (see **appendix 3**). This data will be collected *solely* for the purposes of analysis and comparison with other available data and will be held in strictest confidence.

In particular, it is a requirement of the Equality Act that no selection manager will be provided with information about a declared medical condition or disability prior to the conclusion of the selection exercise except where the applicant/candidate requires a reasonable adjustment as part of the selection exercise, for example, to facilitate a fair interviewing environment.

### Guaranteed Interview Scheme (GIS)

6. If a candidate/applicant is disabled (as defined by the Equality Act 2010) then, providing they meet the minimum criteria for an advertised post, they will be given the guarantee of an interview.

Full details of the GIS are contained at **appendix 2**.

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## Procedures – The Key Things You Need to Know

### Identifying a Recruitment/Selection Need.

7. Recruitment/Selection needs may arise in a number of scenarios, such as;

- A newly identified work requirement
- A resignation
- A retirement
- A dismissal
- Internal re-structuring or re-designing of service provision
- Changes to service requirements
- Redundancy (see redundancy policy)

8. The first consideration that the Manager of the business area affected should make is whether a *straight replacement* on the same basis is appropriate. It is often the case that simply replacing a position with more of the same is not the best solution to the need, in the light of changes which have occurred since the post was originally filled.

Considerations should include;

- Does the “vacancy” need filled at all?
- Is there an opportunity to make other organisational changes which change the recruitment need?
- Can the vacancy be filled internally or through promotion?
- What working patterns would enable me to meet the business needs (including part-time).
- Is there an opportunity to work in a different way, perhaps with other teams/UHI/Other Colleges which provides mutual benefits whilst delivering a satisfactory service?
- Where a manager is unsure about the appropriate solution to a potential recruitment scenario they should consult with their Senior Manager, other Managers or the Head of HR & OD for advice. If the result of the owning Manager’s consideration is that recruitment is required, then this must be authorised by the College SMT.



## Procedures – The Key Things You Need to Know

### Authorisation Process for Recruitment

9. All Recruitment/Selection/Promotion requirements must be authorised by the College Senior Management Team. The process for authorisation is contained in **appendix 4**.
10. Vacancy Managers must liaise with HR to determine the most cost-effective media for advertising. A summary of the responsibilities of the Selection Manager/Panel Chair is contained at **appendix 5**

### Recruitment Advertising

11. Vacancy owners and the HR administrator must discuss and agree a media plan when advertising a vacancy. The results/outcomes of previous media plans should be discussed when agreeing a plan. This *may* include the use of one, or more, of;

Social Media	Local/National Press	Recruitment websites
Specialist Publications	Other Local Media	College/UHI/CES Website

12. The HR Administrator will arrange the placement of appropriate advertising once this has been agreed with the Vacancy Manager. The HR Administrator is responsible for ensuring that enquiries are handled professionally and timeously.

The HR Administrator must ensure that all applicants are issued with **appendix 3 – Equality Monitoring Form** to enable the College to gather data, analyse it and use it to promote equality in the recruitment process effectively and to enable us to meet our Public Sector Duty Requirements.

The HR Administrator must identify any reasonable adjustments required by applicants and notify these to the Vacancy Manager at an appropriate time (usually, prior to the interview stage). See **appendix 6 – Role of HR Administrator**.

13. External applications should be made on the College Application for Employment Form (**appendix 7**). The College HR Team will **not** retain CVs or other speculative approaches and jobseekers making such enquiries will be advised to apply on a situational basis for advertised vacancies. CVs will be passed to Section Managers for information only to keep them up to date with the potential pool of skills available within the community for the purposes of planning.

## Procedures – The Key Things You Need to Know

### External Applications

### Internal Applications

14. Staff applying for internally advertised opportunities (including promotion) should complete an appropriate version of **appendix 8**– Expression of Interest Form – which will be issued with the internal advert by the HR Team.

### Competency Based Application Form / Expression of Interest

15. Applicants will be required to complete an application form or an expression of interest form (where the vacancy is to be filled internally). Applicants must provide evidence in their application which demonstrates that they have the *potential* to undertake the vacant post effectively. This means providing evidence relating to their performance in previous role(s) to provide an indication of *potential* performance in the future.
16. The HR Administrator will agree with the Vacancy Manager which competencies will be included in the application form to enable the College to sift and assess the initial applicants. This must be a minimum of two.

### Assessing and Sifting Application Forms

17. Where there is a surfeit of applications then the Vacancy Manager may perform a “sift” to exclude applications containing weaker evidence. The Manager should do so in conjunction with the other member(s) of the selection panel, unless this is impractical, in all the circumstances.
18. The Manager must record their reasons for exclusion where this has occurred, and this must be retained with the exercise papers. The sift should be performed using the competency criteria relating to the post and “scored” accordingly. This is necessary to ensure that sifting is fair, open and transparent and also to provide applicants with feedback, where this is requested.
19. Candidates will all receive a *briefing paper* which will provide them with information about the evidence requirement for their application. This will require them to provide specific examples demonstrating that they have the skills, abilities or behaviours required for the advertised position.
20. Where there are large numbers of applicants a *merit list* should be created to enable those applicants scoring highest to progress to the next stage. This may mean that some strong candidates may not progress to the second stage and it is important that the merit list is scored accurately to ensure that the best candidates are progressed and that other, strong candidates can be given appropriate feedback about why they failed to progress.

## Procedures – The Key Things You Need to Know

21. Where a disabled applicant meets the minimum criteria for a post, even where there are other candidates who do not progress but have a higher score, then they will be invited to interview in accordance with the Guaranteed Interview Scheme.
22. Managers should limit interviews to a ratio of 4/5 interviewees to one post except where they have business reasons for interviewing more candidates.

### Interviewing

23. Invitations to interview will include details for candidates relating to the provision of acceptable evidence of identity. Acceptable forms of identification mirror those required by the PVG scheme and are listed in **appendix 12**.
24. Interviews are designed to enable applicants to demonstrate their suitability for a post. The questioning framework, therefore, should aim to facilitate this. Selection panels should ask questions specifically aimed at seeking evidence of the *indicators* which most reflect the requirements of the specific post being filled. Examples of this type of question are contained in **appendix 10**.

The Competency Framework is a generic set of indicators which are designed to allow Managers to select the key areas for their specific vacancy. Managers should not attempt to “tick every box” from the list but rather should satisfy themselves that they have covered the most important areas (in relation to the vacancy) in as much detail as required.

25. Where one or more competencies are required at higher levels, additional scrutiny and exploration should be allowed for, during interview.
26. Panels should ask, *broadly*, the same questions of each candidate. They may choose to probe further or explore evidence specific to candidates, thereafter.
27. Managers may decide to use specific assessment methods where they believe this will enable them to select the best candidate. For example, the most highly weighted competency for lecturing staff is Communication (or similar). It may be useful to test this competency by requesting candidates to “teach” a lesson or to present some other form of communication which mirrors the skills, abilities and behaviours relevant to teaching. Managers have the discretion to decide how they wish to do this but should always consult with a Senior Manager or the HR Manager before the selection exercise for advice. Guidance for lecturing staff panels, including input from students, is under development.
28. Where candidates have previously been assessed at a sift, the Panel Chair has the discretion to use that evidence to structure the panel questions at interview or they may ask for different examples which better match the key indicators contained within any individual competency. Candidates will be aware of this as it is contained in the briefing they receive with their invite to interview.

## Procedures – The Key Things You Need to Know

- 29. Evidence presented to support one competency can be cross-referred (and scored) into a different competency where there are overlaps and the evidence is significant.
- 30. Interviewers should avoid asking *hypothetical* questions such as “what would you have done if....”. It is important for objectivity that applicants are rated on their *actual* past behaviour in situations, rather than on their understanding of what effective behaviour looks like.
- 31. It is acceptable for candidates to bring notes with them to interview. Interviewers need to take into account whether an over-reliance on notes reduces the credibility of the evidence. Candidates are made aware of this consideration in the interview pack.

### Assessing and Scoring Evidence at Interview

- 32. Competency-based selection is designed to gather evidence of past behaviours and assess these as an indicator of future performance. This is because past performance (of how someone *actually* behaved) is an effective predictor of how they will behave in the future.
- 33. Scoring should be undertaken using the Assessment Template (**app 12**). This will be provided to the Panel Chair prior to the interview and should be used to prepare, discuss and record (broadly) the questions asked and a summary of the candidate’s evidence. This evidence should be factual but must be sufficient to enable the panel to assess the candidate. It should also be robust enough to enable the panel chair to provide feedback to the candidate (upon request).
- 34. Panels must not use the indicators in the competency framework as a “tick-list”. There will normally be 2 or 3 areas/indicators which will be more important than others and Managers should attach most weight to these areas. Panels must weigh up the evidence in relation to a range of “measures” and arrive at a balanced judgement. Examples of useful measures include:

## Procedures – The Key Things You Need to Know

**Context** – What was the problem, how “big” was it, what were the circumstances which made the evidence significant?

**Impact** – What was the impact of the task, behaviours or actions presented? What changed or improved? Did anyone notice?

**Weight** – Was it a large piece of work which took up lots of time and resources, was it something particularly challenging in the circumstances?

**Complexity** – How difficult was the task? Did it require considerable research, investigation, negotiation, consultation, communication or was it fairly easy?

**Barriers/Resistance** – Did the actions have support or were there barriers to be addressed, problems to be overcome and resistance to be managed? How did the candidate overcome these?

**Influence** – What changed as a result of the piece of work? Did it influence others to change behaviours, processes or practices?

**Outcome** – What was the outcome? Why was this significant or important? What did it mean for the team or organisation?

*See also **appendix 11***

35. Once the Panel have discussed and assessed the evidence they must decide upon a score and enter this in the assessment template. Where a panel has interviewed a number of candidates, they must review the scoring at the end in order to ensure that they have been consistent throughout the assessment exercise (moderation).

### **Actions after the Selection is made**

36. Recruitment Managers are responsible for returning the panel record (**appendix 13**) and all paperwork relating to a selection to the HR Team as quickly as possible after the interviews have been completed. The HR Team will write to all candidates within 2 working days of the selection papers being received, including the Principal's authorisation.

For external or new appointments the Panel Chair must then make a recommendation for appointment to the Principal using **appendix 14**.

## **Procedures – The Key Things You Need to Know**

37. The Vice Principal is empowered to authorise recruitment in the Principal's absence.

### **References and Identification Check**

38. References will be taken up by the College at the point of an offer letter being sent. HR staff must follow the College references policy in all cases.

## Advice

- Q1.** I have been asked to be part of a selection panel but I don't really feel I have the ability to do so? What do I need to know?
- Q2.** I have applied externally for a fixed term post. What will happen when the post comes to an end?
- Q3** How do I know if I should declare a disability when I'm applying for a job in the College?
- Q4** If candidates are awarded the same score after interview how do I select the successful candidate?
- Q5** Who is responsible for providing feedback to unsuccessful candidates?
- Q6** I recently selected someone for a post in the College and there were 2 other candidates who impressed me greatly. Another post has now arisen requiring similar competencies. Do I need to re-advertise or can I fill this post using the from the list from the previous exercise?
- Q7** I have been employed on a fixed term appointment – Can I apply for a permanent post which is being advertised internally?
- Q8** I am employed on a temporary contract (week to week basis). Can I apply for a permanent internally advertised post?
- Q9** Must candidates write or describe competency evidence which meets each indicator for the competence?
- 

**Q1. I have been asked to be part of a selection panel but I don't really feel I have the ability to do so? What do I need to know?**

All Managers and staff who are likely to have to serve as part of a selection panel should have taken part in a HR Workshop about **Competency-Based selection**. This should be arranged with one of the HR Team as soon as possible. Where this is not possible, and as a minimum, you must discuss your role in the panel with either the panel chair or the HR Officer and you must receive guidance on questioning and scoring (assessment) prior to the interview.

**Q2. I have applied externally for a fixed term post. What will happen when the post comes to an end?**

If you are successful in your application then you may accept the post on a secondment basis. This means that at the end of the period you will have a right to

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return to your original post even where this has been backfilled during your secondment.

Where your old post becomes at risk of redundancy whilst you are on secondment then the College Redundancy Policy will apply. This *could* mean, for example, that your old post could be made redundant but that you remain in your fixed term post until it ends.

You will not be treated unfavourably in a redundancy scenario whilst on a secondment because of the fact that you are on a secondment.

**Q3 How do I know if I should declare a disability when I'm applying for a job in the College?**

It is your decision whether to declare a disability when applying for a job in the college. Disabilities are usually defined under the terms of the Equality Act but many people do not consider themselves to have a disability and you are not required to declare this if you do not wish to. Information about disabilities is retained in the HR Team and is not passed to the Recruitment Panel unless you have told us that you require a reasonable adjustment to be made to facilitate your interview. If there is a sift before the interview stage on a recruitment exercise then the HR Team will, upon receipt of the merit list from the Panel Chair, inform the chair if any candidates who have met the minimum standard required for the job but who have not progressed to interview, are guaranteed an interview. At the interview stage, candidates with disabilities compete with non-disabled candidates on an equal basis although reasonable adjustments will be provided.

**Q4 If candidates are awarded the same score after interview how do I select the successful candidate?**

Panel Chairs are responsible (before the exercise starts) for determining which of the competencies (or skills/qualifications) applicable to any post rank in order of importance to the post. In the event of a tie, the candidate who has scored highest in the most important competency (or skills/qualifications) should be selected. In the extremely unlikely event of candidates being equal in every competency, the Chair must differentiate between the candidates by re-examining the evidence and identifying the best candidate in conjunction with the other panel members.

**Q5 Who is responsible for providing feedback to unsuccessful candidates?**

The Data Protection Act provides that unsuccessful candidates must be provided with feedback (upon request). Panel Chairs are responsible for providing feedback although this can be delegated to any panel member. Feedback should be constructive and be based upon the evidence the applicant has provided. Those feeding back should endeavour to provide some positive feedback for the applicant but should be clear about why their evidence was unsuccessful. It is important to retain notes which will support the provision of feedback from any sift/interview panel.

For internal selection scenarios, or where internal applicants have applied externally, feedback must always be provided to our staff to help them develop their skills in this area.

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**Q6 I recently selected someone for a post in the College and there were 2 other candidates who impressed me greatly. Another post has now arisen requiring similar competencies. Do I need to re-advertise or can I fill this post using the from the list from the previous exercise?**

It is not unreasonable to fill a vacancy from a short list in this way in some circumstances, for example;

- Where the competencies, skills and qualifications are very similar to those sought in the original job
- Where the costs of re-advertising can be reasonably avoided
- Where potential internal candidates are not disadvantaged
- Where the merit list is less than 3 months old

Managers must consult the HR Team where they are considering recruiting a new employee on this basis.

**Q7 I have been employed on a fixed term appointment – Can I apply for a permanent post which is being advertised internally?**

Yes, you can. This is because you have been recruited on a fair and open recruitment basis and have the same rights as other employees.

**Q8 I am employed on a temporary contract (week to week basis). Can I apply for a permanent internally advertised post?**

The College Policy is to recruit on an open and fair basis. This scenario has been excepted and in circumstances where the College decides to promote opportunities for our existing staff to develop and progress and where the decision is made to fill posts internally you may apply for a position which is permanent in competition with other staff. You would still be required to meet the requirements for the job which will be described in the advert and you may be in competition with permanent staff.

**Q9 Must candidates write or describe competency evidence which meets each indicator for the competency?**

No. Indicators are not intended to be used as a tick list. They are there to provide ideas about the sorts of evidence to consider. The competency indicators are not meant to be exhaustive, and it is for Managers to decide which of the indicators are key to their own vacancy.

## **Appendix 1**

## **College Competency Framework**



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## **Appendix 2**

## **Guaranteed Interview Scheme**



Appendix%202%20-%20Guaranteed%20

## **Appendix 3**

## **Equality Monitoring Form**



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## **Appendix 4**

## **Staffing Requisition Process**

Under development

## **Appendix 5**

## **Role of the Selection Manager / Panel Chair**



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## **Appendix 6**

## **Role of the HR Administrator**



Appendix%206%20-%20The%20Role%20C

## **Appendix 7**

## **Application Form**



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## **Appendix 8**

## **Expression of Interest Form**



Appendix%208%20-%20Expression%20o

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## **Appendix 9**

## **Sample Invite / Briefing Paper for Applicants**



Appendix%209%20-%20Invite%20to%20

## **Appendix 10**

## **Sample Competency-Based Questions**

Under development

## **Appendix 11**

## **Assessment and Scoring Guidance**



Appendix%2011%20-%20Guidance%20

## **Appendix 12**

## **Sample Assessment Template**



Appendix%2012%20-%20Assessment%20

## **Appendix 13**

## **Interview Panel paper**



Appendix%2013%20-%20Interview%20

## **Appendix 14**

## **Guidance for Teaching Panels**

Under development

## **Appendix 15**

## **Acceptable Forms of Identification**



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