

Recruitment and Selection Policy

1. Purpose

The purpose of this recruitment and selection policy is to ensure:

- a professional and consistent approach to recruitment and selection;
- adherence to Glasgow Life's Equality and Diversity Policy and relevant employment legislation;
- members of staff are recruited on the basis of their ability; and
- managers are able to attract and recruit staff in line with legislation and best practice

2. Scope

This policy covers all activities that form part of the recruitment and selection process. It is applicable to internal and external applicants, and all staff involved in the recruitment process. It is essential that any employee who is involved in recruitment is aware of this document and follows it.

A recruitment process flow can be found on Appendix 1.

3. Policy Statement

- Glasgow Life aims to attract and recruit people with diverse backgrounds, skills and abilities, who will enhance the quality of service and contribute to Glasgow Life's success.
- Glasgow Life is committed to protecting employment by finding suitable redeployment opportunities for displaced employees
- Glasgow Life is committed to providing opportunities for development and career progression to current employees. Glasgow Life will recruit internally in the first instance.
- Glasgow Life will endeavour to reach traditionally under-represented groups and ensure that discrimination does not take place at any stage in the recruitment process.
- Glasgow Life will ensure that recruitment procedures are regularly updated in line with changes in legislation and best practice;

4. Recruitment & Selection Training

All panel members must have completed the one day Recruitment & Selection training course in advance of any recruitment activity. Visit the [L&D Course Schedule](#) to book a place on the course. Anyone who has not completed the Recruitment & Selection training may act as an observer only.

5. Identification of a Recruitment Need

- If an established post becomes vacant or a new position of any nature is proposed, the hiring manager must obtain approval to commence recruitment from their Head of Service and Glasgow Life's finance team.
- When approval has been granted, the hiring manager will complete and submit the necessary recruitment forms which can be found on the intranet under [Raising a Vacancy](#). Completed forms should be sent to your Resourcing & Equalities Advisor.

- Recruitment requests will be further scrutinised by HR and your Head of Service to ascertain a recruitment priority level. Priority will be given to posts deemed to be 'Business Critical'.

6. Role Profile and Person Specification

The corresponding role profile and person spec must be submitted prior to commencement of any recruitment activity.

- The role profile provides a high level overview of the competencies and level of responsibility attached to the role
- The person specification outlines the essential and desirable criteria, including qualifications, experience, knowledge, skills and expertise required to perform the job. The detail set out in the person specification will provide the criteria against which a candidate can be assessed throughout the recruitment process.

7. Redeployment

Recruiting managers have some key responsibilities in relation to redeployment. Wherever possible, new vacancies should be filled by displaced employees in the redeployment pool. By using the redeployment pool to fill your jobs, you can save time and money, training could be reduced as well as time to recruit. You can keep the knowledge skills and experience of staff that are committed to working at Glasgow Life and already understand Glasgow Life's way of working. You will also be supporting Glasgow Life's commitment to staff of protecting employment and avoiding compulsory redundancy wherever possible.

For more information on redeployment see the [Redeployment Intranet Pages](#)

8. Advertising the Vacancy

Internal methods

All of Glasgow Life's vacancies will be shared with employees in the redeployment pool to allow employee matching to vacancies if appropriate. If the vacancy cannot be filled by a suitable match in the redeployment pool, it will be opened up to Glasgow Life employees. In some instances the vacancy may be restricted by grade and/or service area prior to opening up to all staff. If the vacancy remains unfilled, a business case will be submitted in order to open the vacancy up to Glasgow City Council and its ALEOs.

Adverts will be sent out via email and vacancy lists posted in staff areas for employees without access to email.

In order to meet the requirements of our external partners, advertisements will not be restricted to redeployment where a post is externally funded. Externally funded posts will therefore be advertised to all Glasgow Life staff and/or externally advertised and appointments will be made on a merit basis. Employees in the redeployment pool may apply following the usual application process and their applications will be considered equally with any other applications received.

External methods

External adverts may be requested in exceptional circumstances and will be subject to approval from the Directorate and Workforce Scrutiny Board. Glasgow Life must have exhausted all internal methods prior to making this request.

Glasgow Life may use a number of options to generate interest from individuals outside the organisation, including placing advertisements via myjobscotland, on online job boards, in newspapers, specialist journals, or via social media such as LinkedIn, Facebook and Twitter.

Advertisements must be non-discriminatory and provide candidates with sufficient information with which to make their decision about applying for the post, the job description and role profile will be accessible via the advert on myjobscotland.

9. Applications and Shortlisting

The panel must treat applications confidentially and ensure they are assessed consistently against the criteria. The panel is also responsible for recording the reasons why candidates are shortlisted or not shortlisted.

10. Interviews and Selection

Candidates who have been successfully shortlisted will be invited to attend an interview with a panel at Glasgow Life as a minimum requirement, and may be required to complete assessments such as case studies, presentations and/or any other job-related exercises. The panel will ensure candidates are assessed consistently against the criteria and competencies for the role, and the reasons for selection and non-selection must be recorded. There may also be the requirement for candidates to attend subsequent interviews. Selection will be dependent on skills, knowledge, experience and performance at interview.

11. Appointing New Employees

The hiring manager will normally make the offer of appointment to the preferred candidate(s) directly. Upon acceptance and submission of the offer paperwork, HR or CBS (depending on internal or external appointment) will liaise with candidates to confirm the appointment and commence pre-employment checks. These requirements must be completed before the new employee takes up post. HR must approve any exceptions in advance of formal appointment.

12. Internal New Starts

Where a current Glasgow Life employee has been successful in securing another role within Glasgow Life, the releasing manager will agree the employee's start date with the receiving Manager. This allows the releasing and receiving managers to discuss operational priorities and agree a start date which best meets the company's business needs.

13. Pre-employment Checks

Conducting pre-employment checks is an integral part of the recruitment process. The hiring manager will need to conduct due diligence to determine the employee's suitability for the role. Hiring managers will not confirm start dates until pre-employment checks are complete. If pre-employment checks cannot be completed, the hiring manager must discuss this with HR before proceeding.

In the event that an employee starts without completion of satisfactory pre-employment checks, this will be viewed as a serious breach of the recruitment policy and could result in disciplinary action.

Glasgow Life's external pre-employment checks consist of:

- **Referencing** – Hiring managers must obtain at least two employment references covering a minimum of the last three years of employment. HR must approve exceptions if these references cannot be obtained for any reason.
- **Right to Work** – Hiring managers must verify the employee's eligibility to work in the UK.

- **Criminal Convictions Declaration Form** – All employees must complete this form regardless of the requirement for a PVG/Disclosure
- **PVG/Disclosure** – Some posts require the employee to undergo a PVG or Disclosure check prior to commencing employment. If you are unsure, speak to Glasgow Life's Lead Countersignatory.
- **Pre-employment Health Screening** - Some posts require the employee to undergo pre-employment health screening prior to commencing employment. If you are unsure, speak to HR.
- **Employee Performance Details (applies only to previous GL employees)**
Recruiting Managers must check the Termination Form to ascertain whether or not Glasgow Life would re-engage the candidate. In the event that we would not re-engage, no verbal offer should be made and the candidate should receive the standard correspondence advising that they have been unsuccessful.

References and Proof of Eligibility to Work in the UK are not required for internal appointments.

Internal pre-employment checks consist of:

- **PVG/Disclosure** – Some posts require the employee to undergo a PVG or Disclosure check prior to commencing employment. If you are unsure, speak to Glasgow Life's Lead Countersignatory. If the employee already has a PVG or Disclosure from their employment at Glasgow Life then there is no requirement to repeat this.
- **Pre-employment Health Screening** - Some posts require the employee to undergo pre-employment health screening prior to commencing employment. If you are unsure, speak to HR.

More information on pre-employment checks and associated forms can be found on the [Pre-employment Checks](#) section of the intranet.

14. Equal Opportunities

Discrimination

Throughout the whole recruitment process, it is vital to avoid discrimination. Under employment law an employer must not discriminate on the protected characteristics of age, gender, gender reassignment, pregnancy, marital status or civil partnership, race, colour, ethnic or national origin, nationality, citizenship, disability, sexual orientation, religion, belief or previous convictions (except for posts exempt under the Rehabilitation of Offenders Act). Glasgow Life will also not discriminate either directly or indirectly, on the grounds of politics, official trade union activity or any grounds that are not justifiable at any stage of the recruitment and selection process or during employment. Those carrying out recruitment on behalf of Glasgow Life may be held personally liable for any discriminatory acts committed by them.

Disability Confident Employer Scheme

Glasgow Life is a Disability Confident Employer and has made a commitment to interview all candidates with a disability who meet the minimum criteria for a job vacancy and consider them on their abilities. Reasonable adjustments to the job description, person specification, selection criteria, interview arrangements and hours of work will be considered where reasonable and practicable.

15. Interview Expenses

Glasgow Life does not pay interview expenses to candidates who are required to travel to interview. Where there are exceptional circumstances, this should be discussed with the Resourcing and Equalities Advisor who will consider the request on an individual basis.

16. Data Protection/Confidentiality

Glasgow Life will keep confidential all candidate information gathered through recruitment campaigns and will fulfil the requirements of the relevant legislation, including the Data Protection Act 1998. For further information, please refer to the Data Protection Policy.

17. Complaints

HR will review any complaints made on the grounds of discrimination. Any acts of discrimination and/or abuse of the recruitment process by Glasgow Life employees may be treated as a disciplinary offence, which will be considered under the Disciplinary Procedure. A candidate complaining of unlawful discrimination in recruitment will have the right to bring an Employment Tribunal claim.

18. Queries

Any queries relating to this policy should be addressed to the People Strategy and Resource Manager.

Appendix 1

Recruitment Process Flow

