



RECRUITMENT AND SELECTION POLICY

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1. INTRODUCTION

The Company recognises that its employees are its most important asset, representing a substantial part of the Company's expenditure. Without an effective workforce, the Company would not be able to fulfil its obligations to service users or respond effectively to the local community. It is therefore essential that those individuals involved in the recruitment and selection process allow enough time to follow the appropriate procedures and ensure that the right candidate is appointed to the right post. The recruitment and selection process is important, as the right person for the job will have a positive impact on the Company's performance.

The aim of the Company's Recruitment and Selection Policy is to ensure that the Company select the most suitable person for the job on the basis of their relevant merits and abilities.

The Company will achieve the aims of the Recruitment and Selection Policy by:

- Ensuring that vacancies reach as wide a pool of potential applicants as practicable;
- Ensuring that there are clear job descriptions and objective person specifications for every job;
- Ensuring that the procedures for recruitment and selection are followed by everyone involved in the recruitment and selection process;
- Ensuring that all staff involved in the recruitment and selection process are given adequate training on the Company's policy and procedures and their responsibilities;
- Monitoring/Reviewing the policy and procedures to ensure that unlawful and unfair practices are not introduced;
- When appropriate, as determined by monitoring procedures, take positive action to make this policy fully effective including steps to encourage applications from under represented groups i.e. black and ethnic minority groups and people with disabilities;
- Ensuring that applicants and employees are treated fairly, consistently and sensitively.

www.myjobscotland.gov.uk ("myjobscotland") is the Scottish National Recruitment Portal (led by the Convention of Scottish Local Authorities 'COSLA'), which the Company use to advertise vacancies and administer the recruitment and selection process.

Glasgow Community & Safety Services use myjobscotland for all recruitment advertising, application processing and recruitment administration. Candidates/employees will be able to apply for vacancies online.

Customer & Business Services, Glasgow City Council manage the administrative, system and technical processes on the Company's behalf.

2. DIVERSITY IN EMPLOYMENT

In line with the Equality Act 2010, the recruitment and selection process is designed to be free from bias, as the Company is committed to the development and use of employment procedures and practices which do not discriminate on the grounds of any actual or perceived protected characteristic. The Company seeks to promote equality of opportunity for all and to promote good employee relations.

In undertaking the recruitment and selection process, care should be taken to ensure the Company is not perceived to be discriminating against candidates.

For further information, please refer to Appendix 1 – Equal Opportunities Statement.

3. IMPLEMENTATION

Responsibility for advising, developing, implementing and monitoring this policy lies with the Human Resources Manager. The day-to-day operation of this policy is the responsibility of each Head of Service, and their nominated officers, to ensure that the recruitment and selection principles and procedures are adhered to.

4. PRE-RECRUITMENT

Prior to the recruitment of a post, the Manager/Supervisor responsible for making the selection decision (The Recruiting Manager) should ensure that the post is fully authorised and fully funded. The Recruiting Manager must also ensure that there is an up-to-date, evaluated job description and person specification for the post.

All new/vacant posts, which are authorised and fully funded, will be advertised unless:

- There is a suitable redeployee within the Company;
- It is ring-fenced as part of a restructuring or reorganisation process;
- The duration of the post is for a period expected to last no longer than 6 months.

5. PRODUCTION OF JOB DESCRIPTIONS AND PERSON SPECIFICATIONS

Job descriptions and person specifications will be prepared by the Recruiting Manager on the Company's standard template.

Job descriptions are read by a range of individuals and should therefore be written using clear and unambiguous language. There should be no indication that someone of a particular protected characteristic must hold the job, unless the post is exempt under a Genuine Occupational Requirement of the Equality Act 2010. All posts should be described as accurately as possible for selection purposes so as to ensure that major aspects which might significantly affect an individual's performance are identified and considered during the recruitment process.

The person specification forms the basis of the selection decision and enables the selection panel to ensure objectivity in their selection; therefore the person specification should reflect the needs of the post. The person specification will describe the experience, abilities and skills required by the postholder to successfully undertake the duties of the post. These requirements will be divided into 'essential' and 'desirable' criteria and will be based on necessary and measurable requirements.

6. RECRUITMENT PANEL

Recruitment panels should comprise of at least two members, at least one of whom will be fully trained in the Company's Recruitment and Selection Procedures. A representative from the Human Resources Section will normally assist the panel during the interview process. The Recruiting Manager will normally chair, and be responsible for arranging the panel.

7. ADVERTISING

Permission to fill a vacancy must be obtained before seeking to advertise a vacancy.

The redeployment process will be followed before any internal or external advertisement is placed. The redeployment process will be co-ordinated by the Human Resources Section, and Managers/Supervisors may be contacted where a suitable post has been identified prior to advertising.

All vacant posts should be advertised internally as a minimum to demonstrate equality of opportunity in the recruitment and selection process. Where a job is advertised internally only, it will be open to all employees, unless otherwise stated.

Vacant posts are normally advertised externally unless it has been decided that they should be advertised internally only, e.g. due to financial constraints or career development opportunities. Externally advertised vacancies will be advertised internally at the same time. All external vacancies will be advertised online at www.myjobscotland.gov.uk and with Jobcentre Plus.

The recruitment advert should explain clearly and briefly what the job involves and what qualifications, skills and experience are essential to do the job. The advertisement should be designed to encourage self-selection and should be non-discriminatory. All jobs will be advertised as open to job share unless a specific reason prevents this.

The advertisement should include the following:

- Post title and Reference number;
- Salary;
- Key duties and functions of the post;
- Skills/knowledge/experience/qualifications required to undertake the post;
- Likely duration of the post;
- Hours of work/shift pattern;
- Closing date for applications;
- Interview dates (if known);
- Details regarding how to request an application pack in an alternative format.

To help attract the best pool of applicants, **all posts** will be advertised for a **minimum of 2 weeks**.

Advice and guidance should be sought from the Human Resources Section with regards to appropriate media and wording.

8. APPLICATIONS

All applicants will receive enough information to help them make an informed application.

Applications for posts should be made via the myjobscotland website. If it is not feasible to complete the application online, applications must be made on the Company's job application form and CVs will not be accepted. However, if the applicant has a disability which makes it difficult for them to submit a completed application form, a submission via an alternative format will be accepted as a reasonable adjustment.

The Company's Recruitment Team will be responsible for making sure that candidates, who require to submit an application in a hardcopy format, receive all the information they require. Application packs will be dispatched promptly on request (normally within 2 working days).

A minimum application pack will contain:

- A suitable covering letter;
- An application form;
- A current, accurate job description;
- A current, accurate person specification;
- Closing date for applications.

9. SHORTLISTING PROCESS

After the closing date has passed, the panel should assess the applications to determine which applicants will be called to interview. At least two members of the recruitment panel, including the immediate Manager/Supervisor, should complete the shortlisting. The recruitment panel should complete the shortlisting together within a reasonable period after the closing date of the advertisement. Shortlisting decisions should be based on evidence that the applicant has met the predetermined criteria in the person specification and all shortlisting decisions should be documented.

Candidates must not be excluded from the shortlist on the grounds of a protected characteristic, except where such disqualification is already written in the employee specification. Panel members should also not exclude applicants who appear over-qualified and assumptions should not be made about their reasons for applying for the post.

10. DOUBLE TICK SYMBOL



The Company is accredited with using the 'double tick' symbol, and as such the Company is committed to interviewing all disabled applicants who meet the minimum criteria for a job vacancy and consider them on their abilities.

If it is considered that a disabled applicant does not meet the minimum criteria then the application form, person specification and reasons for not shortlisting for interview must be forwarded to the Human Resources Section for verification.

If the decision is confirmed, correspondence should be issued to the applicant explaining the reasons why they have not been shortlisted. If the decision is in favour of the applicant, then the applicant must be offered an interview. In these circumstances, interviews should not be arranged until a decision has been made.

11. INTERVIEWS

Selection processes, i.e. shortlisting, interviews and any additional assessments, are designed to assess applicants against the job description and person specification. The relative weighting of each of these elements must be agreed in advance with the Human Resources Section.

All shortlisted candidates for the post(s) will be invited to attend a selection interview. Applicants will be invited to interview by letter or e-mail, and a minimum of 7 days notice will be given to applicants. Details of any assessments, presentations etc will be provided, including the time allocated to the task. Information and timescales should reflect the need to make reasonable adjustments under the Equality Act 2010. The Human Resources Section will address any special arrangements requested by candidates who have been called to interview.

All interviews must be conducted by a panel; the panel will normally remain as formed at the beginning of the recruitment process. The recruitment panel should be identified prior to advertising the vacancy, as this allows panel members to assist in the shortlisting process. In addition, familiarity with the vacancy and preparation for the interview is key to successful interviewing.

The interview panel must consist of a minimum of two people and should include the immediate Manager/Supervisor of the vacant post. Normally a representative from the Human Resources Section will assist at the interviews. If appropriate, representatives from partner organisations may be involved in the interview panel.

In addition, interview panels must:

- Consist of at least one employee who has received training on the Recruitment and Selection Policy and Procedures;
- Declare if they know a candidate;
- Be willing and able to attend all interviews for the duration of the recruitment process, to maintain consistency and ensure fair treatment of all candidates;
- Set core questions directly related to the criteria set out in the person specification and ask supplementary questions which will provide more information;
- Agree who will ask the questions and how supplementary questions will be formulated;
- Set core questions directly related to the criteria set out in the person specification and ask supplementary questions which will provide more information;
- Use the interview assessment form to individually assess each candidate;
- Reach a decision after all candidates have been interviewed and record it as the official decision.

The purpose of the interview is to obtain and assess information about a candidate regarding their suitability for the vacant post. While some of this evidence will be on the application form, more detailed or specific information must be obtained from the interview. Various testing can be used in addition to the interview, and candidates must be advised in advance if testing will be used. All tests must be non-discriminatory and appropriate to the skills/tasks required to undertake the duties of the post.

All interviewees must be asked the same core questions and undertake the same testing. If appropriate, reasonable adjustments will need to be considered. Recruiting Managers, who are considering the use of any other testing methods, should consult the Human Resources Section regarding the appropriateness of the test in order to avoid any form of discriminatory practice.

11.1 **The Immigration, Asylum and Nationality Act 2006**

The Immigration, Asylum and Nationality Act 2006 makes it an offence to employ anyone who does not have permission to be in, or work in, the UK. In order to avoid making assumptions about such permission, all candidates attending interview will be requested to provide evidence of their eligibility to work in the UK at their interview. It is unlawful to carry out checks only on potential employees who, by their appearance, name or accent, seem to be other than British. It will be the responsibility of the Recruiting Manager to cite original documents, and take a photocopy of these documents for retention with the recruitment and selection paperwork.

For further information, please refer to the Company's 'Guidance on Eligibility to Work in the UK'.

11.2 Interview Notes

Interview panels act for the Company in making selection decisions and are accountable for these decisions. In order to ensure that an informed decision, based on the content of the interview, is reached, detailed interview notes must be taken by each panel member. These notes must relate to how candidates demonstrate their knowledge, skills, experience and abilities in relation to the person specification. The Data Protection Act 1998 allows applicants to request disclosure of such notes in the event of a complaint. Any inappropriate or derogatory comments contained within the notes could be considered discriminatory and are unacceptable.

11.3 Records

Following interview, the application form, job description, person specification, the interview assessment form and correspondence relating to the successful candidate will be retained in their personnel file.

Any documentation forming part of the selection process for unsuccessful candidates must be returned to the Human Resources Section to be retained for a period of 6 months, after which time these documents will be confidentially destroyed. Applications will be stored confidentially for a period of 6 months, after which time they will be archived.

If there is a recruitment and selection complaint, or a claim to an Employment Tribunal, the entire recruitment file will be retained until after the claim is resolved.

12. EMPLOYMENT/DISCLOSURE OF RELATIVES

No relative of a member of the Senior Management Team shall be offered an appointment without consultation with the Human Resources Manager and the prior consent of the Board of Directors, where appropriate. If an employee is related to a member of Directorate or the Senior Management Team, they will not normally be offered an appointment in their Service. Any exception would need to be agreed by the Board of Directors.

If employees are conducting interviews as part of their job, they must disclose, prior to the interviews taking place, any relationship known to exist between them and the candidate for interview. This should be discussed/reported to the Human Resources Manager.

For further information, please refer to the Company's Code of Conduct (for all employees).

13. CANVASSING

An employee of the Company is not allowed to request or recommend that someone should be appointed to a post. Likewise, canvassing of Board Members and/or Elected Members or employees of the Company, directly or indirectly, in connection with any appointment within the Company will lead to the applicant being disqualified from applying.

14. MAKING AN APPOINTMENT

The information obtained in the application form, the interview, any selection tests and references will allow candidates to be assessed against the person specification and a selection decision to be made.

If a member of a selection panel feels that there has been irregularity in the recruitment and selection procedure and the panel cannot resolve the matter at the time, they must report the matter without delay to the Human Resources Manager.

Careful consideration should be given to any applicant with a disability where a 'reasonable adjustment' can be made that would enable the applicant to carry out the requirements of the job. Where a reasonable adjustment can be made which would lead to a disabled applicant being, or becoming, the most suitable candidate, then it is that candidate who should be offered the job. For clarification on the Company's responsibilities under the Equality Act 2010, the Human Resources Section should be contacted.

A verbal conditional offer of employment, subject to pre-employment checks, should be made at the earliest opportunity following interview. The successful candidate should be contacted before the unsuccessful candidates. Letters confirming a formal offer of employment and a Statement of Particulars of Employment will be issued by the Human Resources Section upon receipt of satisfactory pre-employment checks.

15. PRE-EMPLOYMENT CHECKS

Appropriate pre-employment checks will be carried out by the Human Resources Section before confirmation of an offer of appointment is made. Where a conditional offer of employment is made to an external candidate, they should be advised not to resign from their existing job until appropriate pre-employment checks have been carried out. These pre-employment checks include:

15.1 Pre-Employment Medical

Where it has been identified as being applicable to the post, candidates will be required to complete an online medical questionnaire at the point of offer, and may also be required to attend a consultation with Occupational Health who will then advise the Human Resources Section as to their suitability for employment.

15.2 References

Applicants will not normally be permitted to commence employment with the Company until satisfactory references have been obtained. Two references will be required for external candidates, one of which must be a current or most recent employer. One reference will be required for internal candidates and the referee should be a Manager/Supervisor in their current Management structure.

References will be obtained utilising the Company's standard employment reference request form, and each referee will receive a copy of the job description for the post. References will only be requested for the successful candidate once a conditional offer of employment has been made. In addition, references should not be taken up without the prior permission of the applicant.

Referees should be informed that the Company has a policy allowing employees to access all information held on them and referees will be asked to provide their consent for the reference to be accessed. Access to the reference will only be permitted where the referee has provided their consent.

References are confidential and will be treated in the strictest confidence. In addition, references will only be used for the purpose for which they were intended. For further information, please refer to the Company's Employment Reference Procedures.

15.3 **The Protecting Vulnerable Groups Scheme**

Some posts within the Company will require membership of the Protecting Vulnerable Groups (PVG) Scheme. Where this is the case, individuals will be advised of this at application stage and there will be reference to this on the post advert. The Company has a responsibility to protect vulnerable client groups from possible harm or abuse, therefore this clearance **must** be obtained prior to a formal offer of employment being made.

15.4 **Qualifications**

When a qualification is an essential requirement of a post, applicants will be required to produce the original certificate in order for a copy to be made and retained in the individual's personnel file. Candidates will be requested to bring original certificates of essential qualifications with them to interview.

15.5 **Driving Licence**

Where driving is an essential requirement of a post, applicants will be required to produce their driving licence to be cited and for a photocopy to be made and retained in their personnel file. It will be the responsibility of the appropriate Manager/Supervisor to make periodic checks of the driving licence in order to ensure that employees still hold a valid licence to drive. Any endorsement should be noted and employees should be aware that failure to maintain a valid licence could affect their ability to fulfil their role and ultimately their employment with the Company.

15.6 **Work Permit/Visa Status**

Any person who is subject to immigration control and has the intention of working in the UK requires a work permit. At interview stage, candidates will be required to provide documentation of their eligibility to work in the UK.

16. ACCESS TO WORK SCHEME

Candidates who have a disability may require reasonable adjustments in relation to the job or workplace. However, these adjustments should only be discussed with the applicant if they are successful following interview.

Access to Work can provide funding towards a range of support for disabled people at work, including:

- Alterations to premises or to the working environment;
- Adaptations to a vehicle, or meeting transport costs if people cannot use public transport because of a disability;
- A support worker for practical assistance at work (e.g. with personal care);
- Specialist equipment or adaptations to existing equipment;
- Part-time reader or assistance for blind/partially sighted employees;
- Communicators for deaf people.

Applications for assessment must be made via the appropriate Disability Employment Advisor at Jobcentre Plus. Further guidance can be obtained from the Human Resources Section.

17. FEEDBACK

It is good practice to offer internal applicants face-to-face feedback after interviews and to respond to requests for feedback from external applications. The recruitment panel must have clear reasons why a candidate is unsuccessful and be prepared to give feedback to unsuccessful candidates upon request.

18. PROBATIONARY PERIOD

The appointment of a new employee will be subject to a period of probation, not normally exceeding six months. The probationary period is a period of review which provides the opportunity to help the employee settle effectively into their new role and ensure that they achieve the required standards. Existing employees who are appointed to a new post and fail to reach the required standard of performance will be managed in accordance with the appropriate Company policy/procedures.

For further information please refer to the Company's Probationary Period Policy.

19. PAY AND PROGRESSION

Appointments will normally be to the first point of the grade. Progression through the grade will be on the anniversary of the date of appointment to the post.

20. UNSUCCESSFUL RECRUITMENT

Recruiting Managers may use alternative recruitment methods after two unsuccessful attempts of advertising posts externally, or if the post is in a recognised skills shortage area. In these circumstances, advice should be sought from the Human Resources Section.

If the selected candidate withdraws, leaves, has an unsatisfactory pre-employment check or an identical post becomes vacant within 6 months of the offer date, other interviewed candidates deemed appointable may be offered an appointment, in order of merit, if they are still available.

21. EQUALITY MONITORING

The Human Resources Section is responsible for ensuring that the necessary information is gathered and collated to enable equality monitoring.

22. BREACHES OF POLICY

Anyone with concerns about the application of this policy should raise their concerns in writing with the Human Resources Manager.

For further information, please refer to Appendix 2 - Complaints Procedure.



Appendix 1
**EQUAL OPPORTUNITIES
STATEMENT**

1. The Company is committed to developing positive employment policies to promote equal opportunities in all areas of employment including recruitment, training, promotion, transfer and terms and conditions of employment.
2. The Company will not discriminate on any grounds, including age, disability, gender reassignment, race, religion or belief, sex, sexual orientation, marriage and civil partnership and pregnancy and maternity or any actual or perceived protected characteristic or actual or perceived association with someone with a protected characteristic.
3. All employees will be recruited, trained and promoted on the basis of their ability to undertake the duties of the post.
4. Whilst the Human Resources Manager will be responsible for developing, advising, implementing, monitoring and reviewing the operation of the Recruitment and Selection Policy, it is the responsibility of all Managers/Supervisors and employees to ensure that the terms of the policy are observed.
5. All employees with responsibility for recruitment and selection will be provided with appropriate training and guidance.
6. The Company is committed to providing a working environment in which the rights and dignity of all employees are respected and which is free from bullying, harassment and victimisation. Therefore induction courses for new employees shall include Equality & Diversity Training.
7. The Company will monitor its existing workforce and the application of the Recruitment and Selection Policy. The Company will monitor the age, disability, race and sex of applicants. Where appropriate, lawful positive action will be considered in areas where particular groups are under represented.
8. If an employee considers that they have been unfairly treated or discriminated against, under the terms of the Recruitment and Selection Policy, then they can make a complaint which will be dealt with in accordance with appropriate procedures. For further information, please refer to Appendix 2 – Complaints Procedure.
9. To ensure that this policy is applied consistently, the Company will take steps to monitor and review the Recruitment and Selection Policy.
10. The Recruitment and Selection Policy, together with this policy statement have been devised in accordance with relevant legislation.





Appendix 2
**COMPLAINTS
PROCEDURE**

1. INTRODUCTION

The Company is committed to providing equality of opportunity to all applicants at every stage of the recruitment and selection process and will ensure that every applicant is treated with dignity and respect throughout the process. If however, an applicant is dissatisfied with the service they have received, the complaints procedures should be followed.

The aim of these procedures is to provide applicants with a mechanism for raising complaints and having their complaint investigated and responded to.

2. HOW TO MAKE A COMPLAINT

Applicants who feel dissatisfied with the service they have received should put their complaint in writing to the Human Resources Manager, Glasgow Community & Safety Services, Nye Bevan House, (House 2), 20 India Street, Glasgow, G2 4PF or e-mail GCSSRecruitment@glasgow.gov.uk.

The complaint should be lodged in writing to the Human Resources Manager detailing the grounds of the complaint.

If the complaint is in relation to the administrative, system or technical processes it will be forwarded to Customer and Business Services, Glasgow City Council, for investigation. Customer and Business Services will advise the complainant of the procedure which will be followed.

If the complaint is in relation to the recruitment and selection process or the decision made, the undernoted procedure will apply.

The complaint should detail the reasons why they believe the recruitment and selection process has been applied unfairly or why they believe the way in which their application was processed may have disadvantaged them.

Complaints should only be made where there is evidence that the recruitment and selection process or procedures were not followed or where there is evidence of unfairness in how the process was applied and therefore the impartiality of the recruitment and selection decision has been compromised.

Complaints against the fact that it was considered that an application did not merit interview or appointment, and where there is no reason to believe that there were failings in the way in which the recruitment and selection process was carried out, will not be accepted.

3. RESPONDING TO A COMPLAINT

The Human Resources Manager will acknowledge any complaint within 5 working days.

The Human Resources Manager will arrange for the complaint to be fully investigated by an impartial Manager.

A full response will be issued to the complainant within 10 working days of receipt of the complaint.

Confirmation of the outcome of the complaint will be issued in writing. An alternative method of response will be made where requested.

If the complaint is upheld, the complainant will be notified of any remedy, where appropriate. If the complaint is not upheld or upheld in part, the complainant will be notified of the reason for this.

The complainant's privacy and confidentiality will be respected, balanced with the need for an open and fair investigation and for the outcome to be reported appropriately. It should be noted that there will be a need to communicate details of the complaint with those who have been involved with the recruitment and selection process.

4. APPEALS PROCEDURE

If the complainant is not satisfied with the response, they can appeal the decision. The appeal should be lodged in writing to the Human Resources Manager within 10 working days of receipt of the response. The complainant should fully detail the grounds of their appeal. Dissatisfaction with the outcome is not valid grounds for an appeal to be made.

The Human Resources Manager will acknowledge any appeal within 5 working days.

A Senior Manager, who has not been previously involved with the complaint, will be assigned to consider the appeal.

Confirmation of the outcome of the appeal will be issued in writing within 10 days. An alternative method of response will be made where requested.

The outcome of the appeal will be final and the appeals procedure will conclude the process.

5. TIMESCALES

It is in the best interests of all, that complaints are dealt with as promptly as possible. The timescales set within this procedure should be adhered to, however, if it is not possible to adhere to timescales, for whatever reason, the complainant should be advised in writing of the reason for this and when the next stage in the procedure will be completed.

Note

The term 'working days' used within this procedure **covers the period Monday to Friday.**

6. WITHDRAWING A COMPLAINT

Complaints can be withdrawn, in writing, at any time. If a complaint is withdrawn, it will be closed and will not be reopened.