

Glasgow Life

Recruitment Policy

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1. Introduction

At Glasgow Life, our employees are our biggest strength as they make our services better every day. Finding the best people to join us and keeping them means it is important to have a clear, professional and fair approach to recruitment. Our recruitment process aims to attract, select and appoint the best people from all backgrounds.

The purpose of this policy is to give clear guidelines for recruitment, based on the principles outlined in Section 3.

Together with these principles, the Recruitment Policy should be followed in line with:

- Glasgow Life's Equal Opportunities Policy,
- Glasgow Life's Recruitment of People with Previous Convictions Policy,
- The Equality Act 2010 and,
- All other relevant employment legislation and Glasgow Life policies.

It is important that all employees involved in recruitment follow this policy and any related documents which can be found on the Colleague Information Pages and [Recruitment HR Intranet](#), including the Recruitment Toolkit.

2. Scope

This policy applies to:

- All applicants, from internal employees of Glasgow Life, the wider council family and external.
- All vacancies, including full time, part time, permanent, fixed-term and bank contracts.
- Everyone involved in the recruitment process (like panel members and the chairperson).

Please note: Modern Apprentices, Volunteers, Work Placements, Agency Workers and Contractors are not in covered by this policy.

3. Principles

Glasgow Life is committed to:

- Offering development opportunities by promoting vacancies internally on MyJobScotland or other suitable methods.
- Following the council family's 'Right to Revert' principles for fixed-term vacancies.
- Helping employees affected by organisational change find a suitable job within the organisation.

- Promoting vacancies to a wide range of people to find the best person for the job based on their skills and meeting, as a minimum, the essential criteria required for the job.
- Supporting its Equality, Diversity and Inclusion Strategy which includes increasing representation from disabled people through the Disability Confident Scheme and other under-represented groups. We will make reasonable adjustments to support anyone who needs them during the recruitment process.
- Ensuring all applicants are treated fairly, equitably and with courtesy, creating a positive experience for everyone, no matter the outcome.
- Running recruitment processes in a timely manner and in line with our Competency Framework.
- Providing training, support and guidance to all panel members involved in recruitment.
- Continuously improving our recruitment practices by embracing new ideas and best practices.
- Keeping all applicant information private and secure, maintaining confidentiality in accordance with data protection legislation.

4. Recruitment Training & Support

All panel members must complete the mandatory one-day Recruitment training course, three GOLD e-learning courses - Glasgow Life's Guide to TalentLink Recruitment System, Unconscious Bias and Recruitment and Selection - Identity Checks, before taking part in any recruitment. The one-day course can be booked by visiting the Learning and Development Course Schedule on the intranet. Anyone who has not completed this training can act as an observer only. External panel members may be involved when they represent funding organisations or have special expertise. However, the final decision will still be made by the Glasgow Life panel, with external members providing input.

The [Recruitment HR Intranet](#) pages, including the Recruitment Toolkit, can be accessed separately to help follow this policy properly.

5. Equal Opportunities

5.1 Equality, Diversity and Inclusion

Glasgow Life's [Equality, Diversity and Inclusion strategy](#) aims to build a workforce that reflects the diversity of Scotland's largest city.

We offer equal opportunities in all areas of employment, including recruitment and will not discriminate indirectly or directly on:

- The 9 protected characteristics, as stated in the Equality Act 2010:
 - Age
 - Disability
 - Gender reassignment
 - Marriage and civil partnership
 - Pregnancy and maternity
 - Race
 - Religion or belief
 - Sex
 - Sexual orientation
- Socio-economic status or background.
- Previous convictions (unless the vacancy is exempt under the Rehabilitation of Offenders Act).
- Trade union activity.
- Any other reason that is not justified during recruitment or employment.

Those involved in recruitment for Glasgow Life may be held personally responsible for any discriminatory acts they make.

(Please see our [Equal Opportunities Policy](#).)

5.2 Disability Confident

Glasgow Life is Disability Confident Employer and recognise that disabled people are underrepresented within our workforce. We encourage individuals with disabilities to apply for vacancies and commit to interviewing all disabled applicants, who participate in the scheme and meet the essential criteria for the vacancy. We will offer reasonable adjustments to the recruitment process, ensuring that applicants can showcase their skills in a way that works for them.

5.3 Carer Positive

Glasgow Life is a Carer Positive Employer and understands that balancing work and caregiving can be challenging, and we are dedicated to creating a supportive and respectful environment where carers can thrive in both their personal and professional lives. We offer a range of policies to help them find a balance between home and personal life. We will discuss relevant arrangements and policies to help carers find balance between work and personal life.

5.4 Recruitment of Recruitment of People with Previous Convictions

Having a criminal record will not necessarily stop an applicant from working with Glasgow Life. We are committed to ensuring that individuals with a criminal conviction are not unfairly excluded from opportunities. This will depend on the nature of the position and the circumstances and background of their convictions. For certain vacancies, Glasgow Life are legally required to consider criminal convictions.

(Please see our [Recruitment of Recruitment of People with Previous Convictions Policy](#).)

6. Recruitment Process

The Glasgow Life recruitment process has four steps:

1. Planning, Approval and Paperwork
2. Shortlisting and Interviewing
3. Appointing and Pre-Employment Checks
4. Welcoming your New Colleague

6.1 Redeployment

At Glasgow Life, we are dedicated to supporting employees who may be affected by organisational change or voluntary redundancy. Before beginning the recruitment process, the chairperson will check if there are any suitable candidates within Glasgow Life's redeployment pool. Whenever possible, vacancies will be filled from this pool to support internal mobility and make the most of the skills, knowledge, and experience of our existing employees. By prioritising the redeployment pool, we can retain valuable experience within Glasgow Life and reduce recruitment time and costs. This approach not only helps employees stay within Glasgow Life but also aligns with our commitment to protecting jobs and voluntary redundancy.

(Please refer to the [Redeployment Intranet Pages](#) for more guidance.)

6.2 Planning, Approval and Paperwork

All vacancies, internal or external must be approved at the right level and within the correct timelines. The chairperson will submit required approvals and paperwork found on the Recruitment HR intranet pages under Step One: Approvals & Paperwork to the Glasgow Life Recruitment Team.

Relevant recruitment requests will be reviewed by the Leadership Team to determine its recruitment priority and give approval.

The role profile and person specification must be submitted before any recruitment can begin along with the approved paperwork. Both the role profile and the person specification documents are shared in the job advertisement, so applicants can provide relevant information in their application for shortlisting.

- Person specification – Lists the essential and desirable criteria, including qualifications, experience, knowledge, skills and expertise required to perform the job. It is used to assess candidates, especially during shortlisting.
- Role profile - Gives an overview of the competencies and level of responsibility attached to the role. It is used to assess applicants during interview.

6.2.1 Advertising routes

As detailed in section 6.1 above the redeployment pool will be considered first. If no suitable matches are found the vacancy can be opened to the following options:

- A. Internal Glasgow Life employees. (Listed on internal My Job Scotland page).
- B. Internal wider council family employees. (Listed on internal My Job Scotland page).
- C. Both above and external applicants. (Listed on internal and external My Job Scotland page).

Internal Methods

In some cases, Option A may be restricted to a certain grade and/or service area. Any restrictions to grade or service are applied predominantly to achieve workforce planning changes.

Employees looking for a new role or progression should regularly check the internal My Job Scotland page, available on the Colleague Information Pages under [Recruitment, 'Internal Vacancies'](#). There may be instances where the service deems an alternative method of advertising as suitable.

External methods

Glasgow Life will aim to use all internal recruitment before advertising externally, wherever practicable.

If required by external partners, advertisements may not be limited to the redeployment pool. These vacancies may be advertised to all Glasgow Life employees and/or external applicants, with appointments made on a merit basis. Employees in the redeployment pool will apply following the usual application process and their application will be considered along with all others.

All external adverts will go on My Job Scotland external page as a minimum. The only exception to this is when there has been a vacancy advertised recently, and the same post becomes available within 3 months. In such cases, the Head of Service can choose to revisit the previous applications instead of re-advertising.

Where the budget holder approves, the chairperson may choose to attract a higher level of interest in their vacancy by listing their advert on other platforms such as job boards, newspapers or social media. These requests are made on the recruitment paperwork submitted.

6.3 Shortlisting and Interviewing

The panel will:

- Treat applications confidentially and assess them fairly based on the criteria.
- Record the reasons why applicants are shortlisted or not.
- Interview applicants in the Disability Confident Scheme where they meet the essential criteria.

Shortlisted applicants will be invited to attend an interview with a panel, as a minimum. There may be additional assessments or any other job-related exercises which will be communicated to any invited applicants. The panel will ensure candidates are assessed fairly based on the criteria and competencies for the role. Reasons for selection and non-selection will be recorded.

6.3.1 Interview Expenses

Glasgow Life does not cover travel expenses for applicants attending interviews.

6.4 Appointing and Pre-Employment Checks

The chairperson will normally make the verbal offer to the preferred candidate directly. Once the offer is accepted and paperwork is submitted, CBS will liaise with the preferred candidate to start pre-employment checks. All checks must be completed before the preferred candidate starts in the job. The chairperson is responsible for ensuring all checks are done and verifying the candidate's suitability. A start date will only be confirmed once all checks are complete. Any exceptions must be approved by the Head of HR before the formal appointment.

The pre-employment checks required are dependent on the preferred candidate's current employer **and** the requirements of the vacancy.

If the preferred candidate is:

- An employee of Glasgow Life, some checks may not be needed.
- An employee of the council family they will undergo the same checks as an external candidate.

The pre-employment checks available, include:

- 2 employment references covering a minimum of 3 years.

- Right to Work in the UK
- Identity Verification
- Criminal Conviction Declaration Form
- Disclosure Scotland Check or PVG Membership
- Pre Employment Health Screening
- Drivers Licence Check
- Declaration of Interest
- Qualification Verification

If a preferred candidate starts without completing all the required checks, it will be considered a serious breach of the recruitment policy and may lead to disciplinary action.

6.4.1 Appointing a Glasgow Life or Council Family Employee

If a current Glasgow Life employee has been successful in securing another role within the organisation, the releasing manager will liaise with the receiving manager to agree a start date. This allows both managers to discuss priorities and agree a start date that suits the business needs.

For fixed-term roles, if the preferred candidate is from the council family or Glasgow Life, the receiving manager will agree on the employee's start date and the right to revert clause for offer paperwork with the releasing manager.

6.4.2 Written Statement of Particulars and Conditions of Employment

Once the preferred candidate accepts the verbal offer and all pre-employment checks are completed, they will receive a written statement of employment term, as required by the Employment Rights Act 1996.

This statement will include:

- The job family and role profile assigned to the vacancy;
- The individual's contracted pay, including any non-core payments;
- The pay frequency which will be either weekly, fortnightly, or four- weekly.

The appointed candidate must receive their written statement before starting the job.

6.4.3 Pay and Progression

Appointments will normally be to the entry pay level of the grade, with exceptions generally for individuals facing financial detriment. As per Glasgow Life's 'Scheme of Delegated Functions', the Recruiting Manager along with HR approval can review salary placing, within approved salary

scales. If the appointment is made above the entry pay level, evidence of HR approval must be included with the offer paperwork sent to CBS by the Recruiting Manager.

Progression through the grade will normally be on the anniversary of the employee's start date.

6.5 Welcoming your new colleague

Glasgow Life welcomes our new colleagues, and the chairperson must ensure their transition into the organisation is smooth. If the chairperson is not the new colleague's direct manager, they should pass the necessary information to the line manager to help them prepare for the new employee's induction.

7. Data Protection/Confidentiality

Glasgow Life will process all applicant information confidentially, in accordance with data protection legislation. Personal data will be collected, stored, and used for the purpose of recruitment and will be retained in line with our Privacy Statement and Record Retention Schedule.

(Please see our [Privacy Statement and Record Retention Schedule](#))

8. Complaints

Complaints made by candidates should be addressed directly and in a sensitive manner by the chairperson. If the complaint cannot be resolved via feedback, then the following procedure should be followed:

1. Acknowledge receipt of the complaint within five working days and provide a full written response, within ten working days.
2. If the complainant remains dissatisfied with the response, they should put this in writing to the GL Recruitment team who will then consider the complaint raised. The nominated officer will provide a written response, within ten working days.
3. If, after this, the complaint remains unresolved and the person making the complaint is unsatisfied with the response, they should then write to the Head of HR who will investigate and provide a written response, within fifteen working days of receipt.
4. This is the final stage and concludes the recruitment complaints procedure.

Where an applicant claims that they have been discriminated against during the recruitment process, they can make a complaint to an Employment Tribunal and have three months from the time the alleged act of discrimination took place to lodge a claim. 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.