

Recruitment and Selection Policy

Lead Manager:	Head of Workforce Planning and Resources
Responsible Director:	Director of Human Resources and Organisational Development
Approved by:	Corporate Management Team and Area Partnership Forum
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Version:	1.2 (27 July 2026)

1. Introduction

- 1.1. NHS Greater Glasgow and Clyde (NHSGGC) is an organisation which is renowned for modern high-quality patient care and progressive medicine, recognising that our greatest asset is our employees. It is important that we continue to attract new employees at a local, regional, national and international level to support our ambition of 'Growing our Great Community' as set out in our Workforce Strategy 2022-2025.
- 1.2. NHSGGC recognises that our ability to attract competent individuals to fill vacant posts with the most suitable candidate, underpins and impacts on the quality of services we provide to our patients, service users, and their families.
- 1.3. The attraction and engagement of our future employees requires the application of a consistent, professional and fair recruitment and selection process. All appointments will be made on merit and the appointment process outlined in this policy is designed to ensure that the best and most competent person is safely recruited to the job.
- 1.4. NHSGGC is committed to ensuring that its workforce reflects the diversity of the communities in which it operates. Equal opportunity in recruitment and selection underpins this policy. Throughout each section of this policy the importance of fairness will be highlighted to ensure that we meet our legal responsibilities to avoid unlawful discrimination.
- 1.5. NHSGGC holds the ambitious aim of working with our employees to develop new models of care delivery which will provide safe, effective, and person-centred care that is sustainable in the long-term. New workforce models and clinical pathways are integral to the implementation of these ambitions and will help to meet the national strategic care aims. The NHSGGC Workforce Plan 2022-2025 recognises the need for our workforce to be flexible and adaptable, including the need for new skills, competencies, and roles to support the delivery of integrated health and social care.
- 1.6. This policy recognises the increasing challenges that impact the labour market, which have more recently included Brexit and the COVID-19 pandemic, resulting in revisions to employment and immigration legislation. It is also recognised that there continues to be increasing challenges within clinical roles across hard to fill specialities.
- 1.7. We recognise that the expectations of candidates and employees has changed

in recent times. The value of meaningful work, responsibility, feeling listened to and to know that they are contributing is become increasingly important as employees also seek to be able to balance their work more easily with other areas of their lives.

- 1.8. Our approach to recruitment will continue to develop, increasingly incorporating employability pathways, aiming to reflect the diversity of the communities we serve across Greater Glasgow and Clyde, recognising that diversity brings a richness of perspective.
- 1.9. NHSGGC is committed to selecting the best available person for each vacancy regardless of any protected characteristic. NHSGGC recognises its responsibilities to provide job opportunities to internal and external candidates on a fair, consistent, and equitable basis. This policy (and accompanying guides) provides guidance on the roles and responsibilities of hiring managers and Human Resources/Recruitment staff at each stage of the process to ensure that all recruitment activities are carried out in a safe and effective manner, in line with the NHS Scotland Employment Checks policy.

2. Scope

- 2.1 This policy applies to all tenures of appointment, and all categories of employees and workers. This applies to all terms and conditions, including:
 - Agenda for Change
 - Medical and Dental
 - Executive and Senior Management
- 2.2 Recruitment and selection covers the timeframe between identifying the need to recruit, and when the employee is provided with a:
 - contract of employment,
 - terms and conditions of placement, or
 - other similar work agreement.
- 2.3 All recruitment checks will be undertaken in line with the NHS Scotland Employment Checks policy.
- 2.4 This Policy is compliant with current legislation and will meet the aims of the Public Sector Equality Duty of the Equality Act 2010.

3. Roles and responsibilities

- 3.1 There is a range of standard expectations on all parties including HR, trade union representatives and occupational health, which underpins all NHSGGC policies. In addition, the following specific responsibilities apply to this policy.
- 3.2 The **hiring manager** should:
- ensure their equality, diversity and inclusion training is up to date, this includes those supporting the recruitment process.
 - satisfy themselves that those supporting the recruitment and selection process are appropriately trained and comply with the requirements of this policy.
 - notify their line manager if their involvement in the recruitment and selection process will have a conflict of interest (such as those outlined in the Standard Financial Instruction, or the Personal Relationships in the Workplace policy).
 - ensure they have attended a recruitment and selection training programme if they are conducting recruitment and selection for the first time within NHSGGC.
 - contact the Recruitment Service for support on decision-making with recruitment and selection.
 - provide reasonable adjustments to the recruitment and selection processes for candidates who request this.
 - update and record recruitment and selection transactions, decisions and outcomes in a timely manner across relevant systems.
- 3.3 The recruitment service should:
- provide support and guide best practice to hiring managers on decision-making with recruitment and selection activities.
 - support hiring managers with providing reasonable adjustments to the recruitment and selection processes for candidates who request this.
 - update monitor and track all recruitment and selection transactions, decisions and outcomes in a timely manner across relevant systems.

4. Body of Policy

- 4.1 This policy must be read and used in conjunction with:
- NHSGGC Recruitment and Selection Guidance for Managers¹
 - NHSScotland Recruitment and Selection Standard Operating Procedure (SOPs)²
- 4.2 Hiring Managers and the Recruitment Service must use the NHS Scotland National Digital Recruitment system (Jobtrain³) to manage all stages of the recruitment and selection process.
- 4.3 Hiring managers are responsible for ensuring they, and the members of their assessment panels, have access to Jobtrain and its accompanying SOPs⁴.
- 4.4 The following principles apply to all job families, and term and conditions, unless otherwise specified.

Establishing a vacancy

- 4.5 Before considering to recruit to a vacancy, the hiring manager should:
- review the current job description and person specification
 - consult their local Workforce Plan
 - discuss the vacancy with their line manager
- 4.6 If the existing job description or person specification requires revision, the hiring manager should review the job evaluation guidance on HR Connect⁵.
- 4.7 If a new job description or person specification needs to be created, the hiring manager should review the job evaluation guidance on HR Connect⁶.
- 4.8 All job descriptions and person specifications being reviewed or created as part of the job evaluation process will be undertaken in partnership.
- 4.9 For further information on workforce planning and to access Workforce

¹ NHSGGC (2023) *The Recruitment Service*. Available at: www.nhsggc.scot/staff-recruitment/hrconnect/the-recruitment-service.

² NHS Scotland (2023) *NHS Scotland eESS and Recruitment Systems*. Available at: www.eess.nhs.scot.

³ Jobtrain (2023) Jobtrain. Available at: apply.jobs.scot.nhs.uk/client.

⁴ NHS Scotland (2023) *NHS Scotland eESS and Recruitment Systems*. Available at: www.eess.nhs.scot.

⁵ NHSGGC (2023) Job evaluation. Available at: www.nhsggc.scot/staff-recruitment/hrconnect/job-evaluation.

⁶ NHSGGC (2023) Job evaluation. Available at: www.nhsggc.scot/staff-recruitment/hrconnect/job-evaluation.

Plans, the hiring manager should review the workforce planning guidance on HR Connect⁷.

Vacancy approval

- 4.10 If a decision has been made to recruit to the vacancy, the hiring manager must complete the NHSGGC Vacancy Request Form in line with the current vacancy authorisation controls.⁸
- 4.11 The tenure of the post must be determined at the start of the recruitment process and should apply to the role, not than the individual. If the post is to be advertised as a fixed term contract, the reason for the fixed term contract must be clearly justified.
- 4.12 Recruitment must not commence if the Vacancy Request Form has not been authorised by the correct level of authority.

Redeployment

- 4.13 NHSGGC is committed to retaining employees. Redeployment supports employees who are unable to continue in their current role in line with a number of NHSGGC policies, NHSScotland workforce policies, and organisational change.
- 4.14 Prior to a vacancy being advertised, all roles will be reviewed by the NHSGGC Transition Service, in line with the NHSScotland Redeployment Policy.
- 4.15 If there is not an employee on the redeployment register who can be suitably matched to the knowledge, skills, education and attributes of the role, the vacancy will continue to be advertised.

Advertising a vacancy

- 4.16 The approved Vacancy Request Form will outline whether the vacancy is to be advertised internally (to existing NHSGGC staff only), or externally (open to all jobseekers).
- 4.17 The Recruitment Service will arrange for the vacancy to be advertised on the NHS Scotland Jobs website.

⁷ NHSGGC (2023) Workforce planning. Available at: www.nhsggc.scot/staff-recruitment/hrconnect/workforce-planning-and-analytics/workforce-planning.

⁸ NHSGGC (2023) Recruitment authorisation process. Available at: www.nhsggc.scot/staff-recruitment/hrconnect/the-recruitment-service/key-documents-and-authorisation-process.

4.18 The standard recruitment advertising periods are as follows:

Agenda for Change posts	Two weeks
Substantive medical consultant posts	Four weeks
Senior dental posts	Four weeks
Other posts	Two weeks

- 4.19 The standard recruitment advertising periods can be amended if it is believed the vacancy will generate a suitable volume of applications. Any requests to vary the standard advertising periods should be discussed with the Recruitment Service.
- 4.20 If a Hiring Manager requests the vacancy is closed after receiving a nominated volume of applications, this must be included in the job advert. The recruitment Service will be responsible for facilitating this process.
- 4.21 All candidate applications should be submitted online using the NHS Scotland Jobs website. Responding to speculative enquiries, curriculum vitae (CVs), résumés and direct applications should be discouraged.
- 4.22 For hard-to-recruit posts there may be benefit in enhancing the recruitment advertising through specialist media, including:
- online media
 - social media
 - direct communications
 - printed media
 - audio-visual marketing
- 4.23 These specialist advertising methods will usually incur a cost to advertise. Hiring managers should contact the Recruitment Service to discuss specialist advertising.
- 4.24 Where applicable, identified posts may be enhanced with targeted or specialist advertising to encourage applications from underrepresented areas of the community.
- 4.25 Hiring managers should not engage with recruitment advertising specialist directly. NHS Scotland holds a recruitment advertising and public notices framework⁹ which should be used for all recruitment

⁹ Scottish Government (2016) *Procurement: recruitment advertising and public notices framework*. Available at: www.gov.scot/publications/recruitment-advertising-framework.

advertising.

- 4.26 If a candidate requests that they are unable to submit their application using the NHS Scotland Jobs website due to a disability, they should contact the Recruitment Service where alternative arrangements can be discussed.
- 4.27 Hiring managers and the Recruitment Service should not accept late applications.

Medical Consultant Recruitment

- 4.28 Medical Consultants must be recruited in line with the provision outlined in the National Health Service (Appointment of Consultants) (Scotland) Regulations 2009.¹⁰
- 4.29 Honorary consultant appointments and locum consultant appointments are exempt from these regulations. Hiring Managers must follow the recruitment and selection procedures as outlined within this policy.

NHS Board Executive Team appointments

- 4.30 Executive Team appointments must follow the Values Based Recruitment Process for NHS Board Executive Level Appointments.¹¹
- 4.31 The term 'Executive team' refers to:
- Chief Executive
 - Executive Director
 - Director and other next level immediate direct line reports to the Chief Executive.

High-volume recruitment programmes

- 4.32 Where many vacancies are being recruited through a single campaign, it may be necessary to facilitate a high-volume recruitment campaign. Examples may include recruitment campaigns targeting:
- NHSGGC Staff Bank
 - Newly qualified practitioners
 - International recruitment
 - Estates and facilities

¹⁰ Scottish Government (2009) National Health Service (Appointment of Consultants) (Scotland) Regulations 2009. Available at: www.sehd.scot.nhs.uk/mels/cel2009_25.pdf.

¹¹ Scottish Government (2018) Values Based Recruitment Process for NHS Board Executive Level Appointments. Available at: [www.sehd.scot.nhs.uk/dl/DL\(2018\)10.pdf](http://www.sehd.scot.nhs.uk/dl/DL(2018)10.pdf).

- 4.33 The Recruitment Service will liaise with the relevant service managers to discuss the recruitment processes and to appoint a Hiring Manager - which may not necessarily be the line manager of the staff being recruited.

Reviewing applications (shortlisting)

- 4.34 It is the hiring manager's responsibility to identify a suitable shortlisting panel. The panel must comprise of at least two people (preferably three to avoid and suggested bias). One of the panel members should be the direct line manager.
- 4.35 The involvement of a previous postholder should be considered on a case-by-case basis and must not create an actual or perceived conflict of interest.
- 4.36 During the shortlisting process Hiring Managers will only have access to a 'name-blind' application form. The application form will contain:
- education details
 - employment details
 - assessment question form(s)
- 4.37 The application form will not contain personal details such as the candidate's name, address, or equal opportunities information.
- 4.38 Hiring managers must review all the applications forms received for a vacancy and are encouraged to use the relevant templates and guidance documents provided by the Recruitment Service to support with this exercise. It may be necessary to review the application forms on more than one occasion, to reduce the volume of candidates being progressed to the next stage of the selection process.
- 4.38a Artificial intelligence (AI) and automated tools must not be used as the sole basis for recruitment decisions. Recruitment decisions must be made by appropriately trained individuals using objective and transparent criteria.
- 4.39 Application must only be reviewed based on the candidate's knowledge, skills, experience, and attributes required to perform the role, outlined within their application form. No other information, intelligence or data must be taken into consideration at this stage.
- 4.40 Failure to conduct this exercise correctly may result in breach of equality

legislation. Hiring managers must contact the Recruitment Service for guidance should an issue occur with this exercise.

Medical Consultant Recruitment

- 4.41 When recruiting a substantive medical consultant, the assessment panel, at all stages of the recruitment process must comprise of:
- Board Lead Officer
 - Chair
 - External Adviser
 - Assessment Panel
- 4.42 Full details of the requirement of the assessment panel are outlined in the National Health Service (Appointment of Consultants) (Scotland) Regulations 2009.¹²

Selection activities

- 4.43 Once a shortlist of candidates has been compiled, following the shortlisting exercise, Hiring Managers can use a variety of selection activities to support the review of a candidate's knowledge, skills, experience, and attributes required to perform the role.
- 4.44 The Recruitment Service will issue the relevant notifications to the shortlisted candidate(s) informing them of the selection activities. If a candidate requests that reasonable adjustments are to be made during this selection activities, the hiring manager should contact the Recruitment Service for guidance, if required.
- 4.45 Once the candidate has been shortlisted, Hiring Managers have access to the candidate's full application form (excluding any Equal Opportunity information provided).

Panel interviews

- 4.46 The most common selection activity used within NHSGGC is a panel interview. A panel of two or more representatives from NHSGGC use a blend of competency-based and values-based questions to review the knowledge, skills, experience, and attributes required to perform the role.
- 4.47 To support fairness with this process:
- a Chairperson must be appointed who will be responsible for

¹² Scottish Government (2009) National Health Service (Appointment of Consultants) (Scotland) Regulations 2009. Available at: www.sehd.scot.nhs.uk/mels/cel2009_25.pdf.

making a final decision on the assessment activities.

- the Chairperson must have completed the NHSGGC Recruitment and Selection (People Management module) (available to book from the Learning, Education and Training catalogue¹³). Where the Chairperson is not an employee of NHSGGC, they must be able to demonstrate completion of a training programme equivalent to the NHSGGC Recruitment and Selection (People Management module) and have a full understanding of this policy.
- all panel members must have completed the mandatory training module GGC: 004 Equality and Human Rights (available on LearnPro¹⁴) within the last three years. Where panel members are not employees of NHSGGC, they must be able to demonstrate completion of a training programme equivalent to the NHSGGC GGC: 004 Equality and Human Rights training module and have a full understanding of this policy.
- panels should comprise of at least three representatives from NHSGGC.
- panels should be diverse and representative of the communities we serve.

4.48 Interview panels may comprise of an independent panel member to support the selection process, who represents NHSGGC in an alternative capacity. Where an independent panel member is used to support a panel interview, it is the responsibility of the Chairperson to ensure the individual has undertaken the necessary level of equality and human rights training similar to that provided by NHSGGC.

4.49 It is the responsibility of the Hiring Manager to ensure that a set of interview questions are prepared in advance of the interview date. This includes ensuring that all essential criteria within the Person Specification will have been assessed.

4.50 Questions should test and probe for evidence of whether a candidate meets the behavioural and technical competencies alongside knowledge, skills and experience required level.

4.51 The Hiring Manager is responsible for ensuring each candidate is provided sufficient time and opportunity to demonstrate their knowledge, skills, experience, and attributes during the interview. The length of an interview

¹³ NHSGGC (2023) *Learning, education and training catalogue*. Available at: www.nhsggc.scot/staff-recruitment/hrconnect/learning-education-and-training/learning-education-and-training-catalogue.

¹⁴ LearnPro (2023) LearnPro NHS. Available at: nhs.learnprouk.com/lms/login.aspx.

will vary depending on the role being recruited to. An interview should be no shorter than 20 minutes. This may be shortened to a minimum of 15 minutes for high volume recruitment campaigns.

- 4.52 The Chairperson is responsible for ensuring that each candidate is asked the same questions, although further probing may be undertaken if required. Candidate's responses to each question must be scored and applied consistently across all candidates.
- 4.53 Questions relating to a candidate's health, sickness absence record, childcare, marital status, criminal convictions, or other protected characteristics can be seen as discriminatory, and are strictly prohibited.
- 4.54 The Chairperson will have completed the NHSGGC Recruitment and Selection (People Management module). Therefore, panel members should contact the nominated Chairperson to discuss the structure, questions, and format of the interview.

Alternative assessment methods

- 4.55 In addition to panel interviews, alternative selection methods may be used:
 - group interviews
 - peer panel interviews
 - psychometric testing
 - work-based roleplay assessments
 - presentations and report writing
 - situational judgement testing
- 4.56 The Hiring Manager should contact the Recruitment Service if they wish to include additional or alternative selection activities.

Making an offer of employment

- 4.57 Once the Hiring Manager has a high level of confidence of the candidate's knowledge, skills, experience, and attributes required to perform the role, a conditional offer of employment can be made to the preferred candidate(s).
- 4.58 Hiring Managers should arrange to contact the preferred candidate(s) and notify them of the decision. Additionally, Hiring Managers should arrange to contact the candidate(s) who were not appointable and notify them of the decision. Where possible, Hiring Managers should also arrange for honest, constructive and open feedback to be provided to the

candidate(s). Hiring Managers are encouraged to use the relevant templates and guidance documents provided by the Recruitment Service to support with this exercise.

4.59 The Recruitment Service will issue a conditional offer of employment (or equivalent) document to the preferred candidate(s), and will conduct the relevant level of checks in adherence with the NHSScotland Employment Checks policy. During this process, it is expected the candidate(s) and the Hiring Manager will respond to requests for information in a timely manner to ensure the process remains efficient as possible.

4.60 Once the Recruitment Service has undertaken the necessary level of recruitment checks, the information will be passed to the Hiring Manager to make a final decision on the appointment of the candidate(s).

Finalising an offer of employment

4.61 Once the Hiring Manager has reviewed the recruitment checks, they must decide whether to appoint the candidate(s).

4.62 If the Hiring Manager is satisfied with the recruitment checks, they should contact the candidate(s) to let them know they are clear to start. During this conversation, the Hiring Manager should arrange a suitable start date. The hiring manager must inform the Recruitment Service of the start date.

4.63 The Hiring Manager may need to factor in additional timeframes when arranging a start date, such as:

- notice period of the candidate's existing employer
- academic studies
- immigration visa entry conditions
- relocation
- pre-booked leave

4.64 Hiring Managers are encouraged to use the relevant templates and guidance documents provided by the Recruitment Service to support with this exercise.

Withdrawing an offer of employment

4.65 Hiring Managers must not withdraw an offer of employment without contacting the Recruitment Service, or Human Resources, for advice first.

4.66 Any decisions to withdraw an offer of employment must be assessed

based on justifiable, objective, criteria which are clearly related to the duties of the job.

- 4.67 An offer of employment may be withdrawn if it has become evident the candidate has disengaged from the recruitment process. The Recruitment Service and the Hiring Manager must document each attempt to make contact with the candidate. When attempting to make contact with the candidate a minimum of two different communication methods must be used.

5. Equality, diversity and inclusion

- 5.1 All candidates must be assessed according to their capability to carry out a given role, based on justifiable, objective criteria which are clearly documented on the job description and person specification.
- 5.2 Hiring Managers must undertake recruitment and selection processes that are fair and applied with consistency.
- 5.3 Any form of discrimination against an employee or candidate on any grounds relating to any characteristic protected in law is prohibited.
- 5.4 All employees involved in recruitment and selection activities must do all they can to ensure that diversity and inclusion is embedded in our approach to recruitment and selection.
- 5.5 All recruitment and selection decisions must be decided on using fair and open competition, following three key principles:
- Merit
 - Equality
 - Valuing diversity
- 5.6 At no stage during the recruitment and selection process will individuals receive less favourable treatment based on the protected characteristics.
- 5.7 All documentation used in the recruitment and selection exercises should be completed in line with the accompanying guidance, to ensure it meets legal obligations.

Genuine Occupation Requirement

- 5.8 Some positions may qualify for an exemption from elements of equality

legislation if it can be proved that there is a Genuine Occupational Requirement (GOR) that applies to the role. A GOR will only apply in limited circumstances where it is a proportionate means of achieving a legitimate aim and is permitted under the Equality Act 2010.

- 5.9 Hiring Managers must contact the Recruitment Service to review the request, before commencing any recruitment exercises.

Disability Confident Employer

- 5.10 As a member of the Disability Confident¹⁵ employer scheme, NHSGGC participates in a Guaranteed Job Interview Scheme.
- 5.11 A candidate must be offered an interview when they meet all of the following three criteria:
- They have a disability, as defined by the Equality Act 2010
 - They have declared they have a disability in their application form
 - They meet the minimum (essential) criteria for the post they have applied for, as set out in the Person Specification.

International recruitment: code of practice

- 5.12 NHSGGC recognises how important it is to ensure that recruiting staff to our own organisation does not disadvantage those same services in lower income countries.
- 5.13 In adhering to the Code of Practice for the international recruitment of health and social care personnel in Scotland¹⁶, NHSGGC must only consider 'direct applications' made through the NHS Scotland Jobs website. NHSGGC will not undertake any form of 'active recruitment' from residents listed within the World Health Organization health workforce support and safeguards list.¹⁷

Health related information

- 5.14 Information relating to a candidate's health should not ordinarily be requested at any stage prior to offering a conditional offer of employment.

¹⁵ Department for Work and Pensions (2014) *Disability Confident employer scheme*. Available at: www.gov.uk/government/collections/disability-confident-campaign.

¹⁶ Scottish Government (2025) *Code of Practice for the international recruitment of health and social care personnel in Scotland - Updated*. Available at: www.gov.scot/publications/code-practice-international-recruitment-health-social-care-personnel-scotland-updated.

¹⁷ World Health Organization (2023) *WHO health workforce support and safeguards list 2023*. Available at: www.who.int/publications/i/item/9789240069787.

- 5.15 Hiring Managers may request information relating to a candidate's health if it is needed to:
- determine whether any reasonable adjustments need to be made for the recruitment and selection exercises.
 - decide whether an applicant can carry out a function that is essential ('intrinsic') to the job.
 - monitor diversity among people making applications for jobs.
 - take positive action to assist disabled people.
 - assure that a candidate has the disability where the job genuinely requires the job holder to have a disability.
- 5.16 Only once a conditional offer of employment has been made, can health related information be requested from the candidate. This is usually facilitated by the NHSGGC Occupational Health Service.

6. Review

- 6.1 This policy was reviewed by the following groups:
- Recruitment & Selection Policy Development Group
 - Workforce Equality Group
 - HR Senior Management Team
 - Area Partnership Forum
 - Corporate Management Team
 - Staff Governance Committee
- 6.2 The policy will be fully reviewed in 24 months. The policy was drafted in November 2023, in line with current employment legislation.
- 6.3 Any minor revisions will be summarised within a version control table. Any significant proposed policy changes will be escalated to the HR Senior Management Team and Area Partnership Forum for discussion and further revision.

7. Definitions

Attraction is the process of sourcing candidates from different labour markets.

External candidate is an individual who is not an existing employee (or bank worker) of NHSGGC.

Hard to recruit posts are jobs where labour market pressures make it difficult for employers to recruit and retain staff in sufficient numbers.

Hiring Manager is the individual who is responsible for recruitment and selection exercises for the entirety of the recruitment process. This can be the line manager, or the duties can be delegated to another suitable individual.

Internal candidate is an individual who is an existing employee (or bank worker) of NHS GGC.

Longlist is a group of candidates which have been screened against the selection criteria outlined in a person specification. A longlist is routinely used before producing a shortlist.

Person specification is a document which outlines the knowledge, skills, experience, and attributes required to perform the role. It should be used when producing a longlist or shortlist.

Preferred candidate is an applicant who is deemed appointable and is to be offered a conditional offer of employment or appointment.

Recruitment and Selection is the process by which a vacancy is filled by an internal or external candidate.

Redeployment is the process of redeploying existing employees to alternative posts within NHS GGC.

Shortlist is a group of candidates who have been selected to advance to a subsequent stage of the selection process based on the selection criteria outlined in a person specification.

8. Supporting information

Supporting documents

8.1 This policy must be read in conjunction with:

- NHS GGC Recruitment and Selection Guidance for Managers¹⁸
- NHS Scotland Recruitment and Selection Standard Operating

¹⁸ NHS GGC (2023) *The Recruitment Service*. Available at: www.nhsggc.scot/staff-recruitment/hrconnect/the-recruitment-service.

Procedure (SOPs)¹⁹

8.2 This policy should be read in conjunction with:

- Workforce Strategy 2025-2030²⁰
- NHSGGC Workforce Plans²¹
- NHSGGC Workforce Equality Action Plans²²
- NHSScotland Redeployment Policy²³
- NHSScotland Employment Checks Policy²⁴
- A fairer NHS Greater Glasgow and Clyde: meeting the requirements of equality legislation 2020-2024²⁵

Training and development

- 8.3 All NHSGGC staff supporting any element of the recruitment process must have completed the NHSGGC mandatory module **GGC: 004 Equality and Human Rights**. The course is delivered through LearnPro and can be undertaken at any time. Once the course is completed, your training is valid for three years. However, staff are encouraged to review the content periodically to ensure they remain up to date with the latest changes within equality and human rights. Panel members not employed within NHSGGC must be able to demonstrate completion of a training programme equivalent to the NHSGGC GGC: 004 Equality and Human Rights training module and have full understanding of this policy.
- 8.4 In addition to the above requirement, NHSGGC staff assuming the role of a Hiring Manager, Chairperson, or equivalent, must have completed the **NHSGGC Recruitment and Selection (People Management)** training module. This module provides practical guidance on the recruitment and selection of staff to help NHSGGC managers to recruit fairly, lawfully and effectively. This module is also intended to give an understanding of the key stages in the recruitment process, offer best practice guidance and outline the interactions necessary with the NHS Scotland Recruitment System (Jobtrain). The training is delivered monthly and can be booked using the eESS Learner self-service facility. Further information can be found on HR Connect. Where the Chairperson is not an employee of NHSGGC, they must be able

¹⁹ NHS Scotland (2023) *NHS Scotland eESS and Recruitment Systems*. Available at: www.eess.nhs.scot.

²⁰ NHSGGC (2021) *NHS Greater Glasgow and Clyde Workforce Strategy 2025-2030*. Available at: www.nhsggc.scot/staff-recruitment/hrconnect/staff-experience/workforce-strategies.

²¹ NHSGGC (2022) *NHS Greater Glasgow and Clyde Workforce Plan 2022-2024*. Available at: www.nhsggc.scot/staff-recruitment/hrconnect/staff-experience/workforce-strategies.

²² NHSGGC (2020) *NHS Greater Glasgow and Clyde Workforce Equality Action Plan 2020-2024*. Available at: www.nhsggc.scot/staff-recruitment/hrconnect/staff-experience/workforce-strategies.

²³ NHSScotland (2024) *NHSScotland Redeployment Policy*. Available at: workforce.nhs.scot.

²⁴ NHSScotland (2024) *NHSScotland Employment Checks Policy*. Available at: workforce.nhs.scot.

²⁵ NHSGGC (2020) *A fairer NHS Greater Glasgow and Clyde: meeting the requirements of equality legislation 2020-2024*. Available at: www.nhsggc.scot/your-health/equalities-in-health/meeting-the-requirements-of-equality-legislation/a-fairer-nhsggc.

to demonstrate completion of a training programme equivalent to the NHSGGC Recruitment and Selection (People Management module) and have full understanding of this policy.

Training and development - audit

- 8.5 The Recruitment Service will work in conjunction with the Learning & Education teams to conduct internal audits to ensure all staff involved with the recruitment process hold the mandatory training elements.
- 8.6 All staff must have completed the NHSGGC mandatory module **GGC: 004 Equality and Human Rights**. There is no exception or alternative to this requirement. Failure to adhere to this rule, will be considered as a breach of policy.
- 8.7 Where a Hiring Manager, Chairperson, or equivalent, has undertaken an alternative course to the **NHSGGC Recruitment and Selection (People Management)** they must provide assurance that the alternative course is '*equivalent*' to that being delivered within NHSGGC, such as Recruitment and Selection training delivered by a Local Authority.

Equality Impact Assessment (EQIA)

- 8.8 The EQIA for this policy is available to view on the NHSGGC Equality Impact Assessment Register, available at www.nhsggc.scot.

Recruitment Services

Administration Building
Gartnavel Royal Hospital
1055 Great Western Road
Glasgow
G21 0XH

0141 278 2700
nhsggc.recruitment@nhs.scot

Version Control

Version	Date	Change
1.0	19 June 2024	Policy approved
1.1	05 March 2025	4.36 revised: 'References' removed from list of details Hiring Managers can view on the 'name-blind' application form. 4.45 added: Confirming Hiring Managers will have access to a candidate's full application form (excluding any Equal Opportunities information provided), once the candidate has been shortlisted.
1.2	27 July 2026	4.35 revised: Revised the risk approach relating to the previous postholder involved in recruitment exercises from 'must not' to a 'review the approach based on conflict of interest'. 4.38a added: Added a clause outlining the role of AI and automation in supporting recruitment decisions. 5.8 revised: Description of a Genuine Occupation Requirement changed to ensure it aligns with wording outlined in the Equality Act 2010. 5.13 revised: Scottish Code of Practice for the international recruitment of health and social care personnel has been updated. 6.1 revised: Removed typographical error. 8.2 revised: • Changed Workforce Strategy 2021-2025 to Workforce Strategy 2025-2030 • Changed NHSGGC Workforce Plan 2022-2025 to NHSGGC Workforce Plans • Removed reference to NHSGGC Recruitment and Attraction

		Plan 2022-2025 • Changed NHSGGC Workforce Equality Action Plan 2020-2024 to NHSGGC Workforce Equality Action Plans • Changed A fairer NHS Greater Glasgow and Clyde: meeting the requirements of equality legislation 2020-2024 to A fairer NHS Greater Glasgow and Clyde: meeting the requirements of equality legislation 2025-2029 Terminology change: • Changed "NHS Scotland Recruitment Checks policy" to "NHS Scotland Employment Checks policy".
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