

Recruitment and Selection Policy

Descriptor	Changes made	Date	Version
Policy first implemented			0.1
Review no.1			
Review no.2			
Review no.3			

Name of policy being superseded (if applicable)	Resourcing Policy
Related policies	PVG Policy Equal Pay Policy Secondment Policy Relocation Policy
Related SOPs	N/A
Related Guidance	Recruitment Guidance Salary Setting and Salary Review Guidance Job Evaluation Guidance Job Swap Guidance People Manager Hub: Building and Maintaining Teams (internal only) Additional guidance is provided to candidates at point of recruitment and selection
Equality Impact Assessment completed	Yes
Island Community Impact Assessment completed	Yes
Intended Audience	All colleagues and prospective applicants
For publication	Internal and external publication
Team responsible for policy	Human Resources
Policy owner contact details (email)	Luke.Hopkin@sds.co.uk
Policy due for review (date)	May 2028

Policies should have a clear purpose and perform at least one of the following functions. Please identify all the functions this policy performs.	If statement applies, please mark with an X below
Outline how we allocate limited resources to deliver services or outcomes	
Outline how SDS adheres to legislation, statutory duty etc.	X
Ensure fair and consistent allocation of benefits	

Protect organisational assets, including data	
Define expectations around the employee/employer relationship	X
Other (please specify)	

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1. Foreword

At Skills Development Scotland, we want to attract the most appropriately skilled people to deliver a high-quality service to meet the diverse needs of customers across the communities we serve.

Our approach to recruitment underpins our intent to offer fair and fulfilling work; with recruitment and selection approaches that ensure we attract and assess candidates on their skills and capabilities to actively contribute to the transformation and delivery of our services.

SDS are committed to increasing diversity across our workforce by building our profile as an equal opportunities' employer of choice for people with talent and potential from diverse backgrounds. We want our workforce to be representative of the communities we serve, giving us greater insight into the needs and perspectives of our customers. We also know that diversity of thought can bring greater innovation and creativity in how we continuously improve and transform our ways of working and service delivery.

SDS recognise the ever-changing nature of the world of work. We will continually review and improve our recruitment and selection practices and approaches to achieve these aims.

Carolyn Anderson
Director of Human Resources

2. Policy summary

This policy outlines roles and responsibilities in SDS's recruitment and selection process.

3. Policy purpose and objectives

Skills Development Scotland is committed to being an equal opportunities employer through adopting approaches to recruitment which attract and select a diverse pool of candidates through fair and objective recruitment and selection processes designed to be increasingly inclusive and free from bias. By creating access to a range of opportunities to join and progress in work at SDS, which appeal to diverse communities of skilled and capable individuals, we know we will build a highly skilled and diverse workforce best placed to deliver quality service to customers and meet our strategic and operational ambitions.

Our commitment applies regardless of age, disability, ethnicity, religion or belief, sex, gender reassignment, sexual orientation, marriage or civil partnership, pregnancy or maternity, in accordance with the Equality Act 2010.

In this context, this policy aims to:

- Attract a wide range of applicants from diverse backgrounds, with the right skills and capabilities to undertake roles across SDS.
- Build an increasingly diverse and highly skilled workforce at all levels of the organisation through objective, accessible and inclusive recruitment practices.
- Facilitate the opportunity to progress careers within SDS.

4. Strategic context

SDS is Scotland's national skills agency, and it is our ambition that skills contribute to a thriving, productive and inclusive Scotland. The key to Scotland's future prosperity is to ensure that its people and businesses are inspired and enabled to develop the right skills for a changing world. It is therefore vitally important that SDS itself also has the people with the right skills to support this goal.

As set out in the Equality Act 2010 public sector organisations, including SDS, have a duty to have due regard when carrying out their public functions as a service provider, policy maker and an employer, with a need to: eliminate discrimination; advance equality of opportunity and to foster good relations. SDS outlines how we are contributing to these responsibilities in our Strategic Plan and Equality and Diversity Mainstreaming Report.

We seek to embed the principles of equality throughout SDS, and advice and guidance will be available for recruiting managers to ensure the attraction and selection processes are designed to be unbiased, accessible and objective, supporting the appointment of the best candidate for the role.

5. Definitions

Recruitment and Selection: The Chartered Institute for Professional Development (CIPD) defines recruitment and selection as the 'process of attracting individuals to and then selecting individuals for a job role'.

Protecting Vulnerable Groups (PVG): The Protecting Vulnerable Groups (PVG) scheme is a membership scheme managed by Disclosure Scotland for people who undertake regulated work with children and vulnerable adults.

Right to Work (RTW) checks: The checks required by an employer to establish that an individual has the legal right to work in the United Kingdom.

6. Scope

This policy applies to all employees and to those applying for opportunities at SDS.

7. Policy detail

Through the following commitments and actions, SDS will work to ensure that effective recruitment and selection decisions are implemented fairly.

Policy Commitments

Employees and applicants are expected to:

- I. Be aware of and fulfil their responsibilities in recruitment and selection processes, seeking clarity where unclear, including:
- II. Provide right to work information and all other relevant information in support of applications in an open, honest and timely manner, providing an update on any change of circumstances as they occur.
- III. Engage with the Protecting Vulnerable Groups (PVG) scheme and associated SDS processes when applying for roles which carry out regulated work.
- IV. Raise any problems, concerns or issues that may arise in the recruitment and selection process promptly, normally via the recruiting manager for employees and via recruitment team for external applicants.

SDS is committed to:

- I. Clearly articulating the job role to be carried out, ensuring an accurate description of the role's purpose, the nature of the work involved, requirements of the role and key terms of employment e.g. location, salary etc, is available; and that all required business approvals are in place prior to recruitment.
- II. Ensuring that the status of all roles reflect business need and offer employment security where possible. SDS will use fixed term contracts, agency workers or consultants only where there is a specific business reason to do so.
- III. Facilitating opportunity for employees to progress their careers within SDS. SDS will aim to recruit internally, however in some instances internal and external advertisements will run at the same time.

- IV. Making recruitment and selection decisions based on suitability and potential for the job role, creating equal opportunity to access, develop and progress in work at SDS, recognising the benefits and importance of diversity in the workplace.
- V. Ensuring appropriate workplace adjustments are put in place to support the needs and requirements of candidates during the recruitment and selection process.
- VI. Adhering to our legal and employer obligations, including fulfilling our duties in relation to right to work checks and the PVG scheme.
- VII. Managing salary on appointment in line with our Equal Pay Policy and associated Salary Setting and Salary Review Guidance.
- VIII. Maintaining confidentiality in the recruitment and selection process in accordance with Data Protection legislation.
- IX. Being responsive to feedback requests to facilitate applicant's personal development.
- X. Exploring and seeking to address relevant concerns which may be raised in relation to the application of the recruitment and selection policy in practice.

SDS reserve the right to adjust our approach to recruitment and selection where there is a specific and legitimate reason to do so e.g. to address an urgent business need or risk, to maintain security of employment, or as a workplace adjustment. This will require appropriate prior business approvals.

Meeting Policy Commitments in Practice

To ensure we meet commitments under this policy in practice, SDS will aim to:

- I. Provide clear guidance to applicants (both internal and external) and those involved in recruitment and selection decisions on the application of this policy in practice.
- II. Provide appropriate training materials for recruiting managers to deliver objective, accessible and inclusive recruitment practices.
- III. Carry out regular monitoring of recruitment outcomes and, where appropriate use this to inform review of our recruitment and selection processes and guidance to ensure they remain objective and effective.
- IV. Inform and where appropriate consult with our recognised trade unions on the achievement of these commitments.

8. Further guidance

Further guidance for employees is available on Connect or, for external applicants, on our website.