



Policy Title: **Recruitment & Selection Policy**

Policy Manual Section: **Governance**

Date Approved by Management Committee: **12 June 2017**

Next Review Date: **June 2020**

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RECRUITMENT & SELECTION POLICY

1.0 Introduction

- 1.1 The Association seeks to recruit only the best candidates for staff appointments approved by our Management Committee. We conduct our business in the spirit to comply fully with Equal Opportunities legislation and strive to maintain a diverse staff. We encourage excellence at all levels in our organisation and are not influenced by age, disability, gender reassignment, marriage & civil partnership, pregnancy & maternity, race (including colour, nationality ethnic or national origins and citizenship), religion/belief, sex and sexual orientation nor any other factor irrelevant to achieving successfully and performing our jobs.

2.0 Purpose

- 2.1 The Association's Recruitment & Selection Policy sets out to encourage good practice and equal opportunities to which all staff are required to adhere. In the recruitment process the aims of the Association are:
- a) To attract comprehensive applications from a sufficient number of candidates with appropriate skills, qualifications and experience for consideration for employment with the Association.
 - b) To use fair and effective methods for the appointment of candidates consistent with the Association's policy on Equal Opportunities.
 - c) To ensure that recruitment procedures are clear and adhered to by all staff and committee members involved in any recruitment and selection processes.
 - d) To develop an excellent workforce committed to the aims, values and service delivery requirements of the Association.

3.0 General Guidelines

- 3.1 In recruiting for newly created or vacant posts the Association will ensure that it complies with legislative requirements and demonstrates best practice as an employer in relation to employment rights and equal opportunities.

4.0 Equal Opportunities

- 4.1 Equal Opportunities are aimed at removing barriers to access and opportunity, with positive results for individuals and the Association. Equal Opportunities refer to equality in recruitment, promotion, training or transfer and terms and conditions of employment. In seeking suitable candidates for new or vacant posts, the Association will not discriminate on the grounds of age, disability, gender reassignment, marriage & civil partnership, pregnancy & maternity, race (including colour, nationality ethnic or national origins and citizenship), religion/belief, sex and sexual orientation nor any factor irrelevant to the ability to do the job.
- 4.2 It is the Association's goal that all recruitment decisions will be based completely on the merits and abilities of candidates alone and no other criteria will be used. In order to achieve this, equality and diversity practices will be integrated into every stage of the recruitment and selection process.
- 4.3 A fair recruitment process will remove barriers where possible, to the employment of people from different backgrounds. This will enable the Association to recruit from the widest pool of talent, potentially raising the standard of their intake and therefore increasing the opportunity of a more diverse workforce which reflects the community we serve. A more diverse workforce should improve the organisation's service delivery, as it will include staff with more knowledge and experience to meet the needs and aspirations of service users and potential service users.
- 4.4 To highlight the Association's commitment to promoting equality and diversity from the beginning of the employment relationship, all vacancies will be advertised through various agencies and organisation aimed at maximising a response. The advert for a vacancy within the Association will state that an equality and diversity policy is in place. In addition the advert will also display any signs of equality bodies that the Association is affiliated with. The information contained in the advert and all vacancy literature will be clear and accurate to attract the most appropriate candidates from all groups across society, to allow them to decide their own suitability for the vacancy and whether they wish to apply for the post.. For those that wish to apply the Association will ensure that all applications will have clear instructions for completion and application forms will be free from personal questions that are not relevant to the vacancy and that may lead to discrimination.
- 4.5 The Association will ensure that all staff involved at any stage in the recruitment and selection process will receive equality and diversity awareness training. This will ensure that those involved in the recruitment

process will not discriminate either knowingly or unknowingly by asking any questions which may lead to discrimination.

5.0 Exit Interviews

- 5.1 The Sectional Manager will conduct exit interviews personally with any permanent member of staff who has tendered his/her resignation. This is to identify why an individual wishes to leave, to receive insight into the role that has been performed and to thank the individual for his/her contribution to the organisation.
- 5.2 In the event the staff member's resignation may be as a result of their Sectional Manager the Director or other member of the Senior Staff Team will conduct the Exit Interview.

6.0 Job Analysis and Advertising

- 6.1 When recruiting for new or vacant posts the Association will conduct a job analysis, often carried out by the Sectional Manager in liaison with the Director and thereafter a report to the Staffing Sub-Committee. This involves assessing whether or not the post has to be filled and how it could be filled, what would be the adverse effects of not filling it or if the work could be distributed amongst existing staff.
- 6.2 If decided that the post should be filled the Association may procure the services of a recruitment consultant such as EVH or Eglington for mainly the Director and senior posts in the Association. They will support the Committee and Director in developing a suitable job description, person specification and an advert for the post. Their support can also extend to the interview process including appropriate tests to inform their suitability.

7.0 Permanent Recruitment

- 7.1 If it is deemed necessary to recruit another staff member or fill a vacant post permanently, a new or updated job description and person specification will be compiled; the position will be advertised simultaneously; internally and externally. The methods used to advertise posts will vary relating to the post, but will include the following: our website; EVH website, SFHA –Scottish Housing News, Positive Action in Housing; Job Centre; S1 Jobs, Indeed Recruitment, Press and Sector Journals –Inside Housing etc., thereby demonstrating our commitment to Equal Opportunities.

- 7.2 An exception to this will be in cases of restructuring or redundancy where it may be necessary to appoint candidates into posts without advertising the vacancy, subject to interview.

8.0 Internal Recruitment

- 8.1 All existing staff will be notified of permanent and long term temporary vacancies, especially if on sick leave, maternity leave or holidays and will be eligible to apply for any post.

9.0 Temporary Recruitment

- 9.1 Short-term appointments of less than a year e.g. maternity leave cover, may be advertised internally and filled by internal transfers, where appropriate to do so, or by candidates engaged from suitable employment agencies. Temporary posts in excess of a year should be advertised internally and externally simultaneously.
- 9.2 The Sectional Manager in conjunction with the Director will consider the best value option to cover short term absence / posts, which may include secondment, internal promotion, recruitment agency, overtime working, etc. In event that a recruitment agency is the preferred option the Association will approach a reputable employment agency with previous experience of serving the Association / Sector e.g. Hayes Recruitment, EVH, etc.

10.0 Recruitment Information to Candidates

- 10.1 All candidates will receive a recruitment pack that will include a job description, a person specification, a summary statement of conditions together with an application form and equal opportunities monitoring form.
- 10.2 Successful candidates to new and vacant posts will be selected on merit through shortlist, testing and interview in accordance with the person specification and our standard short listing and interview assessment forms.

11.0 Short listing

11.1 A panel of normally three individuals, compiled of the following relevant to seniority of the post in the Association

Grade 10 (Director) - Chairperson of Management Committee
Chairperson of Staffing Sub-Committee
Member of the Staffing Sub-Committee

Grade 9 (Senior Staff Member) Director
Chairperson of either the Management Committee or Staffing Sub-Committee
Member of the Staffing Sub-Committee/
Management Committee.

Grade 7 (Officer Level) - Sectional Manager
Member of the Senior Staff Team / Line Manager
Member of the Staffing Sub-Committee

Grade 6 and below - Sectional Manager
Member of Senior Staff Team / Line Manager

Apprentices, Training /Work Placements Line Manager
Staff Member

11.2 At least one panel member must possess skills or experience most closely related to the post for which candidates are to be short listed and interviewed. Panel members who short list will also participate as interviewers to ensure consistency in the recruitment process.

11.3 Essential criteria will be applied in the first instance to shortlist candidates. Candidates who do not match all the essential criteria will not be called to interview. Candidates who do not possess all the desirable criteria may still be called to interview. However, desirable criteria will be applied, secondly, in a large response, to reduce fairly the number of candidates called for interview.

11.4 Each panel member must complete a short listing assessment form appropriately for each applicant, unless in circumstances where CVs are considered (see section 12.2). If a panel member recognises a candidate's details, who is related or a close friend to the panel member, they should declare this interest and potentially exclude themselves from the panel if the person is to be shortlisted.

11.5 Candidates invited to interview and unsuccessful candidates will be informed simultaneously of the result of their applications. Unsuccessful candidates may be offered the opportunity for feedback on their applications, although this may depend on the number of candidates for the post.

12.0 Modern Apprenticeships

12.1 Candidates for modern apprenticeships will also be required to submit application documents, which will be subjected to fair short listing procedures. Successful short listed individuals will be invited to attend an interview and the most suitable individual/s will be selected.

12.2 The Association will consider CVs for vacant posts in our direct labour operation and community centre, where it is felt the requirement to complete the full application may have a detrimental impact on the level of respondents to the post.

13.0 References

13.1 References will be sought after an offer of employment has been accepted. Reference requests will be made to the most current/recent employer /academic/voluntary or good character referee contact, which must not be related to the candidate. If a referee happens to be a panel member then the candidate may be asked to provide an alternative referee.

14.0 Interview

14.1 The interviewing panel as outlined in section 11.1 of this policy, should reflect the same membership as the short listing panel and only individuals who have received interviewing skills training should be able to participate.

14.2 All short listed candidates should be offered an interview, at which the same questions, based on the job description and person specification, will be asked in the same order to all candidates. The Panel members will be permitted to ask any supplementary questions during the interview. This may also include a suitable test and presentation topic where

appropriate. Interviews will be typically of 30-60 minutes' duration depending on the nature of the post.

- 14.3 Any requested, appropriate, information which has been provided by the Association to an interviewee will be made available to all other candidates invited to interview.

15.0 Assessment

- 15.1 Panel members must complete interview assessment documentation, appropriately, based on evidence for each candidate. The Association's policy on Equal Opportunities will apply to all matters of recruitment and selection.
- 15.2 Where candidates are judged to be equal, they may be called back for a second interview. Panel members must state and document justifiable reasons for the rejection of each unsuccessful interviewee.

16.0 Job Offer

- 16.1 Once the Panel has made a decision, a conditional offer will be issued to the successful interviewee subject to: the receipt of satisfactory references, original qualification certificates, and proof of eligibility to work in the EU and a satisfactory PVG membership/Disclosure Scotland check where appropriate. Appointment will normally be made at the bottom of the salary scale; otherwise, an appointment will be made on a suitable salary paying due consideration to a candidate's skills, experience and present and future circumstances. The initial offer can be verbal and followed up in writing. The terms of a written contract of employment will be confirmed and issued subsequently once the aforementioned conditions have been satisfied.
- 16.2 If the job offer is declined, the interview panel will consider, the second highest scoring candidate may be offered the post subsequently. If there is not a suitable reserve candidate the recruitment process should be revised and a rerun of the whole recruitment process considered.
- 16.3 Once the job offer has been accepted then interview outcome notification should be issued to unsuccessful interviewees. It is the intention of the Association where possible, to inform candidates of the outcome of the interview following acceptance of the verbal offer of employment to the successful candidate.

17.0 Feedback

- 17.1 All interviewees will be advised typically of the outcome of their interviews by telephone or letter. The Association will normally provide constructive feedback on their performance.

18.0 Interview Expenses

- 18.1 Reasonable travel expenses will be reimbursed to candidates for non local journeys. Any reasonable interview travel expenses paid to candidates for new or vacant posts will be in accordance with the Association's expenses and finance policies and procedures.

19.0 Equal Opportunities Monitoring

- 19.1 As part of the Association's recruitment process, equal opportunities monitoring will be undertaken and reported to the Staffing Sub-Committee.

20 Records

- 20.1 Application forms and recruitment documentation must be stored confidentially for a minimum of four months and up to a maximum of 1 year's duration.
- 20.2 Any undertaken PVG membership records/Disclosure Scotland checks must be stored in accordance with the Storage and Safe Handling of Disclosure Checks Retention Policy.

21.0 Personnel File

- 21.1 The successful candidate's recruitment documentation should be saved in to their personnel file and retained.

22.0 Induction

- 22.1 The Association's staff will welcome a new post holder by providing initial induction training in the organisation, which will be organised in advance of occupancy of the new post holder by the manager. This will help to settle the new staff member, convey our aims, objectives, policies and procedures thereby encouraging the individual to settle, stay and make a valuable contribution to our work.

23.0 Failure to Recruit

- 23.1 Should the full recruitment and selection procedure fail to recruit a suitable candidate, reasons for this should be identified and considered, appropriate alterations made and recruitment should be rerun where appropriate to do so.

24.0 Complaints

- 24.1 If a complaint is received about any stage of the recruitment and selection process it should be resolved promptly in the first instance and verbally where appropriate to do so. If the complainant wishes to further pursue the matter they should be advised to put the complaint into writing and address it to the Director who will investigate the matter at Stage 2 of the Association's Complaints Procedure. If the complaint is about the Director, it will be attended to by the Association's Chairperson.

25.0 Policy Review

- 25.1 This policy will be reviewed in 3 years in June 2020 or earlier to take account of:
- the review of the model policy by EVH;
 - the Association's performance in the recruitment and selection of staff;