

Recruitment & Selection Policy

Customer
Focus

Respect

Communication

Integrity



www.clochhousing.org.uk



1. Introduction

Cloch Housing Association seeks to hire only the best candidates for appointments. We conduct business following the spirit and the intent of Equalities' 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. The Association's policy on Equalities will apply to all matters of recruitment and selection.

This Policy does not form part of employees' contract of employment and the Association can amend or withdraw the policy at any time. Also, it is important to note that while this policy sets out the principles that the Association is committed to and the procedures that will be adopted in most cases, the Association does have the right to depart from the processes set out in this document in certain cases. This would only be the case if there were good business reasons, and in particular where this is appropriate in order to comply with legal obligations to other staff (in the case of redundancy, reorganisation, ill health, flexible working requests and other similar scenarios).

2. Purpose

In the recruitment process the aims of the Association are:

- 2.1 To attract comprehensive applications from a sufficient number of candidates with appropriate skills, qualifications and experience for consideration for employment with the Association.
- 2.2 To use fair and effective methods for the appointment of candidates consistent with the Association's policy on Equal Opportunities.
- 2.3 To ensure that recruitment procedures are clear and adhered to by all staff and board members involved in any recruitment and selection processes.
- 2.4 To develop an excellent workforce committed to the aims, values and service delivery requirements of the Association
- 2.5 To put in to place methods for recruitment and selection that ensure that those recruiting have the skills and knowledge to bring in the best applicants.

3. General Guidelines

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 equalities.

4. Equalities

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.

A fair recruitment process will remove barriers where possible to the employment of people from different backgrounds. This will enable the organisation in recruiting 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 it is serving. A more diverse workforce should improve the Association's service delivery, as it will include staff with more knowledge and experience about meeting the needs and aspirations of service users and potential service users.

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. Exit Interviews

The Association's Director 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. In the Director's absence, the exit interview will be carried out by another member of the Leadership Team.

6. Job Analysis and Advertising

When recruiting for vacant posts the Association will conduct a job analysis, often carried out by the Director, in liaison with the Leadership Team. 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.

If it is decided that the post should be filled, a suitable job description, person specification and application form will be compiled by the Departmental Manager in liaison with the Corporate Services Manager and/or the Director and an advertisement will be composed and placed into appropriate advertising media or an external recruitment agency be engaged to provide assistance.

When recruiting for or considering new posts, this will be carried out also in conjunction with the Board or the Finance & Corporate Services Sub Committee (F&CS).

7. Permanent Recruitment

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, in the local press, on our website and in housing press where appropriate, demonstrating our commitment to Equalities.

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.

8. Internal Recruitment

Where a vacancy is being opened up for competitive interview 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. Temporary Recruitment

Short-term appointments of up to 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 or via services provided from other appropriate external sources. This can allow staff development and upskilling. Temporary posts in excess of a year should normally be advertised internally and externally simultaneously and no extension beyond a further year would be considered unless approval granted by Finance & Corporate Services Sub-Committee.

For very short-term posts of a few weeks internal advertising will not normally take place but rather suitable employment agencies/services providers will be approached to provide a candidate, or a secondment will be considered.

10. Recruitment Information to Candidates

All candidates will receive an information pack that will include a job description, a person specification, a newsletter, an annual report, a summary statement of conditions together with an application form and equal opportunities monitoring form. This will be available online.

11. Short listing

A panel of assessors will carry out the shortlisting assessment process. For each vacancy or new post, membership of the assessor’s panel will be as follows: -

Post	Membership of Shortlisting Panel
Grade 1 PA1 – PA2 Trainee to Grade 7 PA22 – PA25 Professional Officer	2 Staff: - Section Manager and either Senior Officer, other staff member or other Section Manager
Grade 8 PA28 – PA31 Senior Professional Officer to Grade 9 Senior Management Grade	2 Departmental Managers, usually including Director and a Board Member
Grade 10 Senior Management Grade	Oak Tree CEO & 2 F&CS (or Board) Members – preferably Chair or Vice Chair & potentially recruitment specialist assistance

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

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

Each panel member must complete appropriately a shortlisting assessment form for each applicant. If a panel member recognises a candidate's details, who is known to the panel member, they should declare this interest.

Candidates invited to interview and unsuccessful candidates will be informed of the result of their applications. Unsuccessful candidates may be offered the opportunity for feedback on their applications.

12. Modern Apprenticeships

Each Modern Apprentice job will have a job description, but not necessarily a person specification because the post is about building skills and capacity. Every post will require a suitable Modern Apprentice qualification. Candidates for modern apprenticeships will also be required to submit application documents, usually a CV, which will be subjected to fair shortlisting procedures. The Association asks the Inverclyde Trust to compile the longlist and the Association then shortlists for interview. Successful shortlisted individuals will be invited to attend an interview and the most suitable individuals will be selected. The interview panel will be made up as per Grade 1 above.

13. References

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

Until a conditional offer of employment has been accepted, candidates will not be asked questions about their health, absence record etc (save in the limited circumstances permitted by law, such as asking about whether any adjustments are required in order to allow the candidate to fully participate in the interview process). After a conditional offer of employment has been accepted the Association reserves the right to make health/medical inquiries in order to assess whether any adjustments or other measures are needed in order to accommodate a person who has a disability or other health condition or for any other appropriate purpose.

14. Interview

Before interview, particularly where the post will cover working in both Cloch and Oak Tree Housing Association, shortlisted candidates may be offered a tour of the building and a chance to meet their potential team and line manager.

The interviewing panel should reflect the same membership as the shortlisting panel, but it is accepted this is not possible in all cases.

Only individuals who have received interviewing skills training or coaching or have sufficient experience of same will be able to participate in the interviewing panel.

All shortlisted 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. This may also include a suitable test and presentation topic where appropriate. Interviews will be typically of 20-60 minutes' duration depending on the nature of the post.

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.

Interviews questions will cover both the requirements of the person specification and job description and also, the persons reasons for applying for the post and their general approach to their work.

A second interview is acceptable where two candidates cannot be split at the first interview. The second interview is likely to either be an informal chat to find out more about the person and their skills and experience or a demonstration in the form of a presentation of their skills and experience.

15. Assessment

Panel members must complete an appropriate evidence-based interview assessment form for each candidate.

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. Job Offer

Once the appointment panel has made its decision, a conditional offer will be issued to the successful interviewee subject to: the receipt of satisfactory references, satisfactory medical inquiries if appropriate, qualification certificates (where required), 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 starting point of the relevant salary scale. However, if appropriate, an appointment may be made at an alternative suitable starting salary, paying due consideration to a candidate's skills, experience and present and future circumstances. This would be subject to agreement of the Director and take in to account appropriate budgets. The initial offer can be verbal and followed up in writing. A probationary period will not be included. The terms of a

written contract of employment will be confirmed and issued subsequently once the above conditions have been satisfied.

If the job offer is declined, the second highest scoring suitable candidate may be offered the post subsequently if agreed by the interview panel. This may involve bringing them in for a second interview or chat before making the decision. If there is not a suitable reserve candidate, the recruitment process should be revised and a rerun of the whole recruitment process should be considered.

Once the job offer has been accepted an 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 as quickly as possible and within a few days of the interview having taken place.

17. Feedback

All interviewees will be advised of the outcome of their interviews by telephone/email or letter and constructive feedback on their performance can also offered to them.

18. Equalities Monitoring

As part of the Associations recruitment process, equal opportunities monitoring will be undertaken and reported.

19. Records

Please refer to the Association's Privacy Policy and Employee Fair Processing Notice

20. Personnel File

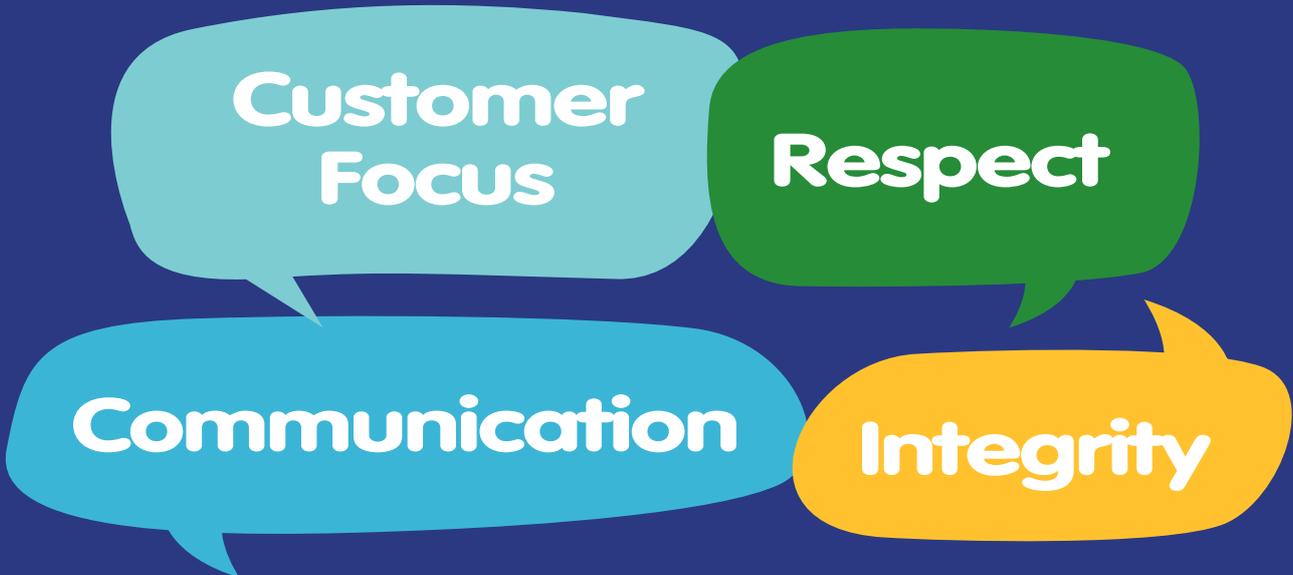
The successful candidate's recruitment documentation will be incorporated into a personnel file and retained.

21. Induction

The Corporate Services Manager and Departmental Manager will welcome a new post holder by providing initial induction training in the organisation, which will be organised in advance. 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.

22. Failure to Recruit

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.



CLOCH HOUSING ASSOCIATION LTD	
Policy Name	Recruitment & Selection Policy
Policy Category	HR
Policy Number	008
Date Adopted	01/11/2013
This Review	20/11/2018
Next Review	November 2021
Equalities Impact Assessment Required	
Link to other policies	
Consultation	
Need for Procedure	