



Cloch Housing Association

Recruitment & Selection Policy

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| Policy Name | Recruitment and Selection |
| Policy Category | HR |
| Policy Number | 008 |
| Date Adopted | 01/11/2013 |
| Last Review | 20/11/2018 |
| This Review | 24/8/2021 |
| Next Review | August 2024 |
| Equalities Impact Assessment Required | This will be carried out once the EIA system is put in to place in September 2021 |
| Link to other policies | Equalities Strategy and Equalities Policy |
| Consultation | Not Required |
| Need for Procedure | No |

1. Introduction

- 1.1 Cloch Housing Association seeks to employ the best candidates who will fulfill the role, adopt our Vision and Values and flourish in our culture. We conduct business following the spirit and the intent of Equalities' legislation and strive to maintain a diverse staff. The Association's policy on Equalities will apply to all matters of recruitment and selection.
- 1.2 This Policy does not form part of an employee's contract of employment and the Association can amend the policy at any time. Also, it is important to note that while this policy sets out the principles of conducting recruitment and selection, the Association does have the right to depart from the policy in some circumstances. This would only be if there were good business reasons, and in particular where this is appropriate to comply with legal obligations to other staff (in the case of redundancy, re-organisation, ill health, flexible working requests, and other similar scenarios).

2. Purpose

- 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 Equalities.
- 2.3 To ensure that recruitment principles 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 ensure that those recruiting have the skills and knowledge to bring in the best applicants.

3. 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 with employment rights and equalities.
- 3.2 The Association will set out in the Job Pack, the job description and the person specification which will highlight the skills, attitude, and behaviours required in the role.
- 3.3 The staff involved in the recruitment process will have sufficient skills and knowledge and understanding of what is required of them as they recruit.

4. Equalities

- 4.1 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. To achieve this, equality and diversity practices will be integrated into every stage of the recruitment and selection process. These will remove barriers to attract from the widest pool of talent. A wide pool of talent can only strengthen the list of candidates and enhance the Association's ability to create an inclusive and diverse organisation that can address the needs of all members of its community. Identifying information such as personal details will be removed before shortlisting and date of birth and date of qualifications will not be included in the form. A disability question will be asked, only to find out if the candidate needs assistance if they are successful and are asked to attend for interview.
- 4.2 The Association will ensure that all staff involved at any stage in the recruitment and selection process will receive equality, inclusion, and diversity 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. When a member of staff leaves

- 5.1 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, but not normally the Section Head of the relevant department.

5.2 Job Analysis and Advertising

Before recruiting for a vacant post, the Association will conduct a job analysis, often carried out by the Director, in liaison with the Leadership Team and/or Board. 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.

- 5.3 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 placed into appropriate advertising media or an external recruitment agency will be engaged to assist.
- 5.4 When recruiting for or considering new posts, this will be carried out following approval from the Finance & Corporate Services Sub or the Board. Appropriate budgets should be in place.

6. Permanent Recruitment

- 6.1 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, in the local press, on our website, and in housing press where appropriate, demonstrating our commitment to Equalities.
- 6.2 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.

7. Internal Recruitment

- 7.1 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.
- 7.2 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 over a year should normally be advertised internally and externally simultaneously and no extension beyond a further year would be considered unless approval is granted by Finance & Corporate Services Sub-Committee to ensure that the decision is made within the strategic direction of the Board
- 7.3 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 secondment will be considered.

8. Recruitment Information to Candidates

- 8.1 All candidates will receive a job pack that will include a job description, a person specification, information on the association together with an application form and equal opportunities monitoring form.

9. Shortlisting

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

| <u>Post</u> | <u>Membership of Shortlisting Panel</u> |
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| 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/or a Board Member |
| Grade 10 Senior Management Grade | To be covered under a separate policy. |

- 9.2 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.
- 9.3 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 an 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.
- 9.4 If a panel member recognises a candidate's details, who is known to the panel member, they should declare this interest and it will be either the Section Head or Director's decision whether involvement should be replaced.
- 9.5 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.

10. Modern Apprenticeships

- 10.1 The Association is committed to having up to two Modern Apprentices employed at any one time. Each Modern Apprentice will have a job description, but not necessarily a person specification as the post is about building skills and capacity. Candidates for modern apprenticeships will also be required to

submit application documents, usually a CV, which will be subjected to fair shortlisting procedures. 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.

11. References

- 11.1 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.
- 11.2 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 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 to assess whether any adjustments or other measures are needed to accommodate a person who has a disability or other health condition or for any other appropriate purpose.

12. Interview

- 12.1 Before interview for Grade 8's and above and 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.
- 12.2 The interview panel should reflect the same membership as the shortlisting panel, but it is accepted this is not possible in all cases.
- 12.3 Only individuals who have received interviewing skills training or coaching or have sufficient experience of the same will be able to participate in the interviewing panel, unless they are attending to gain experience and shadow other members of the panel.
- 12.4 All shortlisted candidates should be offered an interview where 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. The questions will be made available to the candidate, 10 minutes before the interview. There may also be additional questions focussing on specifics associated with the application or experience where clarity is sought.

- 12.5 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.
- 12.6 Interviews questions will cover both the requirements of the person specification and job description and also, the person's reasons for applying for the post and their general approach to their work.
- 12.7 A second interview is acceptable where two candidates cannot be split at the first interview. The second interview is likely to be either 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.

13. Assessment

- 13.1 Panel members must complete an appropriate evidence-based interview assessment form for each candidate.
- 13.2 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.

14. Job Offer

- 14.1 Once the interview 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);
 - proof of eligibility to work in the UK;
 - a satisfactory PVG membership/Disclosure Scotland check where appropriate.
- 14.2 Appointments will normally be made at the lowest 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 the agreement of the Director and take into account appropriate budgets. The initial offer can be verbal and followed up in writing. A probationary period is not normally included, but will be considered if the staff member is being employed in a split grade (eg Grade 6/7) post or a trainee post. The terms of a written contract of employment will be confirmed and issued subsequently once the above conditions have been satisfied.
- 14.3 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.

- 14.4 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 has taken place and to offer feedback.

15. Equalities Monitoring

- 15.1 As part of the Association's recruitment process, equalities monitoring will be undertaken and reported to the Finance & Corporate Services Sub-Committee [in accordance with our Equalities and Diversity Policy.](#)

16. Data Protection

- 16.1 The successful candidate's recruitment documentation will be incorporated into a personnel file and retained.
- 16.2 Please refer to the Association's Privacy Policy and Employee Fair Processing Notice

17. Induction

- 17.1 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.

18. Failure to Recruit

- 18.1 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. Applicants who made an application for the original advertisement will not be considered for any re-advertisement.

19. Modern Slavery

19.1 The Association will use its procurement processes to ask relevant questions about Modern Slavery – this is a development point that will be expanded on over the coming year (2022).