



*"Offering our community more than a home"*

## **Recruitment and Selection Policy and Procedure**

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### **CHA Objectives:**

To ensure that our resources are adequate to deliver our objectives by investing in our people, demonstrating value for money and through robust procurement practices.

To promote social inclusion by applying principles of equality and diversity to everything we do.

### **Regulatory Standards:**

The governing body leads and directs the RSL to achieve good outcomes for its tenants and other service users.

The RSL manages its resources to ensure its financial well-being and economic effectiveness.

The governing body and senior officers have the skills and knowledge they need to be effective.

*This policy can be made available on request in a variety of different formats, such as on tape, in large print and translated into other languages.*

## **CLYDEBANK HOUSING ASSOCIATION LIMITED**

### **Recruitment and Selection Policy and Procedure**

#### **1. Introduction**

Clydebank HA seeks to hire only the best candidates for appointments approved by our Management Committee and/or Finance and Corporate Services Sub Committee. We conduct business following the spirit and the intent of 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. Purpose**

This statement is Clydebank HA's policy in regard to recruitment and selection and encourages good practice and equal opportunities to which all staff are required to adhere. In the recruitment process Clydebank HA aims are:

- To attract comprehensive applications from a sufficient number of candidates with appropriate skills, qualifications and experience for consideration for employment with Clydebank HA.
- To use fair and effective methods for the appointment of candidates consistent with Clydebank HA's policy on Equal Opportunities.
- To ensure that recruitment procedures are clear and adhered to by all staff and committee members involved in any recruitment and selection processes.
- To develop an excellent workforce committed to the aims, values and service delivery requirements of Clydebank HA.

#### **3. General Guidelines**

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

#### **4. Equal Opportunities**

Equal Opportunities are aimed at removing barriers to access and opportunity, with positive results for individuals and Clydebank HA. 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, Clydebank HA 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.

It is Clydebank HA'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 organisation'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.

To highlight Clydebank HA's commitment to promoting equality and diversity from the beginning of the employment relationship, all vacancies will be aimed at as wide a group as possible and any advertisement for a vacancy within Clydebank HA will state that an Equality and Diversity Policy is in place. In addition the advert will also display any signs of equality bodies that Clydebank HA 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 proceed with applying. For those that wish to apply, Clydebank HA 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.

Clydebank HA will ensure that all staff and committee 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 Chief Executive (or a Head of Service in her absence) 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.

## **6. Job Analysis and Advertising**

When recruiting for new or vacant posts Clydebank HA will conduct a job analysis, often carried out by the Departmental Manager in liaison with the Chief Executive and the Management 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.

If decided that the post should be filled, a recruitment specialist such as EVH may be engaged to provide assistance, or, a suitable job description, person specification and application form will be compiled by the manager and an advertisement will be composed and placed into appropriate advertising media.

## **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, dependent on grade, will be advertised simultaneously per our Procedure, e.g. internally, in the national/local press, on our website, via the SFHA news, in the EVH Bulletin/website, demonstrating our commitment to Equal Opportunities per our Procedure attached.

An exception to this will be in cases of restructuring or redundancy where it may be necessary to assess current staff suitability in terms of qualifications, skills, knowledge and expertise and appoint candidates into posts without advertising the vacancy. Legal/EVH guidance will be sought in all cases.

## **8. Internal Recruitment**

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 less than a year e.g. maternity leave cover or grant funded posts 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.

For very short term posts of a few weeks internal advertising will not normally take place but rather other Housing Associations/partners/current volunteers or suitable employment agencies will be approached to provide a candidate.

## **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.

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. Short listing**

The composition of the recruitment panel for different posts and grades are laid down in the Procedure attached. It is however recommended to include a maximum of three individuals (except in the recruitment of a Chief Executive where it is likely to be more), compiled of either staff only, staff and a Tenant Representative for posts involving tenant contact, or staff and Management Committee/Finance and Corporate Services Sub Committee representation dependent on the advertised post. Only individuals who have extensive experience of interviewing and/or received recruitment and selection training will be able to participate in short listing. Panel members may also include representatives from EVH in the event of Senior Management and Chief Executive Recruitment.

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 are involved in the shortlisting process 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 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.

Each panel member must complete a short listing assessment form appropriately for each applicant. If a panel member recognises the details of a candidate that is known to the panel member, they should declare this interest and exclude themselves potentially from the panel if the person is to be shortlisted.

Candidates invited to interview (usually a minimum of 6) 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.

## **12. Modern Apprenticeships**

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.

## **13. References**

References will be sought at the application stage and after a provisional 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. Interview**

The interviewing panel recommended to be three individuals and per the Recruitment Procedure, should reflect the same membership as the short listing panel and only individuals who have received interviewing skills training should be able to participate.

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. 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.

Any requested, appropriate, information which has been provided by Clydebank HA to an interviewee will be made available to all other candidates invited to interview.

## **15. Assessment**

Panel members must complete interview assessment documentation, appropriately, based on evidence for each candidate. Clydebank HA's policy on Equal Opportunities will apply to all matters of recruitment and selection.

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 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. A probationary period will not be included. The terms of a written contract of employment will be confirmed and issued subsequently once the aforementioned conditions have been satisfied.

If the job offer is declined, if agreed by the interview panel, the second highest scoring suitable 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 should be considered.

Once the job offer has been accepted then interview outcome notification should be issued to unsuccessful interviewees. It is the intention of Clydebank HA 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 typically of the outcome of their interviews by telephone/email or letter and constructive feedback on their performance can also be made available to them, if they desire via the telephone.

## **18. Interview Expenses**

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 Clydebank HA's expenses and finance policies and procedures.

## **19. Equal Opportunities Monitoring**

As part of Clydebank HA's recruitment process, equal opportunities monitoring will be undertaken and reported.

## **20. Records**

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.

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. Personnel File**

The successful candidate's recruitment documentation should be made into a personnel file and retained.

**22. Induction**

Clydebank HA 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 line 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. 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.

**24. Complaints**

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 Chief Executive who will investigate the matter and further liaise with the complainant.

**For Office Use Only – Actions**

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|--|-----|
| Customer Consultation Required/Arranged  | No  |
| Intranet Update  | No  |
| F Drive Update   | Yes |
| Website Update   | No  |
| Leaflet change required?   | No  |
| Newsletter Promotion?  | No  |
| Other information updated, e.g. posters, automatic email responses, post cards, answering machine messages, etc. | No  |
| Equality Impact Assessment completed   | Yes |



## **CLYDEBANK HOUSING ASSOCIATION LIMITED**

### **Recruitment and Selection Procedure**

The Association will adhere to its Recruitment and Selection and Equality and Diversity in Employment Policies throughout the recruitment process.

The ethnic origin, sex, source and any disability of applicants will be monitored and a summary report on the outcome, reported to either the Management Committee or the Finance and Corporate Services sub-committee on completion of the recruitment process.

All advertising will include either the %Disability Confident Employer+logo, or a statement relative to the Associations commitment to equal opportunities for both applicants with disabilities and those from minority ethnic backgrounds. All vacant posts will be advertised on the Ejobsportal of the website [www.disabledworkers.org.uk](http://www.disabledworkers.org.uk).

For the purpose of clarification the following procedure will be adopted:

### **Advertising**

EVH Grades 1, 2 & 3 (PA1 . PA8) and Technical and Support Staff (TAS1-6) will be advertised on the CHA website, EVH website and Jobcentre plus and depending on anticipated response may also be advertised in the local press.

All other posts will be advertised on the CHA Website, EVH Website and the SFHA Website and/or the National Press.

### **Selection Procedure**

#### **EVH Grades 1, 2, 3, 4 & 5 (PA1 – PA16) and Technical and Support Staff (TAS1-6)**

Application Packs will be prepared for issue by the line manager/senior officer for the department, where the vacancy has arisen, in consultation with the Chief Executive. These will include job description, person specification, equal opportunities monitoring form, application form, Association Newsletters or other published material and some summary information about the Association.

All completed applications received will, in the first instance, have the front page removed by an appointed staff member, who will then pass the remainder of the form to the appropriate senior officer for assessment. The front page contains all personal details relating to the applicant.

Applications received will be assessed by the line manager/ senior officer and one other member of staff (specifically from the section where the vacancy exists) and a shortlist (normally 6 maximum) will be prepared. Shortlisted applicants will be invited to attend for interview.

Interviews will be carried out by the line manager/ senior officer and those members of staff who carried out the shortlisting process (Maximum of 3).

### **EVH Grades 6 & 7(Assistant Officers/Officers)**

Application packs will be prepared for issue by the line manager/senior officer for the department, where the vacancy has arisen, in consultation with the Chief Executive. These will include job description, person specification, equal opportunities monitoring form, application form, Association Newsletters or other published material and some summary information about the Association.

All completed applications received will, in the first instance, have the front page removed by an appointed staff member, who will then pass the remainder of the form to the appropriate senior officer for assessment. The front page contains all personal details relating to the applicant.

Applications received will be assessed by the Chief Executive, line manager/ senior officer and one member of the Management committee and a shortlist (normally 6 maximum) will be prepared. Shortlisted applicants will be invited to attend for interview.

Interviews will be carried out by those members of the Committee and staff who carried out the shortlisting process (Maximum of 3).

### **EVH Grades 8 & 9 (Managers)**

Application packs will be prepared for issue by the Chief Executive. These will include job description, person specification, equal opportunities monitoring form, application form, Association Newsletters or other published material and some summary information about the Association.

All completed applications received will, in the first instance, have the front page removed by an appointed staff member, who will then pass the remainder of the form to the appropriate senior officer for assessment. The front page contains all personal details relating to the applicant.

Applications received will be assessed by the Chief Executive and two members of the Management Committee (one of which should be the Chairperson) and a shortlist

(normally 6 maximum) will be prepared. Shortlisted applicants will be invited to attend for interview.

Interviews will be carried out by the Chief Executive and those members of the Management Committee who carried out the shortlisting process.

### **EVH Grade 10 (Director or Chief Executive)**

Application packs will be prepared for issue by the outgoing Director or Chief Executive or appointed Management Committee member, in consultation with CHA office bearers. These will include job description, person specification, equal opportunities monitoring form, application form, Association Newsletters or other published material and some summary information about the Association.

In consideration of the possibility that the vacancy might attract one or more applicants from within the organisation, EVH will be appointed to manage the recruitment process. This will include the issue to and collection of application packs from applicants, collection of ethnic monitoring data, and liaison with the interview panel in respect of short-listing and interviewing arrangements

All completed applications received will, in the first instance, have the front page removed by an appointed staff member, who will then pass the remainder of the form to the appropriate senior officer for assessment. The front page contains all personal details relating to the applicant.

Applications received will be assessed by the office bearers, who may invite a representative from EVH, SFHA or other agency to accept a co-option to the panel and to assist in the selection procedure. A shortlist (normally 6 maximum) will be prepared. Shortlisted applicants will be invited to attend for interview.

The interview panel will consist of those, who carried out the shortlisting process.

### **Interviews - All Grades**

Each interview candidate will be asked a pre-agreed list of questions (compiled by the departmental Manager and the Chief Executive), relative to the criteria as specified in the person specification and points for each response will be awarded and recorded on the candidatesqinterview score sheet.

Score sheets will be completed for each interviewee, by each member of the interview panel and the candidate with the highest total on aggregate will be selected for the post.

Unsuccessful candidates will be notified as soon as possible thereafter and will be offered feedback on their performance at interview.

Application forms and recruitment documentation must be stored confidentially for a minimum of four months and up to a maximum of 1 year\$ duration.