



Cassiltoun

Housing Association

RECRUITMENT AND SELECTION POLICY

Date Approved	Proposed Review Date
June 2019	June 2022
Chair Person/Office Bearers Signature:	

CASSILTOUN HOUSING ASSOCIATION LTD
Castlemilk Stables, 59 MACHRIE ROAD, GLASGOW G45 OAZ

Cassiltoun Housing Association is a recognised Scottish Charity SC035544

RECRUITMENT & SELECTION POLICY

Introduction

Cassiltoun Housing Association seeks to hire only the best candidates for appointments approved by our Board of Management and/or Staffing 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. The Association's policy on Equality and Diversity 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). Before departing from the guidelines in this policy, we will take legal advice as to the options.

Purpose

This statement is the Association's policy in regard to recruitment and selection 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:

To attract comprehensive applications from a sufficient number of candidates with appropriate skills, qualifications and experience for consideration for employment with the Association.

To use fair and effective methods for the appointment of candidates consistent with the Association's policy on Equality and Diversity.

To ensure that recruitment procedures are clear and adhered to by all staff and board members involved in any recruitment and selection processes.

To develop an excellent workforce committed to the aims, values and service delivery requirements of the Association.

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 equal opportunities.

Equal Opportunities

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.

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.

To highlight the Association's commitment to promoting equality and diversity from the beginning of the employment relationship, all vacancies will be aimed at a wide audience as possible and any advertisement 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 proceed with applying. 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.

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.

Exit Interviews

The Association's Corporate Services 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. The Association's Chief Executive will conduct the exit interview for any members of the Senior Management Team.

Job Analysis and Advertising

When recruiting for new or vacant posts the Association will conduct a job analysis, often carried out by the Association's Corporate Services Manager, in liaison with Senior Management, the Board of Management and/or 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.

If decided that the post should be filled, a suitable job description, person specification and application form will be compiled by the Association's Corporate Services Manager in conjunction with the appropriate Senior Manager and an advertisement will be composed and placed into appropriate advertising media. A recruitment specialist may be engaged to provide assistance.

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 press, on our website, at Job Centres and in the EVH Bulletin/website, demonstrating our commitment to Equal Opportunities.

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.

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.

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. 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 suitable employment agencies/services providers will be approached to provide a candidate.

Recruitment Information to Candidates

All candidates will receive an information pack that will include

- General information regarding the Association
- Our job advert which can also be found in Employers in Voluntary Housing's website and all local Job Centres
- The Job Description and Person Specification
- A brief summary of the Terms and Conditions of the post
- Staff structure
- Job Application
- Equal Opportunities 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.

Short listing

A panel of assessors will carry out the shortlisting assessment process. In addition to the assessors the panel will also include a non assessing staff member from HR to oversee and quality control the process. For each vacant or new post, membership of the assessors panel will be as follows:-

<u>Post</u>	<u>Membership of Shortlisting Panel</u>
Grade 1 – Grade 7	2 Staff:- Section Manager and an additional staff member
Grade 8	Senior Manager, Section Manager, Board Member
Grade 9 & 10 Senior Management Grade	Association's Chief Executive and 3 Board Members
Grade 11 - 12	3 Committee & Recruitment Specialist or Chief Executive

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 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 may 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 short listing 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.

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.

References and medical inquiries

References will be sought after a conditional offer of employment has been accepted. Reference requests will be made to the most current/recent employer/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 (except in 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. Persons who have a disability will not be denied employment with the Association until such time as full consideration has been given to what measures could be taken to assist the candidate in overcoming any disadvantage associated with that disability.

Interview

The interviewing panel, should where possible, reflect the same membership as the short listing panel with the additional Board representation as shown below. Also present will be a staff member from HR to oversee and quality control the process.

<u>Post</u>	<u>Membership of Interview Panel</u>
Grade 1 – Grade 7	2 Staff:- Section Manager and an additional staff member & Board Member
Grade 8	Senior Manager, Section Manager, Board Member
Grade 9 & 10 Senior Management Grade	Association's Chief Executive and 3 Board Members
Grade 11 – 12	3 Committee & Recruitment Specialist or Chief Executive

Only individuals who have received interviewing skills training will be able to participate in the interviewing panel.

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 the Association to an interviewee will be made available to all other candidates invited to interview.

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.

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, satisfactory medical inquiries if appropriate, 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 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. 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, the second highest scoring suitable candidate may be offered the post subsequently if agreed by the interview panel. 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.

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 be made available to them.

Equal Opportunities Monitoring

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

Records

For Data Protection purposes and with regards to recommended retention periods, application forms and recruitment documentation for unsuccessful applicants must be stored confidentially for a minimum of four months and up to a maximum of 1 year's duration. After which time they will be securely destroyed.

Any undertaken PVG membership records/Disclosure Scotland checks must be stored in accordance with the Storage and Safe Handling of Disclosure Checks Policy.

General Data Protection Regulations

The Association will treat all personal data in line with our obligations under the current data protection regulations and our own Privacy Policy. Information regarding how your data will be used and the basis for processing your data is provided in the Association's Employee Privacy Notice.

Personnel File

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

Induction

The Association's Chief Executive, 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 values, behaviours, aims and objectives, policies and procedures thereby encouraging the individual to settle, stay and make a valuable contribution to our work.

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.

Review

This policy will be reviewed every three years or otherwise as deemed necessary by legislation or best practice.