



RECRUITMENT AND SELECTION POLICY

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Chair Person/Office Bearers Signature:	

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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. We conduct business following the spirit and the intent of Equal Opportunities legislation and strive to maintain a diverse workforce. 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. This policy applies to all employees, workers and potential employees and workers at Cassiltoun Housing Association.

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 diverse range and 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 all legislative requirements are adhered to in order to mitigate risk to the organisation

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.

Legal and Regulatory Framework

Cassiltoun Housing Association aims to be an equal opportunities employers with specific procedures in place to meet its obligations under equal opportunities legislation. This policy encompasses the principles outlined in the Association's Equality and Diversity Policy. The Association will ensure that it meets the requirements of the following relevant legislation

The Equality Act 2010
Agency Workers Regulations 2011
Immigration, Asylum and Nationality Act 2006
The Employment Act 2025 (updated in 2026)
Rehabilitation of Offenders Act 1974

Cassiltoun Housing Association will act ethically and conduct its affairs with honesty and integrity and aims to avoid conflicts of interest. Advice should be sought on any legislative issues from Corporate/HR.

Cassiltoun Housing Association promotes equality of opportunity for all and welcomes applications from any candidates with the right mix of talent, skills and potential. The selection of candidates for interview will be based on appropriate skills, qualifications and experience. 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.

Procedure for Recruitment and Selection

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 and therefore potentially increasing the opportunity of a more diverse workforce which reflects the community we serve. 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.

Training

The Association will ensure that all staff involved at any stage in the recruitment and selection process will receive equality, diversity and inclusion awareness training and will be trained in the Association's recruitment and selection procedure. 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.

Identifying Recruitment Needs

When recruiting for new or vacant posts or requesting additional resources the Association will assess the business case in the first instance. This will, often be the Department Manager in liaison with the CEO. This involves assessing:-

Whether or not the post has to be filled
How it could be filled and
What would be the adverse effects of not filling the vacancy
Could the work be distributed amongst existing staff
Budget availability (if applicable is their funding options eg for specific specialised roles)
Duration of the post, temporary/fixed term contract or permanent
Advertisement route

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/HR Department in conjunction with the appropriate Senior Manager. The job description and person specification will outline the outputs required of the post, its main purpose and interdependencies, the line manager the post holder will report to any any staff management responsibilities. Information to reflect our values as an organisation should also be included. An advertisement will be composed and placed into appropriate advertising media. A recruitment specialist may be engaged to provide assistance.

The job description and person specification will form the basis for the selection of the successful candidate by the selection panel. It will define selection criteria relevant to the requirements of the post, thereby minimising subjective judgements on the part of the selection panel. This reduces the potential for discrimination and also provides demonstrable evidence of the Association's recruitment processes. The person specification will outline the range of criteria which will vary depending on the position but most specifications will normally include a minimum of experience, knowledge, qualifications/training, specific skills and abilities.

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, and externally via for example, 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 externally 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, including those on sick leave, maternity leave or holidays and will be eligible to apply for any post.

Temporary Recruitment

Temporary posts of up to a year e.g. maternity leave cover may be advertised internally first and for a short period before being advertised externally if a suitable appointment cannot be made from the internal recruitment. Temporary posts in excess of a year should be advertised internally and externally simultaneously.

In exceptional cases, the Association may deviate from this and advertise internally and externally simultaneously, for example, where the role is specialist in nature. This would require a Business Case approved by the Senior Leadership Team.

The Association will usually recruit temporary posts independently. However, there may be instances where recruitment agencies will be used for example if the post is very short term or specialist in nature. Agency use will seek to achieve best value for money when using agencies.

CEO Recruitment

CEO recruitment for the Association will be managed in line with best practice from the Scottish Housing Regulator.

Advertising

Posts will generally be advertised via our website, at Job Centres and in the EVH Bulletin/website and any other organisations that are determined. In exceptional circumstances the Association may deviate from this. This would require Business Case approval from the SLT Team. The job description and person specification will provide the basis for any advertisement. This will outline the principal outputs of the post and requirements of the postholder.

Advertisements will contain information on job title, salary scale, experience, skills and qualifications required, provide a brief description of the role and of Cassiltoun Housing Association. It should also state whether the post is full time, part time, temporary or fixed term or permanent and confirm the Association's commitment to the principle of equality of opportunity. It will also state if a Disclosure Check/PVG Check is necessary.

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 advert will include the closing date and interview date
- The Job Description and Person Specification
- A brief summary of the Terms and Conditions of the post
- Staff structure
- Job Application and or/CV
- 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.

To allow each candidate equal opportunity to demonstrate how they meet the requirements of the post, applicants will be required to complete a short standard application form. This application form will be accompanied by a monitoring form (anonymous and removed from shortlisting and interview stages of recruitment). This monitoring information will allow the Association to assess how well we are meeting our equal opportunities targets and commitments. Applicants for all posts will also be required to submit a curriculum vitae (CV) and personal statement.

Successful candidates to new and vacant posts will be selected on merit through shortlist, testing and interview in accordance with the person specification.

Short listing

All applications will be acknowledged.

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
Chief Executive	3 Board Members & Recruitment Specialist

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.

Each panel member must complete appropriately a short listing spreadsheet that will detail each applicant.

If a panel member recognises a candidate's details, they should declare this and depending on their relationship with the candidate, they may potentially be required to exclude themselves from the panel, if the person is to be shortlisted.

The recruitment panel will meet collectively after completing their own shortlist and then decide on the final shortlist of candidates for interview.

Those candidates shortlisted will be invited to interview.

Cassiltoun HA will also contact candidates not shortlisted to advise that their application will not progress to the next stage of the process. Those candidates not shortlisted for interview have the right to request feedback on their application and the reason/s for not being shortlisted.

Any requested or appropriate information which has been provided by Cassiltoun HA to a candidate will be made available to all other candidates invited to interview.

Procedures for Shortlisting Disabled Applicants

Any applications from disabled people will be shortlisted against the criteria for the post. Disabled applicants who meet the minimum selection criteria for a job are offered an interview. This does not guarantee an interview for all disabled applicants but rather for those who meet the essential criteria set by the Association.

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.

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
Grade 8	Senior Manager, Section Manager, Board Member
Grade 9 & 10 Senior Management Grade	Association's Chief Executive and 3 Board Members
Chief Executive	3 Board members & Recruitment Specialist

All shortlisted candidates will be offered an interview.

The interview process will consider the following:

- Each candidate will be asked the same questions, based on the job description and person specification.
- Each candidate will be asked the questions in the same order by the relevant members of the recruitment panel.
- If appropriate candidates will carry out a suitable skills test and/or presentation topic. Typically, interviews will be 30-60 minutes duration depending on the nature of the post.
- Each recruitment panel member will complete an interview assessment form for each candidate, recording brief notes to assist with panel deliberations upon the conclusion of the interviews.

The recruitment panel will decide which panel member will Chair the interviews on the day. The Chair of the recruitment panel will be responsible for:

- Introducing the panel members to candidates.

- Explaining the format of the day, ensuring timings are adhered to.
- Informing candidates about when they should expect to be contacted about the outcome of their interview.
- Completing an overall assessment form combining all panel member scores for each candidate interviewed.
- Ensuring panel members state and document justifiable reasons for the rejection of each unsuccessful candidate.
- All interview paperwork being accurately completed. Upon conclusion of the interviews, the recruitment panel will score each candidate and discuss them in turn to identify if they have an appointable candidate. Where candidates are judged to be equal, they may be called back for a second interview.

Interviewing applicants with a disability

Disabled applicants who identify themselves at the application stage will be provided with appropriate interview arrangements (such as an accessible interview room) to enable candidates to compete on an equal basis. Applicants will not be asked about health or disability before a job offer is made. There are limited exceptions which will only be used with Corporate/HR approval. For example:

- Questions necessary to establish if an applicant can perform an intrinsic part of the job (subject to any reasonable adjustments);
- Questions to establish if an applicant is fit to attend an assessment or any reasonable adjustments that may be needed at interview or assessment;
- Positive action to recruit disabled persons
- Equal opportunities monitoring (which will not form part of the decision-making process)

Job Offer/Appointment

Once the recruitment panel has made a decision, a conditional offer will be issued to the successful candidate subject to the following terms:

- Receipt of two satisfactory references.
- Original qualifications stated on the candidate's application form being verified.
- Proof of eligibility to work in the UK being provided.
- 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. This will always be provided in advance of the employment start date. 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 subsequently be offered the post. 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.

If the appointed candidate leaves the organisation within 3-6 months of their start date, the Association may consider reverting back to the second placed candidate

without the need to advertise again for the role.

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.

Selection Checks

References

Cassiltoun HA will carry out reference checks for the successful candidate only once the verbal offer has been made and the candidate has informed Cassiltoun HA that it is suitable to do so. Two references will be required, one from the candidate's current employer and another from a previous employer. These will be requested in writing along with a copy of the job description. This will provide the referees with the knowledge and skills required for the post to allow them to give an informed opinion about the preferred candidate.

Right to Work in the UK

Cassiltoun HA has a responsibility to prevent illegal working therefore we will carry out a right to work check before confirming employment for the successful candidate. This will ensure the candidate is not disqualified from carrying out the work in question by reason of their immigration status. The successful candidate will be informed what is required to satisfy this check.

Disclosure Scotland Criminal Records Checks

The successful candidate will be asked to complete a criminal convictions declaration form. Depending on the nature of the role, they may also be asked to undergo a PVG/Disclosure Check. If following these checks, information arises which the candidate has not disclosed or raises concern with Cassiltoun HA, we will discuss this with the candidate prior to a decision being made about whether the selection check has been satisfied. At the start of any recruitment process, we will make it clear on the adverts that a Disclosure Check will be carried out as part of any offer given.

Interview Expenses

Travel expenses will not be reimbursed.

Equal Opportunities Monitoring

As part of the Associations recruitment process, equal opportunities monitoring will be undertaken and reported. This information will be held in a secure location by Corporate/HR. Reports will be provided on a quarterly basis to the Senior Leadership Team and Board.

Records

For Data Protection purposes and with regards to recommended retention periods, application forms and recruitment documentation for unsuccessful applicants must be stored confidentially and retained for 12 months following interview. 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 Officer 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.

Exit Interviews

Exit interviews will be carried out by a member of the Corporate/HR Team or a manager who is not the line manager of the departing employee.

Exit interviews will be carried with all employees who have resigned from their post.

The purpose of the exit interview is to allow Cassiltoun HA to gain further information about the employee's reason for leaving. Furthermore, it provides additional information in relation to:

- The employee's perception of the organisation in relation to its employment practices.
- Management style and treatment perceived by employees as being unsatisfactory or unfair.
- Identifying reasons for turnover and improvements the organisation can make in the future.
- Whether there are any learning points or improvements the organisation can make on the working environment and culture.

Employees who have resigned from their post will be invited to attend an exit Interview prior to their termination date.

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.

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 Corporate/HR Department who will investigate the matter and further liaise with the complainant.

Review

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