



Cassiltoun

Housing Association

RECRUITMENT AND SELECTION POLICY

Date Approved	Proposed Review Date
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Chair Person/Office Bearers Signature:	

CASSILTOUN HOUSING ASSOCIATION LTD
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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 2022
Part time Workers Regulations 2000
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 and board members 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.

Exit Interviews

The Association's Corporate/HR Department will conduct exit interviews 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 Leadership Team

Job Analysis

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 Senior Leadership Team. 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 from the

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 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 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 Business Case approval from 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 the press, on 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 Directors 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. 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).

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:-

Post	Membership of Shortlisting Panel
Grade 1 – Grade 6	2 Staff:- Section Manager and an additional staff member
Grade 7 and 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 in their relationship with the candidate, they may potentially be required to exclude themselves from the panel, if the person is to be shortlisted. 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.

Procedures for Shortlisting Disabled Applicants

Any applications from disabled people will be judged against the essential criteria for the post and if they meet the requirements they will be granted an interview. In accordance with the 'Disability Confident' Scheme, all disabled applicants who meet 60 percent of the criteria in the person specification will be interviewed.

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.

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 6	2 Staff:- Section Manager and an additional staff member
Grade 7 and 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

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

All short listed candidates will 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.

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)

Assessment

Panel members must complete an interview assessment documentation, appropriately based on evidence for each candidate.

Where candidates are judged to be equal, or further assessment of the candidates is required, 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/Appointment

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 UK 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. 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.

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. Referees 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.

Advising Candidates of the Outcome

When an offer of employment has been made, a member of the interview panel will advise the successful candidate by telephone first and in writing soon after. All unsuccessful interviewees will typically be advised of the outcome of their interviews by telephone or email. Constructive feedback on their performance can also be made available to them, if requested, by telephone. This will be given with reference to the person specification identified for the job profile. Feedback should be requested within 2 weeks of notification of the interview outcome.

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, 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.

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.