

## **CLYDESDALE HOUSING ASSOCIATION LIMITED**

**Policy:** Recruitment and Selection Policy

**Date:** 7 December 2022

**Lead Officer:** Management Team

**Review Date:** 26/04/2025

### **Standard 5 The RSL conducts its affairs with honesty and integrity.**

Guidance 5.1 The RSL conducts its affairs with honesty and integrity and, through the actions of the governing body and staff, upholds the good reputation of the RSL and the sector.

5.2 The RSL upholds and promotes the standards of behaviour and conduct it expects of governing body members and staff through an appropriate code of conduct. It manages governing body members' performance, ensures compliance and has a robust system to deal with any breach of the code.

5.3 The RSL pays due regard to the need to eliminate discrimination, advance equality and human rights, and foster good relations across the range of protected characteristics in all areas of its work, including its governance arrangements.

5.4 Governing body members and staff declare and manage openly and appropriately any conflicts of interest and ensure they do not benefit improperly from their position.

5.5 The governing body is responsible for the management, support, remuneration and appraisal of the RSL's senior officer and obtains independent, professional advice on matters where it would be inappropriate for the senior officer to provide advice.

5.6 There are clear procedures for employees and governing body members to raise concerns or whistleblow if they believe there has been fraud, corruption or other wrongdoing within the RSL.

5.7 Severance payments are only made in accordance with a clear policy which is approved by the governing body, is consistently applied and is in accordance with contractual obligations. Such payments are monitored by the governing body to ensure the payment represents value for money. The RSL has considered alternatives to severance, including redeployment.

5.8 Where a severance payment is accompanied by a settlement agreement the RSL does not use this to limit public accountability or whistleblowing. The RSL has taken professional legal advice before entering into a settlement agreement.

## Contents

<b>1.0</b>	<b>Introduction</b> .....	3
<b>2.0</b>	<b>Purpose</b> .....	3
<b>3.0</b>	<b>General Guidelines</b> .....	3
<b>4.0</b>	<b>Equal Opportunities</b> .....	3
<b>5.0</b>	<b>General Data Protection Regulations</b> .....	4
<b>6.0</b>	<b>Recruitment Process</b> .....	5
	<b>Exit Interviews</b> .....	5

## **1.0 Introduction**

Clydesdale Housing Association seeks to hire only the best candidates for appointments approved by our Management Committee and Staffing Sub Committee or equivalent. 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.

## **2.0 Purpose**

This statement is CHA'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 CHA are:

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

To use fair and effective methods for the appointment of candidates consistent with CHA'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 CHA.

## **3.0 General Guidelines**

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

## **4.0 Equal Opportunities**

Equal Opportunities are aimed at removing barriers to access and opportunity, with positive results for individuals and *CHA*. 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, CHA 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 CHA'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 CHA'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 CHA will state that an equality and diversity policy is in place. In addition the advert will also display any signs of equality bodies that CHA 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 CHA 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.

CHA 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.

## **5.0 General Data Protection Regulations**

Any information that we hold regarding an individual must be treated lawfully and correctly in line with the safeguards outlined in the General Data Protection Regulation 2016 (GDPR) which requires data to be:

- lawfully, fairly and transparently processed
- processed for limited purposes
- adequate, relevant and limited to what is necessary in relation to the purposes for which it is processed
- accurate and kept up to date
- kept no longer than the period necessary and
- kept securely against unauthorised or unlawful processing and protected against accidental loss, destruction or damage.

The processing will be carried out in a way that ensures compliance with the rights of data subjects, including:

- the right to be informed
- the right of access
- the right to rectification
- the right to erasure (so far as applicable)
- the right to restrict processing
- the right to data portability (so far as applicable)
- the right to object to processing (including profiling); and
- the right not be subject to fully automated decision-making including profiling.

Further information is available by viewing the Association's Privacy Policy.

## **6.0 Recruitment Process**

### **Exit Interviews**

The person's line 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.

### **Job Analysis and Advertising**

When recruiting for new or vacant posts CHA will conduct a job analysis, often carried out by the Departmental Manager in liaison with Senior Management 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.

### **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, using all or some of the following. Internally, in the national press, on our website 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 redeploy candidates into posts without advertising the vacancy.

## **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.

## **Temporary Recruitment**

Short-term appointments of less than 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. 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 will be approached to provide a candidate.

For temporary appointments of up to a year it is possible to consider a secondment opportunity if appropriate.

## **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.

## **Short listing**

The composition of the interview panel will depend on the post. With the exception of senior staff, the Chief Executive and the Departmental Manager will be the panel members. In the case of a senior member of staff, manager and above it will be the Chief Executive Officer, the Chair Person and one other Management Committee member. If the post is for Chief Executive, then the Management Committee will enlist the help of an external recruitment agency. Only individuals who have received recruitment and selection training will be able to participate in short listing.

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 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 a candidate's details, who 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 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.

### **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**

References will be sought after an 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.

### **Interview**

The interviewing panel, 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.

All internal candidates who match the person specification will be guaranteed an interview.

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

## **Assessment**

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

## **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 CHA 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 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.

## **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 CHA's expenses and finance policies and procedures.

## **Equal Opportunities Monitoring**

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



## 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.

## Personnel File

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

## Induction

CHA 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 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.

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

## Revision History

This policy will be reviewed at least every three years, or sooner as determined by changes in legislation. Any amendments required will be submitted to the Management Committee for approval.

<b>Approved by the Committee of Management on: 7 December 2022</b>	
<b>Signed:</b>	<b>Signed:</b>
<b>Secretary/Chairperson</b>	<b>Depute Chief Executive</b>