

Policy	Recruitment & Selection
---------------	-------------------------

Reference	S.17
------------------	------

Date Approved	29 January 2019
----------------------	-----------------

Review Date	January 2022 (or next recruitment)
--------------------	------------------------------------



Terms Of Reference

- EVH Model Policy Recruitment & Selection (December 2012)
- EVH Guide to employing people (August 2013)
- Equalities Act 2010
- SHR Regulatory Standards of Governance
 1. The governing body leads and directs the RSL to achieve good outcomes for its tenants and other service users.
 2. The RSL is open about and accountable for what it does. It understands and takes account of the needs and priorities of its tenants, service users and stakeholders. And its primary focus is the sustainable achievement of these priorities.
 3. The RSL manages its resources to ensure its financial well-being and economic effectiveness.
 4. The governing body bases its decisions on good quality information and advice and identifies and mitigates risks to the organisation's purpose.
 5. The RSL conducts its affairs with honesty and integrity.
 6. The governing body and senior officers have the skills and knowledge they need to be effective.

Previous Reviews:

16/12/14
 March 2015
 November 2016
 February 2017
 August 2018
 September 2018

*Pineview Housing Association Ltd, registered office at 5 Rozelle Avenue, Drumchapel, Glasgow, G15 7QR.
 Registered Society under the Co-operative and Community Benefit Societies Act 2014 2375R(S); Registered Scottish Charity No SC038237;
 Registered Social Landlord HAC231; Registered Property Factor PF000151*



Introduction

Pineview 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.

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 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 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 to perform the duties of the advertised post 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 the Association'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 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 Director 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 the Association 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 internally and externally, using resources such as our website, SFHA 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

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.

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 short listing and interview assessment forms.

Short listing

A panel of assessors will carry out the shortlisting assessment process. Where possible, in addition to the assessors the panel will also include a non-assessing staff member 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 section staff member
Grade 7	2 Staff = Section Manager and Director and/or specialist
Grade 8 – Grade 9	2 Staff = Manager and Director and/or specialist 1 - 2 Committee Member
Grade 10+	3 Committee & Recruitment Specialist and/or Director (not Director for replacement Director post)

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. Additional persons may take part in interviewing.

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 will complete a short listing assessment form appropriately for each applicant, which will be collated to the one assessment form per candidate. 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 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 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.

Interview

The interviewing panel should reflect the same membership as the short listing panel with the additional committee representation as shown below. A tenant representative may also be included in the panel for certain posts e.g Warden, Tenant Participation Officer. Technical expertise personnel may also take part in the interview process. Also present will be a staff member with HR experience 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 section staff member
Grade 7 – Grade 8	2 Staff = Manager and Director and/or specialist 1 - 2 Committee Member
Grade 9	2 Staff = Manager and Director and/or specialist 3 Committee Members
Grade 10+	3 Committee & Recruitment Specialist and/or Director (not Director for replacement Director post)

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 the Association 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, which will be collated to the one assessment form per candidate.. The Association'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 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 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 the Association's expenses and finance policies and procedures.

Equal Opportunities Monitoring

As part of The Association'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, other than for the successful candidate where it will become part of their personnel file.

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

The Association 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 Director who will investigate the matter and further liaise with the complainant.

Monitoring & Review

This policy will be reviewed after each recruitment exercise. If no recruitment has taken place the Policy will be reviewed at least every three years to ensure it continues to meet the requirements of the Association or where EVH issues a revised Recruitment & Selection Model Policy, whichever is sooner.