

Recruitment Policy (5)

AS WITH ALL OF THE ASSOCIATION'S POLICIES and PROCEDURES, THIS GUIDE, IN FULL AND IN PART, CAN BE MADE AVAILABLE IN SUMMARY, ON TAPE, IN BRAILLE, AND IN TRANSLATION INTO MOST OTHER LANGUAGES –

**PLEASE ASK A MEMBER OF STAFF IF YOU WOULD LIKE
A VERSION IN A DIFFERENT FORMAT**

Approved By	Committee of Management at the meeting on 1 st December 2010
Last review	Committee of Management at the meeting on 6 th September 2017
Next Review	September 2022

1. Introduction

Whiteinch & Scotstoun Housing Association Ltd. (WSHA) 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. Purpose

This statement is WSHA'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 WSHA are:

- To attract comprehensive applications from a sufficient number of candidates with appropriate skills, qualifications and experience for consideration for employment with WSHA.
- To use fair and effective methods for the appointment of candidates consistent with WSHA's Equality and Diversity Policy.
- 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 WSHA.

3. General Guidelines

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

4. Equal Opportunities

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

WSHA 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. Exit Interviews

The Deputy Chief Executive 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.

This process will happen as soon as practicable after the notice of termination of employment has been received from the staff member, in order that their signed exit interview proforma can be reviewed by their Line Manager who therefore has an opportunity to clarify any issue raised.

6. Retirement Planning

The Association recognises that the Default Retirement Age (DRA) was abolished on 1st October 2011. However, the organisation still requires to have a conversation about retirement with older workers to ensure that it is not taken unawares by an application to retire and therefore does not have adequate time to address the resource implications.

This conversation will also offer the staff member an opportunity to discuss any adjustments to their work, for example a move to part-time, which they may be considering. If, therefore, a staff member has not already raised the subject with their line manager, then two years (24 months) before they reach the date at which they are able to access their state pension, the staff member will be asked to meet with their line manager to discuss their retirement plans. The outcome of these discussions will be fed into the Section's resource planning.

7. Job Analysis and Advertising

When recruiting for new or vacant posts WSHA will conduct a job analysis, carried out by the Departmental Manager in liaison with the Deputy Chief Executive. 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.

The business case will first be presented to the Executive Team for consideration. If required, the Executive Team will make any necessary amendments to the case prior to its presentation to the Committee of Management who will decide whether or not recruitment should take place. The Trade Union may also input to this process if they have any concerns.

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. The advertising media will be post specific and based on the approved advertising budget.

8. 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 in line with the agreed advertising strategy for the post.

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.

9. 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.

10. Temporary Recruitment

Short-term appointments can arise due to a variety of circumstance, special projects, maternity cover, sickness absence cover etc. The Line Manager for the post, in discussion with the Deputy Chief Executive will consider, given the circumstances, what is the most effective way to proceed to minimise disruption to the organisation.

This could mean advertising as if the post was permanent, or it could mean seeking candidates from suitable employment agencies. The Line Manager and DCE may also consider the post to be filled by secondment, or by offering an opportunity to existing staff to enhance their skills. Where there is more than one staff member who is seeking such an opportunity, then a skills match followed by interview process will be adopted.

Temporary posts, clearly identified at the outset as being in excess of a year should be advertised internally and externally simultaneously.

11. Recruitment Information to Candidates

A Job Description of the post, including grading, reporting structure, an outline of the responsibilities of the post, and the standards which are expected, will be prepared by the Line Manager responsible for the post, assisted by the Deputy Chief Executive and, where appropriate, the present incumbent.

The Person Specification is the cornerstone for the whole recruitment process and should include the following:-

- Skills and Abilities
- Experience
- Knowledge
- Training/Qualifications
- Other Requirements.

In this format, the Person Specification can be used throughout the selection process in drawing up the job advertisement, in providing criteria for the short listing exercise, at the selection interview, in making a decision to appoint and in identifying the successful candidate's future training needs.

The Person Specification should consider each of the factors listed above, and classify particular requirements as either essential or desirable. Not all the sections in the person specification will be completed for example, qualifications are considered essential only where they are needed to do the job. The weighting of these factors should be consistent throughout the recruitment programme. The Person Specification should also show the method of testing for each of the factors.

A briefing note will also be included in the recruitment pack giving the reason for the vacancy and additional background information to assist the candidate in understanding the organisation and where the post fits in. Other documents such as newsletters, annual reports and accounts may be included in the pack depending on whether the nature of the post would benefit from these inclusions. Copies of the WSHA Equality and Diversity Policy should be made available to candidates on request.

12. Short listing

A panel will be established to carry out the recruitment processes for each vacant or new post. The membership of this panel will depend on the seniority of the post and may include persons external to the organisation if particular experience is required. 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 on the interview panel 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 of the result of their applications. Unsuccessful candidates will be offered the opportunity for feedback on their applications.

13. 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. The exception to this will be where a candidate has been introduced by our 'employability' partner, and this candidate has successfully completed an employability placement.

14. References

References will be sought after an offer of employment has been accepted. Reference requests will be made to the current or most recent employer, the previous employer if the employment has been less than three years and a 'good character' referee who 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.

15. Interview

The interviewing panel, recommended to be three individuals, 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.

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

16. Assessment

Panel members must complete interview assessment documentation, appropriately, based on evidence for each candidate. On these forms, panel members should only record relevant responses to key questions, note outstanding issues, gaps or concerns, and their perceptions of the candidate as well as the outcome of the interview. WSHA's Equality and Diversity Policy 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.

17. 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
- proof of eligibility to work in the EU and
- a satisfactory PVG membership/Disclosure Scotland check where appropriate.

It may be necessary to include occupational health screening as part of the assessment for some posts. This level of screening will only be carried out if deemed an essential requirement for the post, and the medical information received will only be used to determine if the candidate is likely to suffer a detriment as a result of his/her appointment. An example of this would be appointment to a post where repeated manual handling was an essential feature; screening would be carried out to determine any back problem which could be affected by the work. As in the Association's Attendance Management Policy such screening would only be carried out with the approval of the candidate, and the resulting report would be copied to him/her on receipt.

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 WSHA 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.

18. 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.

19. Interview Expenses

WSHA does not pay travel expenses to candidates.

20. Equal Opportunities Monitoring

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

21. 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 Association's Policy in Relation to Disclosure Scotland.

22. Personnel File

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

23. Induction

WSHA's 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 Deputy Chief Executive in consultation with the post 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.

24. 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.

25. 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.

26. Recruitment of Chief Executive Post

The recruitment of the Chief Executive is recognised as requiring a different approach from the rest of the staff: there is no professional line management structure above this post; Committee Members need independent, external support; internal candidates may apply, demanding unique sensitivities of approach; and the prevailing employment market may result in variations to conditions to attract the desired quality of candidates.

The following procedures will commence within four weeks of the Chief Executive posting notice of resignation or retirement or as soon as possible (but not exceeding four weeks) should the vacancy arise suddenly. All processes will follow the general expectations of this Policy except for the specific variations as detailed below. An employment consultant will always be appointed when the Chief Executive post falls vacant. The Executive Team should assist in this process, advising Committee of available consultants and overseeing any tendering and selection process, if required. If possible, the outgoing Chief Executive should oversee the process up to this stage.

The employment consultant, once appointed, will take full ownership of the exercise, the terms of their brief being explicit and developed and finalised in consultation with the Chairperson and Office Bearers. Ownership will be retained until successful conclusion of the exercise. The consultant will be bound to advise the Executive Team of the timetable for dealing with exercise and apprise them of developments as they occur.

As with all other posts, a business case exercise will be carried out, run by the consultant and, again, considering all permutations (e.g. filling the vacancy as it stands, sharing senior officer services with another RSL, etc.)

When recruitment is favoured, Committee will agree the members of the selection panel (not to be limited to Committee Members but involving independent, external support, e.g. from the Association's Auditors or Solicitors). The selection panel must include the Chairperson and, preferably, the other Office Bearers.

The members of the selection panel must commit to attending interviews, which will be set for dates and times suitable to all, with substitutes identified for minority withdrawals due to unavoidable circumstances (e.g. illness).

Committee must agree clear, explicit parameters within which the exercise is to be carried out; these will define any variations that may be made to conditions, considered necessary to secure the best candidate. The selection panel will be fully delegated to make any offers, through the agency of the employment consultant, subject to conditions falling within the approved, delegated parameters.

Offers will be issued by the consultant and the details of any offers made must remain totally confidential until formal acceptance of the conditions and post is received from a successful candidate. At this point, the employment agent will co-ordinate with the Deputy Chief Executive to ensure that conditions are formally instituted if varying from those in existence. Feedback to any unsuccessful candidates must be offered and delivered by the consultant who will also deal with any queries or disputes about the process, advising the Committee as appropriate.

Should any of the Executive Team (or, indeed, any staff member) have any concerns about the process, they should relate these, in confidence to the Chairperson (or follow the Association's Whistleblowing Policy if more appropriate).

27. Arrangements for Review

This policy will be reviewed every five years or earlier if this is required by legal, regulatory or best practice requirements.