



Williamsburgh

HOUSING ASSOCIATION

• Limited •

Recruitment and Selection Policy

Policy Title:	Recruitment and Selection Policy		
Dept.:	Corporate Administration	Lead Author:	Gordon Williamson Director
Committee Meeting/Date:	494 th Management Committee Meeting 16 th January 2019	Review Date:	16 th January 2022

This policy can be made available in different languages and other formats such as Braille, large print or tape, on request.

Contents

1. Introduction
2. Purpose
3. General
4. Equality and Diversity Opportunities
5. When a Vacancy Arises
6. Internal Recruitment
7. Temporary Recruitment
8. Recruitment Information to Candidates
9. The Recruitment Panel and Shortlisting
10. Modern Apprenticeships
11. References
12. Interviews and Testing
13. Assessment
14. Job Offer
15. Feedback to Interviewees
16. Interview Expenses
17. Equal Opportunities Monitoring
18. Records
19. Induction
20. Failure to Recruit
21. Complaints
22. Evaluation and Monitoring
23. Review

1. Introduction

Williamsburgh Housing Association seeks to employ only the best candidates for appointments approved by our Management Committee. 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 and civil partnership, pregnancy and maternity, race (including colour, nationality, ethnic or national origins and citizenship), religion/belief, sex and sexual orientation or any other factor irrelevant to successfully performing our jobs.

2. Purpose

This statement is Williamsburgh Housing Association's policy for recruitment and selection, aimed at encouraging good practice and equal opportunities, to which all staff are required to adhere. In the recruitment process our aims are to:

- Attract comprehensive applications from a sufficient number of candidates with appropriate skills, qualifications and experience for consideration of employment with Williamsburgh Housing Association.
- Use fair and effective methods for the appointment of candidates consistent with Williamsburgh Housing Association's Equality and Diversity Policy.
- Ensure that recruitment procedures are clear and adhered to by all staff and committee members involved in any recruitment and selection processes.
- Develop an excellent workforce committed to the aims, values and service delivery requirements of Williamsburgh Housing Association.

3. General

- 3.1 In recruiting for newly created or vacant posts, Williamsburgh Housing Association will ensure that it complies with legislative requirements and demonstrates best practice as an employer, in relation to employment rights and equal opportunities.
- 3.2 Williamsburgh Housing Association's Recruitment Pack will comply with any legislative requirements that relate to recruitment and employment.

4. Equality and Diversity Opportunities

- 4.1 Equality and diversity opportunities aim to remove barriers to access and opportunity. Equality and diversity 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, we will not discriminate on any factor irrelevant to the ability to do the job.
- 4.2 It is Williamsburgh Housing Association'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.
- 4.3 A fair recruitment process will remove barriers, where possible, to the employment of people from different backgrounds. This will enable us to recruit from the widest pool of talent, potentially raising the standard of our intake and increasing the opportunity of a more diverse workforce which reflects the community we serve. 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.

4. Equality and Diversity Opportunities Contd.

- 4.4 To highlight our 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 advertisements will refer to this commitment. In addition, adverts will display logos/signs of any equality bodies that Williamsburgh Housing Association is affiliated with. The information in adverts 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 vacancies and whether they wish to proceed with applying. We will ensure that all application forms have clear instructions for completion and are free from personal questions that are not relevant to the vacancy and which may lead to discrimination.
- 4.5 Williamsburgh Housing Association will ensure that all those involved at any stage in the recruitment and selection process have received equality and diversity awareness training. This will help ensure that those involved in the recruitment process will not discriminate either knowingly or unknowingly.

5. When a Vacancy Arises

- 5.1 A senior manager will conduct an exit interview 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, take account of this in the job analysis and to thank the individual for his/her contribution to the organisation.

5. When a Vacancy Arises Contd.

- 5.2 When considering recruiting for any vacant post in the approved staff structure, Senior Management will conduct a job analysis. This will assess whether or not the post should be filled and how, what the adverse effects would be of not filling it and if the work could be distributed to existing staff. Any proposal not to fill the post or change the remit should be agreed by the Management Committee. Any proposed permanent changes to the staff structure, must be referred to the Management Committee for consideration and approval.
- 5.3 If it is decided that the post should be filled, a suitable new or updated job description, person specification and application form will be compiled by the appropriate senior manager and an advertisement will be composed and placed in appropriate advertising media. For the most senior post in the organisation; the analysis, job description and person specification will be undertaken by the Management Committee.
- 5.4 A recruitment specialist such as EVH may be engaged to provide assistance, with parts or all of the recruitment process, particularly for the most senior post or if a number of vacancies are being filled at the same time.
- 5.5 If it is deemed necessary to recruit another staff member or fill a vacant post permanently, the position will be advertised simultaneously; internally and externally in advertising media with a reach beyond west central Scotland, on our website and in the EVH Bulletin/website, to reach the widest range of applicants, demonstrating our commitment to equality and diversity.
- 5.6 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.

6. Internal Recruitment

All existing staff will be notified of permanent and long term temporary vacancies, including those due to sick leave, maternity leave or holidays and will be eligible to apply.

7. Temporary Recruitment

- 7.1 Short-term appointments of less than a year e.g. maternity leave, may be advertised internally and filled by internal secondments, 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.
- 7.2 For very short term posts of a few weeks, internal advertising will not normally happen but rather suitable employment agencies will be approached to provide a candidate.

8. Recruitment Information to Candidates

- 8.1 All candidates will receive a pack containing a job description, person specification, summary statement of conditions, appropriate information about the Association, an application form and equal opportunities monitoring form.
- 8.2 Successful candidates to new and vacant posts will be selected on merit through shortlisting, testing and interview, in accordance with the person specification and our standard shortlisting and interview assessment forms.

9. The Recruitment Panel and Shortlisting

- 9.1 A recruitment panel, preferably of three individuals, will be established for each recruitment exercise, according to the vacancy to be filled:
- Chief Executive/Director:
Management Committee member(s), including the Chair and advisor(s).
 - Senior Manager:
Management Committee member(s), Chief Executive (Director) and Senior Manager.
 - All other posts:
Senior Manager and other senior staff.
- 9.2 Only individuals who have received recruitment and selection training will be able to participate in a recruitment panel.
- 9.3 The panel will agree the job description, person specification, application form and advertising approach. The same people will shortlist and interview. The panel must include one member with skills or experience closely related to the vacant post. If this is not possible, the panel should appoint an independent advisor to assist them.
- 9.4 Sections of the application forms which identify the applicants and their personal details, including equal opportunities monitoring forms, will be removed from the forms, prior to circulation to the panel for shortlisting.
- 9.5 Essential criteria will be applied in the first instance to shortlist candidates. Candidates who do not fully 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. With a large response, desirable criteria will be applied, to reduce fairly the number of candidates called for interview.

9. The Recruitment Panel and Shortlisting Contd.

- 9.6 Each panel member must complete a shortlisting assessment for each applicant. Should a panel member recognise a candidate who is known to them from the details provided, they should declare this. Should the relationship be such as to present a conflict of interest, they should exclude themselves from the decision to shortlist and from the panel, if the person is to be interviewed.
- 9.7 Candidates invited to interview and unsuccessful candidates will be informed simultaneously of the result of their applications. Unsuccessful candidates may be provided with feedback on their applications, should this be requested.

10. Modern Apprenticeships

Candidates for modern apprenticeships will be required to submit application documents, which will be subject to fair shortlisting procedures. Successful shortlisted individuals will be invited to attend an interview and the most suitable individual(s) will be selected.

11. References

References will normally be sought after a conditional offer of employment has been accepted. These may be sought after final interview and before an offer, with the candidate's agreement. Two reference requests will be made to the most recent or current employer/academic/voluntary/good character referee contacts, who must not be related to the candidate. If a referee happens to be a panel member, e.g. a former employer, the candidate will be asked to provide an alternative referee.

12. Interviews and Testing

- 12.1 The interviewing panel which preferably should consist of three individuals, will, whenever possible, have the same membership as the shortlisting panel and only individuals who have received interviewing skills training will be able to participate.
- 12.2 All shortlisted 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.
- 12.3 The process may, where appropriate, also include suitable tests and presentations. Interviews will be typically of 30-60 minutes' duration, depending on the nature of the post.
- 12.4 Any additional information which has been provided by Williamsburgh Housing Association to an interviewee, at their request, will be made available to all other candidates invited to interview.

13. Assessment

- 13.1 Panel members must complete interview assessment documentation appropriately, based on evidence for each candidate. Williamsburgh Housing Association's Equality and Diversity policy will apply to all matters of assessment in recruitment and selection.
- 13.2 Where candidates are judged to be equal, or if the panel wishes to explore some criteria in more depth, they may be called back for a second interview. Panel members must state and document justifiable reasons for the rejection of each unsuccessful interviewee.

14. Job Offer

- 14.1 Once the panel has made a decision, a conditional offer will be issued to the successful candidate 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. The conditional offer can be verbal and followed up in writing.
- 14.2 The appointment will normally be made at the first spinal point of the relevant salary scale; otherwise, an appointment will be made on a suitable salary position, paying due consideration to a candidate's skills, experience and present and future circumstances.
- 14.3 The terms of a written contract of employment will be confirmed and issued once the aforementioned conditions have been satisfied.
- 14.4 If the conditional job offer is declined and if agreed by the interview panel, the second highest scoring suitable candidate may be offered the post. Should there be no suitable reserve candidate, the recruitment process should be reviewed and a re-run of the whole recruitment process considered.
- 14.5 Once the conditional job offer has been accepted, interview outcome notification should be issued to unsuccessful interviewees. It is the intention of Williamsburgh Housing 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.

15. Feedback to Interviewees

All interviewees will be advised of the outcome of their interviews typically by telephone/e-mail or letter and constructive feedback on their performance can also be made available to them, if they desire, by telephone.

16. Interview Expenses

Reasonable travel expenses will be reimbursed to candidates for non-local journeys, on request. Any reasonable interview travel expenses paid to candidates for new or vacant posts will be in accordance with Williamsburgh Housing Association's expenses and finance policies and procedures.

17. Equal Opportunities Monitoring

As part of Williamsburgh Housing Association's recruitment process, equal opportunities monitoring will be undertaken and reported at least annually to the Management Committee.

18. Records

- 18.1 Application forms and recruitment documentation for unsuccessful candidates must be stored confidentially for a minimum of 4 months and up to a maximum of 1 year. PVG membership records/Disclosure Scotland checks must be stored according to the Storage and Safe Handling of Disclosure Checks Retention Policy.
- 18.2 The successful candidate's recruitment documentation should be made into a personnel file and retained.

19. Induction

We will welcome a new post holder by providing induction training in line with our Induction procedure. This will be organised before the start date of the new post holder by their line manager. This will help to convey our aims, objectives, policies and procedures, thereby, encouraging the individual to settle, stay and make a valuable contribution to the Association.

20. Failure to Recruit

Should the 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 re-run where appropriate to do so.

21. Complaints

If a complaint is received about any stage of the recruitment and selection process, it should be resolved promptly. Verbally, where appropriate, to do so. If the complainant wishes to pursue the matter further, they should be advised to submit the complaint in writing, addressing it to the Director or Chairperson, who will investigate the matter and respond.

22. Evaluation and Monitoring

The Association will, through our recruitment activity, monitor how this policy operates in practice and will take the opportunity annually, when presenting the equalities and diversity report to the Management Committee, to evaluate whether we are successfully recruiting quality candidates to posts becoming available within our Association.

23. Review

The Management Committee will have regard to this policy, as per our review schedule. As such, the policy will be considered every three years to ensure that it responds to any changing legislation and recommended best practice.