

Recruitment and Selection Policy

1. Introduction

- 1.1. Abertay Housing Association (Association) seeks to employ only the best candidates for appointments. The Association conducts business following the spirit and the intent of Equal Opportunities legislation and strives to maintain a diverse staff.
- 1.2. The Association encourages excellence at all levels in the organisation and is 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 achieving successfully and performing jobs.

2. Policy Statement

- 2.1. 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:
 - 2.1.1. To attract comprehensive applications from a sufficient number of candidates with appropriate skills, qualifications and experience for consideration for employment with the Association.
 - 2.1.2. To use fair and effective methods for the appointment of candidates consistent with the Association's Equality and Diversity Policy.
 - 2.1.3. To ensure that recruitment procedures are clear and adhered to by all staff and Board Members involved in any recruitment and selection processes.
 - 2.1.4. To develop an excellent workforce committed to the aims, values and service delivery requirements of the Association.

3. General Guidelines

- 3.1. 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.

4. Equal Opportunities

- 4.1. 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 and civil partnership, pregnancy and maternity, race (including colour, nationality ethnic or national origins and citizenship), religion / belief, sex and sexual orientation or any factor irrelevant to the ability to do the job.
- 4.2. It is the 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 the Association 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 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.
- 4.4. 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 make reference to the principles of equality and diversity. 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 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.
- 4.5. The Association will ensure that all staff involved at any stage in the recruitment and selection process 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. Job Analysis and Advertising

- 5.1. 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 for posts at Director level and above, the Board. 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.
- 5.2. If decided that the post should be filled, a recruitment specialist 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.

6. Permanent Recruitment

- 6.1. 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 appropriate media.
- 6.2. The Chief Executive may restrict permanent appointments to internal recruitment only where the circumstances are in the best interests of the Association.

- 6.3. Another 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.

7. Internal Recruitment

- 7.1. 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.

8. Temporary Recruitment

- 8.1. Temporary 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.
- 8.2. The Chief Executive may extend temporary appointments beyond a year where the circumstances are in the best interests of the Association.
- 8.3. 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.

9. Recruitment Information to Candidates

- 9.1. All candidates will receive an information pack that includes a job description, and a person specification, together with an application form and equal opportunities monitoring form.
- 9.2. 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.

10. Short listing

- 10.1. A panel of a minimum of two members of staff will carry out the recruitment processes for each vacant or new post. Only individuals who have received recruitment and selection training will be able to participate in short listing.
- 10.2. With regard to the recruitment of a Director, the panel will include the Chief Executive, the Chair and Board Members.
- 10.3. 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.
- 10.4. 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.
- 10.5. 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 the panel will decide whether they should be excluded from the interview process if the person is to be shortlisted.

- 10.6. 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.

11. Modern Apprenticeships

- 11.1. 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.

12. References

- 12.1. 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.

13. Interview

- 13.1. The interviewing panel, of at least two members of staff, should reflect the same membership as the short listing panel and only individuals who have received interviewing skills training should be able to participate.
- 13.2. 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.
- 13.3. 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.

14. Assessment

- 14.1. Panel members must complete interview assessment documentation, appropriately, based on evidence for each candidate. The Association's Equality and Diversity Policy applies to all matters of recruitment and selection.
- 14.2. 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.

15. Job Offer

- 15.1. 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 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 be included. The

terms of a written contract of employment will be confirmed and issued subsequently once the aforementioned conditions have been satisfied.

15.2. 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.

15.3. 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.

16. Feedback

16.1. 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.

17. Interview Expenses

17.1. 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.

18. Equal Opportunities Monitoring

18.1. As part of the Association's recruitment process, equal opportunities monitoring will be undertaken.

19. Records

19.1. In accordance with the Association's Data Retention Guidelines, Application forms and recruitment documentation must be stored confidentially for a minimum of six months and up to a maximum of one year's duration.

19.2. Any undertaken PVG membership records / Disclosure Scotland checks must be stored in accordance with the Storage and Safe Handling of Disclosure Checks Retention Policy.

20. Personnel File

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

21. Induction

- 21.1. The Association's staff will welcome a new post holder by providing initial induction to the Association and an Induction Training Plan. 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.

22. Failure to Recruit

- 22.1. 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.

23. Complaints

- 23.1. 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.

24. Risk Management Statement

- 24.1. The risks associated with Recruitment and Selection are incorporated within the Association's Risk Management Framework.

25. Exit Interviews

- 25.1. The Corporate Services Officer will normally conduct exit interviews personally with any permanent member of staff who leaves the Association. In the event that the staff member is a Director or Chief Executive, the exit interview will be carried out by a panel chosen by the Board. The information gathered at the interview may be used to adapt or amend the job description.

26. Equality and Diversity Statement

- 26.1. The protected characteristics enshrined in the Equality Act 2010 are respected when ensuring compliance with the Association's obligations in relation to Recruitment and Selection. Equalities and Diversity is considered throughout this Policy.

27. Policy Monitoring and Review

- 27.1. The Chief Executive and Corporate Services Director will monitor the implementation and operational effectiveness of the Recruitment and Selection Policy.
- 27.2. The Recruitment and Selection Policy will be reviewed every three years or as and when deemed necessary.