



Recruitment and Selection Policy & Procedures

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1. Introduction

- 1.1** Shettleston Housing Association (SHA) recognises its staff are fundamental to fulfilling the strategic aims and supporting the core values of its business. SHA seeks to recruit the best candidates with the necessary skills and attributes to fulfil the roles. SHA conducts business underpinned by Equal Opportunities legislation and strive to maintain a diverse staff team. 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 of the Policy

- 2.1** Shettleston Housing Association encourages good practice and equal opportunities in line with legislative requirements to which all staff are required to adhere to. During the recruitment and selection process, the aims of SHA are:
- To attract candidates with the appropriate skills, knowledge, and experience for consideration for employment with SHA.
 - Ensure that access to employment opportunities is based on fair, objective, and consistent criteria in line with SHA's Equal Opportunities policy.
 - To ensure that recruitment and selection procedures are clear and adhered to by all staff and committee members involved.
 - To develop a suitably qualified workforce committed to the aims, values, and service delivery requirements of SHA.

3. Equal Opportunities

- 3.1** Equal Opportunities are aimed at removing barriers to access and opportunity, with positive results for individuals and SHA. In the context of recruitment and selection, equal opportunities refer to equality in the attraction and selection of candidates, promotion, or training in line with terms and conditions of employment. In seeking suitable candidates for new or vacant posts, SHA 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 other factor irrelevant to achieving successfully and performing our jobs.
- 3.2** SHA's recruitment decisions will be based completely on the merits and abilities of candidates in line with those set out in the job description and person specification and no other criteria will be used. To achieve this, equality and diversity practices will be integrated into every stage of the recruitment and selection process.

- 3.3** A fair recruitment process will remove barriers where possible to the employment of individuals from different backgrounds. This will enable SHA to recruit from the widest pool of talent, thus raising the standard of candidates and therefore increasing the opportunity of a more diverse workforce which reflects the community it is serving. A more diverse workforce should improve SHA's service delivery, as it will include staff with varied knowledge and experience about meeting the needs and aspirations of service users and potential service users.
- 3.4** To highlight SHA'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 SHA will state that an Equality and Diversity policy is in place. In addition, the advert will also display any signs of equality bodies that SHA 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 apply. For those that wish to apply, SHA will ensure that all applications have clear instructions for completion and application forms are free from personal questions that are not relevant to the vacancy or may lead to discrimination.
- 3.5** SHA 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.

4. Identifying Recruitment Needs

- 4.1** When either a job becomes vacant or a new job is created, there is an opportunity to fully consider what SHA requires. The following questions should be considered:
- Is there a requirement for this post to be filled?
 - What would be the adverse effect(s) of not filling the post?
 - If the post is to be filled, is this required on a like for like basis or are there alternative considerations?
 - Does this vacancy provide an opportunity to look at the wider team roles?
- 4.2** At this point, agreement should be reached about the future of the post. If it is agreed that the vacancy will be filled or a new job is created, the procedure below will be followed prior to the recruitment and selection process taking place:
- A job description and person specification will be developed for the role detailing the duties, skills, knowledge and experience required. If a current job description and person specification exist, these will be reviewed by the line manager to ensure it accurately reflects the role.
 - If this is a new role or you deem an existing role to have significantly changed, job evaluation may be carried out to determine the correct salary/ grade for the role. SHA may seek to engage specialists such as EVH to carry out this work prior to the recruitment process taking place.

- A recruitment panel will be identified and have delegated authority to make an appointment to the post.
- A reasonable timescale for the entire recruitment and selection process should be agreed by the recruitment panel. This will take account of selection checks and notice period for the successful candidate.
- All paperwork required during the recruitment and selection process – the job advert, application paperwork, shortlisting and interview paperwork will be agreed by the recruitment panel.
- The same people should be involved throughout unless a conflict of interest arises at any point during the process. In this circumstance, the recruitment panel will discuss if it is appropriate for an alternative individual to join the recruitment panel.
- Depending on the seniority of the post, the recruitment panel may seek advice from recruitment advisors, such as EVH, prior to progressing a recruitment and selection process if deemed necessary.
- The Corporate Services Manager and Corporate Services Assistant will support with the administration of the process.

5. The Recruitment Panel

5.1 It is recommended that three individuals make up the recruitment panel where possible. Those individuals identified as suitable for the recruitment panel will depend on the post being filled. Below is an example:

- Staff only for posts below Grade 9 as per the scheme of delegated authority within SHA.
- Staff and Board representatives for posts at Grade 9 and above as per the scheme of delegated authority within SHA.

5.2 SHA recognises that the Board will require support when recruiting for the Chief Executive Officer. In this circumstance, they will seek support from an independent organisation such as EVH prior to commencing the recruitment and selection process. The Board will decide who will be involved in the process alongside the Chair.

5.3 Any individual serving on a recruitment and selection panel will have undergone relevant recruitment and selection training along with equality and diversity awareness training.

6. Attracting Candidates

6.1 SHA understands the importance of attracting suitable candidates through the most appropriate and cost-effective means. The recruitment panel should discuss the best internal and external advertising methods in line with the agreed advertising budget.

The knowledge and skills required for the job should ensure suitable candidates are attracted to apply for the job and the advert should outline the main details of the post:

- Job title
- Salary/ Grade
- Hours per week
- Location
- Nature of the contract - permanent, fixed term
- Main duties
- Closing date and proposed interview date
- Information on how to apply and any other relevant information.

7. Advertising

7.1 Permanent Recruitment

SHA will advertise all permanent posts via a variety of methods:

- Internal advert - this will be in conjunction with another advertising method.
- Specialist recruitment sites demonstrating our commitment to Equal Opportunities.
- SHA's website.
- SHA's social media platforms.

All candidates will receive an application pack that will include the following:

- An application form
- An anonymous Equal opportunities monitoring form
- Job description and person specification
- Any other relevant information deemed necessary for the post e.g., summary statement of terms and conditions of employment, relevant information about SHA which cannot otherwise be accessed via our website and is relevant to the role.

An exception to this, will be in cases of restructuring or redundancy where it may be necessary to interview and appoint successful internal candidates into vacant posts as alternatives to redundancy rather than advertising the vacant posts externally.

7.2 Temporary Recruitment

Short-term appointments of less than one year e.g., maternity leave cover, may be advertised internally and filled by a current employee where appropriate to do so, or by candidates engaged from suitable employment agencies. Temporary posts more than one year should be advertised internally and externally simultaneously.

7.3 Internal Recruitment

All existing staff will be notified of permanent and long-term temporary vacancies. SHA will ensure that those employees on sick leave or any type of other leave are notified and will be eligible to apply for any post advertised.

For very short-term posts of a few weeks, internal advertising will not normally take place as line managers have discretion to seek a temporary candidate from an employment agency if there is no suitable internal candidate identified.

8. Shortlisting

- 8.1** Once the post has closed, only then should shortlisting take place by the recruitment panel. At least one panel member must possess skills, experience or knowledge most closely related to the post for which candidates are to be shortlisted and interviewed. The individual responsible for the administration of the process will number all applications, remove all personal and equal opportunities information making applications unidentifiable before passing all applications to the recruitment panel.
- 8.2** Each panel member must complete the shortlisting assessment form independently in relation to each candidate. If a panel member can identify a candidate via the information contained in the application form, resulting in a conflict of interest, they should declare this to the other members of the recruitment panel. That recruitment panel member should exclude themselves from the panel if the candidate is to be shortlisted. This decision will be made by the panel before progressing to the next stage and where possible, another person will be appointed to the recruitment panel.
- 8.3** 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 only be applied, where there has been a large response to the advert, to reduce fairly the number of candidates called for interview.
- 8.4** The recruitment panel will meet collectively after completing their own shortlist and then decide on the final shortlist of candidates for interview. The recruitment panel will record their collective reasons for those candidates who have not been shortlisted.
- 8.5** Those candidates shortlisted will be invited to interview. SHA will also contact candidates not shortlisted to advise that their application will not progress to the next stage of the process. Those candidates not shortlisted for interview have the right to request feedback on their application and the reason/s for not being shortlisted.
- 8.6** Any requested or appropriate, information which has been provided by SHA to a candidate will be made available to all other candidates invited to interview.

9. Skills Assessment

- 9.1** As part of the recruitment and selection process, SHA may ask candidates to carry out a test/skills assessment. This is not applicable for every role, but the recruitment panel will decide what is necessary to determine suitability for the role.

- 9.2** This may take the form of a practical exercise, management test or presentation to the recruitment panel. Where this is required, candidates will be informed in advance of their interview to allow suitable time to prepare as necessary.

10. Interview

- 10.1** All shortlisted candidates will be offered an interview. The interview process will consider the following:

- Each candidate will be asked the same questions, based on the job description and person specification.
- Each candidate will be asked the questions in the same order by the relevant members of the recruitment panel.
- If appropriate candidates will carry out a suitable skills test and/or presentation topic.
- Typically, interviews will be 30-60 minutes duration depending on the nature of the post.
- Each recruitment panel member will complete an interview assessment form for each candidate, recording brief notes to assist with panel deliberations upon the conclusion of the interviews.

- 10.2** The recruitment panel will decide which panel member will Chair the interviews on the day. The Chair of the recruitment panel will be responsible for:

- Introducing the panel members to candidates.
- Explaining the format of the day, ensuring timings are adhered to.
- Informing candidates about when they should expect to be contacted about the outcome of their interview.
- Completing an overall assessment form combining all panel member scores for each candidate interviewed.
- Ensuring panel members state and document justifiable reasons for the rejection of each unsuccessful candidate.
- All interview paperwork being accurately completed.

Upon conclusion of the interviews, the recruitment panel will score each candidate and discuss them in turn to identify if they have an appointable candidate. Where candidates are judged to be equal, they may be called back for a second interview.

11. Job Offer

- 11.1** Once the recruitment panel has made a decision, a conditional offer will be issued to the successful candidate subject to the following terms:

- Receipt of two satisfactory references.

- Original qualifications stated on the candidate's application form being verified.
- Proof of eligibility to work in the UK being provided.
- A satisfactory PVG membership/Disclosure Scotland check where appropriate (see point 13.3).

11.2 Appointment will normally be made at the bottom of the salary scale; otherwise, an appointment will be made on a suitable salary within the scale paying due consideration to a candidate's skills, experience, and current job role. The initial offer can be verbal and followed up in writing. The terms of a written contract of employment will be confirmed and issued noting that the aforementioned conditions must be satisfied before confirmation of the job offer can be issued.

11.3 If the job offer is declined, the recruitment panel should indicate if the second highest scoring candidate was suitable and may be offered the post subsequently. If there is not a suitable candidate, the recruitment process should be revised, and a rerun of the whole recruitment process should be considered.

11.4 Once the job offer has been accepted, the interview outcome should be issued to unsuccessful candidates. It is the intention of SHA 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.

12. Feedback

12.1 The recruitment panel will record their collective reasons for unsuccessful candidates and agree the feedback at the end of the interview process. All candidates will be advised of the outcome of their interviews by telephone, email or letter and constructive feedback on their interview can also be made available to them, if they desire via telephone.

13. Selection Checks

13.1 References

SHA will carry out reference checks for the successful candidate only once the verbal offer has been made and the candidate has informed SHA that it is suitable to do so. Two references will be required, one from the candidate's current employer and another from a previous employer. These will be requested in writing along with a copy of the job description. This will provide the referees with the knowledge and skills required for the post to allow them to give an informed opinion about the preferred candidate. All references will be checked on return to ensure employment dates match those stated on the application form of the preferred candidate and there is no information which would make the reference unsatisfactory.

13.2 Right to Work in the UK

SHA has a responsibility to prevent illegal working therefore we will carry out a right to work check before confirming employment for the successful candidate. This will ensure the candidate is not disqualified from carrying out the work in question by reason of

their immigration status. The successful candidate will be informed what is required to satisfy this check.

13.3 Disclosure Scotland Criminal Records Checks

The successful candidate will be asked to complete a criminal convictions declaration form. Depending on the nature of the role, they may also be asked to undergo a PVG/ Disclosure Check. If following these checks, information arises which the candidate has not disclosed or raises concern with SHA, we will discuss this with the candidate prior to a decision being made about whether the selection check has been satisfied.

The roles subject to a Disclosure Check will be any staff who, as part of their roles, enter Tenant's / Customer's homes or staff who provide advice to Tenants/Customers. These roles include but are not limited to Housing Officers, Maintenance Officers and Welfare Rights Officers.

At the start of any recruitment process, we will make it clear on the adverts that a Disclosure Check will be carried out as part of any offer given.

14. Equal Opportunities Monitoring

- 14.1** As part of SHA's recruitment process, equal opportunities monitoring will be undertaken from any completed equal opportunities forms and reported. SHA will analyse the report to inform future recruitment.

15. Complaints

- 15.1** 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 in writing and address it to the Director of Finance & Corporate Services who will investigate the matter and further liaise with the complainant.

16. Exit Interviews

- 16.1** Exit interviews will be carried out by the Corporate Services Manager or a manager who is not the line manager of the departing employee in SHA. Exit interviews will be carried with all employees who have resigned from their post. The purpose of the exit interview is to allow SHA to gain further information about the employee's reason for leaving.

Furthermore, it provides additional information in relation to:

- The employee's perception of the organisation in relation to its employment practices.
- Management style and treatment perceived by employees as being unsatisfactory or unfair.
- Identifying reasons for turnover and improvements the organisation can make in the future.
- Whether there are any learning points or improvements the organisation can make on the working environment and culture.

16.2 Employees who have resigned from their post will be invited to attend an exit Interview prior to their termination date.

17. Policy Review

This Policy will be reviewed every three years unless required to do so by changes in line with good practice and/or legislation.

Name of the policy / proposal to be assessed	Recruitment & Selection Policy	Is this a new policy / proposal or a revision?	Revision 4
Person(s) responsible for the assessment	Jo Farren, Corporate Services Manager		
1. Briefly describe the aims, objectives and purpose of the policy / proposal	<p>SHA seeks to recruit the best candidates with the necessary skills and attributes to fulfil the roles</p> <p>During the recruitment and selection process, the aims of SHA are:</p> <ul style="list-style-type: none"> • To attract candidates with the appropriate skills, knowledge, and experience for consideration for employment with SHA. • Ensure that access to employment opportunities is based on fair, objective, and consistent criteria in line with SHA's Equal Opportunities policy. • To ensure that recruitment and selection procedures are clear and adhered to by all staff and committee members involved. • To develop a suitably qualified workforce committed to the aims, values, and service delivery requirements of SHA. <p>The Association's commitment to fairly conducting recruitment & selection and to putting steps in place to mitigate risks of discrimination should be reassuring and have a positive affect on people concerned about Age, Disability, Marriage & Civil Partnership, Pregnancy/Maternity Race, Religion or Belief, Gender/Gender Reassignment, Sexual Orientation.</p>		

<p>2. Who is intended to benefit from the policy / proposal? <i>(e.g. applicants, tenants, staff, contractors)</i></p>	<p>Potential employees and existing employees are the target audience of this policy.</p>
<p>3. What outcomes are wanted from this policy / proposal? <i>(e.g. the benefits to customers)</i></p>	<p>Throughout this policy and associated procedures it will aim to:</p> <ul style="list-style-type: none"> • Attract comprehensive applications from a sufficient number of candidates with appropriate skills, qualifications and experience for consideration for employment with Shettleston Housing Association • Use fair and effective methods for the appointment of candidates consistent with Shettleston Housing Association's policy on Equalities. • Ensure that recruitment procedures are clear and adhered to by all staff and committee members involved in any recruitment and selection processes. • Ensure appropriate training, development and support is in place for those involved in the recruitment and selection process • Develop an excellent workforce committed to the aims, values and service delivery requirements of Shettleston Housing Association.

4. Which protected characteristics could be affected by the proposal? *(tick all that apply)*

☐ Age ✓
 ☐ Disability ✓
 ☐ Marriage & Civil Partnership ✓
 ☐ Pregnancy/Maternity ✓
 ☐ Race ✓

☐ Religion or Belief ✓
 ☐ Gender ✓
 ☐ Gender Reassignment ✓
 ☐ Sexual Orientation ✓

5. If the policy / proposal is not relevant to any of the **protected characteristics** listed in part 4, state why and end the process here.

6. Describe the likely positive or negative impact(s) the policy / proposal could have on the groups identified in part 4	Positive impact(s)	Negative impact(s)
	<p>Age The Association's commitment to fairly conducting recruitment and selection and to putting in steps to mitigate risks of discrimination should be reassuring and have a positive affect on people concerned about age discrimination.</p> <p>Disability Disabled people may be a group concerned about discrimination and not being treated fairly and with respect. This policy clarifies that the Association will not discriminate in any way in relation to employment of staff.</p> <p>This commitment will provide assurance that the Association will treat disabled people equally and consistently in relation to recruitment and selection.</p> <p>Marriage & Civil Partnership People who are married or in a civil partnership may be a group who faces discrimination directly or indirectly because of their relationship. This policy clarifies that people will be treated equally and fairly and discrimination will not be tolerated. This will reassure married people and those in civil partnerships that they will not face discrimination by Shettleston HA and that steps would be taken should this occur.</p>	<p>Age This policy should have no negative impact in relation to Age.</p> <p>Disability This policy should have no negative impact in relation to Disability</p> <p>Marriage & Civil Partnership This policy should have no negative impact in relation to Marriage & Civil Partnership..</p>

	<p>Pregnancy & Maternity Women who are pregnant or on maternity leave may be a group who faces discrimination directly or indirectly with assumptions being taken in relation to having a child. This policy clarifies that people will be treated fairly and equally in relation to recruitment and selection. This policy will reassure women having children or on maternity leave that they will not face discrimination in Shettleston HA and that steps would be taken should this occur. This message positively deters discriminatory attitudes and behaviour.</p> <p>Race This policy clarifies that all people will be treated equally and consistently in relation to recruitment and selection and discrimination will not be tolerated. This includes racial discrimination, directly or indirectly. This policy will positively reassure people of different races they will not face discrimination at Shettleston HA and that steps would be taken should this occur.</p> <p>Religion or Belief This policy clarifies that all people will be treated equally and consistently in relation to recruitment and selection and discrimination will not be tolerated. People who hold religious or other beliefs can be a group that faces discrimination, both directly and indirectly. This policy will positively reassure people who are religious and hold a belief they will not face discrimination of any sort in Shettleston HA and that steps will be taken should this occur.</p>	<p>Pregnancy & Maternity This policy should have no negative impact in relation to Pregnancy & Maternity.</p> <p>Race This policy should have no negative impact in relation to Race</p> <p>Religion or Belief This policy should have no negative impact in relation to Religion or Belief.</p>
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	<p>Gender This policy clarifies that all people should be treated equally and consistently in relation to recruitment and selection and discrimination will not be tolerated. This policy will positively reassure people that they will not face discrimination of any sort in Shettleston HA because of their gender and that steps would be taken should this occur.</p> <p>Gender Re-assignment People who have or aim to reassign their gender can be a group that will be subjected to unfair treatment or not treated with dignity and respect. This policy clarifies that all people should be treated equally and consistently in relation to recruitment and selection and discrimination will not be tolerated.</p> <p>This policy will positively reassure people that they will not face discrimination of any sort in Shettleston HA because of their gender and that steps would be taken should this occur.</p> <p>Sexual Orientation People can be subjected to unfair treatment or not treated with dignity and respect because of their sexual orientation. This policy clarifies that all people should be treated equally and consistently in relation to recruitment and selection and discrimination will not be tolerated. This policy will positively reassure people that they will not face discrimination of any sort in Shettleston HA because of their sexual orientation and that steps would be taken should this occur.</p>	<p>Gender This policy should have no negative impact in relation to Gender</p> <p>Gender Re-assignment This policy should have no negative impact in relation to Gender Re-assignment</p> <p>Sexual Orientation This policy should have no negative impact in relation to Sexual Orientation.</p>
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7. How does this policy fit into our wider or related policies?	Potential employees and existing employees. Links into the Group Equality & Diversity Policy.
8. What actions are required to address the impacts arising from this assessment?	The policy will be submitted to our Audit & Corporate Services Sub-Committee for consideration and approval. Staff and Board Members will be responsible for the practical implementation, monitoring and review of this policy.

Signed:



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(Job title): Corporate Services Manager

Date the Equality Impact Assessment was completed: **06.11.2023**

Please attach the completed document as an appendix to your policy / proposal report