



TOLLCROSS
housing association

Recruitment & Selection Policy

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CORPORATE FIT	
Internal Management Plan	✓
Risk Register	✓
Business Plan	✓
Regulatory Standards	✓
Equalities Strategy	✓
Legislation	✓

On request, the Association can provide translations of all our documents, policies and procedures in various languages and other formats such as computer disc, tape, large print, Braille etc. and these can be obtained by contacting the Association's offices.

Contents

1.	Introduction.....	2
2.	Purpose	2
3.	Review of Vacancy	2
4.	Application Pack.....	3
5.	Job Description and Person Specification	3
6.	Modern Apprenticeships/Graduates	4
7.	Advertising of Vacancies	4
8.	Job Applications	5
9.	Supplementary Information	5
10.	Short listing and Interview Panels	6
11.	Short listing of Applicants	6
12.	Selection Interviews.....	7
13.	Interviewing Applicants with a Disability	8
14.	Offer of Appointment	9
15.	References	11
16.	Interview Expenses	11
17.	Monitoring.....	11
18.	Personnel File	12
19.	Induction.....	12
20.	Failure to Recruit	12
21.	Continuity of Service.....	12
22.	Complaints	12
23.	Other Related Policies.....	12
24.	General Data Protection Regulations	13
25.	Policy Review	13
26.	Equalities.....	13

1. Introduction

Tollcross Housing Association is an equal opportunities employer. The aim of our Recruitment and Selection Policy is to ensure that we select the most suitable person for the job on the basis of their relevant merits and abilities and that no employee/job applicant is unfairly treated on any grounds including 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.

This policy outlines the Association's approach to the selection and recruitment of staff within Tollcross Housing Association to develop an excellent workforce committed to delivering the aims, values and service delivery requirements.

The Association is committed to fair and transparent recruitment processes and will strive to achieve equality of opportunity and fair treatment for all.

The Association is also committed to recruitment processes which ensures the sensitive treatment of personal and confidential information.

2. Purpose

- To establish clear and consistent recruitment processes.
- To ensure that the Association has access to the widest possible labour market.
- To ensure the best possible match between the candidates and Person Specification, whilst achieving an ability-based workforce which reflects a diverse community, taking recognition of underrepresented groups.
- To ensure compliance with the Association's policies on 'Equality and Human Rights' and 'Data Protection'.
- To ensure that the procedure and code of good practice for recruitment and selection for appointment or promotion is followed by every Manager, supervisor employee and Committee member who are involved in any recruitment and selection process.
- To ensure all staff involved in the recruitment and selection process are given adequate training on the Association's Policy and Procedures and their responsibilities.
- To ensure that unlawful and unfair practices are not introduced.
- To 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.

3. Review of Vacancy

The relevant Director/CEO will review whether the post is still required or not. Aspects for consideration will include financial implications, grading and post requirements. If the post is required, an authorisation form signed by the relevant Director and CEO should be passed to the Corporate Services

Director confirming permission to recruit. The authorisation form will also seek to confirm where the post should be advertised, whether a PVG/Disclosure is required and any funding guidelines we need to be aware of.

4. Application Pack

A completed job specification is required for all posts. Additional information should be added regarding promoting and safeguarding the welfare of service users, should the post require it.

The application pack will contain:

- Job specification
- Guidance notes for applicants
- Transparency statement
- Application form
- Equalities monitoring form
- Summary statement of terms and conditions; and
- Any additional information required for the post

5. Job Description and Person Specification (Job specification)

The job description contains information relating to the department/section, job title, grade of the post and reporting lines. This document also includes a job summary and details the main duties and responsibilities of the post.

The person specification lists those attributes that are essential and those that are desirable under the following headings:

- Experience and Knowledge
- Skills and Abilities
- Qualifications
- Personal Qualities
- Other Requirements

The job specification will be accompanied by a Summary of Principle Terms and Conditions of Employment which provides information relating to:

- Salary
- Hours of Work
- Holiday Leave
- Pension

6. Modern Apprenticeships/Graduates

Candidates for modern apprenticeships/graduates will also be required to submit application documents, which will be subject 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.

7. Advertising of Vacancies

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

Advertisements will contain a short introduction to the Association along with details of the following:

- Post title
- Grade and salary
- Brief description of job
- Details of how to apply
- Details of the Association's address, telephone number and email address
- Closing date
- Interview date (if agreed in advance)
- Disclosure/PVG requirements, if applicable

Positive steps will be taken to ensure that underrepresented groups are made aware of vacancies and advertisements i.e. women, black and ethnic minority groups and people with disabilities. This will include a short statement on equal opportunities.

Once the advert and application documents have been collated, the Corporate Services Director will arrange to advertise the vacancy on the Association's website, intranet other chosen media. An e-mail will be sent to all staff advising that we have a vacancy and how to apply.

Permanent Vacancies

Wherever possible, all permanent vacancies and temporary vacancies in excess of a year will be advertised simultaneously, internally and externally. There will be exceptions to this in cases of restructuring or redundancy where it may be necessary to appoint candidates into posts or to internally advertise the vacancy only.

Temporary Vacancies

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 (e.g. EVH) will be approached to provide a candidate.

Funded Posts

Where the Association receives a grant for funded posts, these posts will be advertised and recruited for in line with the policy and the funder's guidelines.

8. Job Applications

The Association will provide potential applicants with an application pack which includes:

- Guidance notes for applicants
- Transparency statement
- Application form
- Job specification
- Equalities monitoring form
- Summary statement of terms and conditions; and
- Any additional information required for the post

Applicants are advised to complete the Association's job application form and not to substitute or enhance this with a Curriculum Vitae. CV will not be accepted.

Once the vacancy has reached the closing date the Corporate Services Director will arrange the collation of all applications received and for these to be issued, along with the short listing form(s) to the Manager, normally, within two working days. Should there be any delay i.e. due to an excessive number of applicants, then the Manager will be informed, and documents passed as soon as possible thereafter.

9. Supplementary Information

All applicants will be requested to complete an Equalities Monitoring Form which seeks information relating to the nine protected characteristics as outlined in the Equality Act 2010.

Candidates that are invited along for interview will be asked to complete a Criminal Conviction Declaration Form, in line with the Rehabilitation of Offenders Act.

Where the post advertised requires the post-holder to have frequent contact with vulnerable people, as described by Disclosure Scotland, short listed candidates will be required to disclose their criminal history in a manner consistent with the Rehabilitation of Offenders Act. Any PVG membership records/Disclosure Scotland checks undertaken will be stored in accordance with the Data Retention Policy.

All successful candidates will be appointed, subject to satisfactory references and verification of relevant qualifications, identity and disclosure.

10. Short listing and Interview Panels

In all cases, short listing panels will comprise of a minimum of two people, delegated by the Chief Executive, to conduct recruitment interviews on behalf of Tollcross Housing Association. Committee member involvement will be required for recruitment and selection of posts at EVH Grade 9 (or equivalent) and above. All participants in the recruitment process will have received training in recruitment and equalities. The Corporate Services Director is responsible for ensuring a record is kept of all staff and Committee members who have completed the recruitment and equalities training.

The Association will ensure that, as far as possible, short listing and interviews are carried out by the same panel. A Chair shall be agreed amongst the panel (this will generally be the Manager responsible for the post being interviewed).

It is essential that we maintain a transparent approach throughout the recruitment process. During the short listing process, if any conflict of interest arises or if anyone on the panel is in any doubt that there is a conflict of interest, then the panel member should declare this and step down from the recruitment process and a replacement should be sought.

11. Short listing of Applicants

All applicants will be assessed against the person specification to determine suitability for interview.

To comply with the requirements of the Equality Act 2010, the Association's job application does not require candidates to provide information relating to their sickness absence record.

The Association will use selection criteria based on the person specification which will focus on essential skills for the performance of the job.

As part of the Association's commitment to the 'Disability Confident' Scheme, all applicants who have indicated that they have a disability and who meet the minimum essential criteria will be offered an interview for the post.

Tollcross Housing Association is not subscribed to the 'Disability Confident' Scheme, however we will apply the same principles.

All applicants will be assessed against the person specification (on the job specification) to determine suitability for interview. The short listing form **must** be completed and should clearly indicate who has and has not been selected for interview. Please remember that although feedback will not be offered at the short listing stage, some candidates may call and request feedback on

their application and Managers should be able to provide this in a constructive manner.

The Corporate Services Director shall ensure that the equalities forms are removed from all applications and will prepare the monitoring report for the Audit & Business Sub-Committee.

In order to anonymise the applications, the Corporate Services team shall remove the first 3 pages from each application and create an individual reference for each form. They will retain the list of applicants in a secure location on the server. Forms will then be provided to the interview panel, along with a short-listing decision sheet.

Once the short listing process has been completed the unsuccessful applicant forms (hard copies) should be returned to Corporate Services (if electronic versions, the panel members should ensure the forms are deleted appropriately).

The interview date and panel should be arranged (if not already done so) and a meeting room booked to hold the interviews. Consideration should be given as to whether any skills assessment or presentation will be required as part of the interview. The interview questions should also be given to the Corporate Services Director at this time to allow time for the Interview Question/Score Sheet to be prepared.

Corporate Services Director will arrange to contact interviewees by e-mail and will follow this up in writing. The invite to interview will also include a location map, criminal conviction declaration form and envelope. The interviewees will be asked to complete the form and bring it with them to the interview (in the sealed envelope). Once all interviewees have confirmed attendance, Corporate Services Director shall arrange an e-mail to go out to the unsuccessful candidates.

12. Selection Interviews

Applicants invited to attend an interview will be advised of the date, time and venue of the interview together with details of the interview panel and any other aspects of the selection process e.g. skills assessment or presentation.

Interviews will generally be arranged within three weeks of the advertisement closing date where practicable. Interviews will, whenever possible, be carried out by all members of the short listing panel. The interview panel will, where practicable, be representative of gender and consist of a minimum of two people. The interviews should be carried out in a private location without interruption. In some instances remote interviews may be the most appropriate method.

The Corporate Services Director shall arrange for an interview pack to be prepared, to be provided to the interview panel in advance of the interviews, which will include:

- Interview Question/Score Sheet
- Application form (panel members already have these saved from initial short-listing exercise)
- Job specification
- Advert
- Salary details
- Terms & Conditions
- Overall Assessment Form

The interviews will be based around the agreed questions and during the interview, notes of the responses provided by the candidate will be taken to allow the completion of the interview question/score sheet, which will act as a record of the interview.

Care should be taken when preparing the interview questions to only ask questions which are relevant to the job. Where it is necessary to obtain information on personal circumstances (e.g. in relation to a selection criterion such as flexibility to work irregular hours) then these types of questions will be asked equally of all candidates and, like other questions, will relate only to the job requirement.

Applicants will not be asked about past or current pregnancy or future intentions related to pregnancy. Applicants will not be asked about matters concerning age, disability, race, religion or belief, sexual orientation, or gender reassignment without the approval of the Corporate Services Director (who will first consider whether such matters are relevant and may lawfully be taken into account).

Where candidates are judged to be equal, they may be called back for a second interview. Panel members must clearly document justifiable reasons for the rejection of each unsuccessful candidate as these notes will form part of the feedback given to candidates after the interviews.

13. Interviewing Applicants with a Disability

Disabled applicants who are selected for interview will be provided with appropriate interview arrangements (such as an accessible interview room) to enable candidates to compete on an equal basis.

Depending on the disability, some candidates may require longer to answer the questions or require the questions in a different format and on rare occasions for the questions to be provided in advance of the interview. Consideration should also be made for any required skills assessment or presentations. The Corporate Services Director can help with any questions regarding this.

Applicants will not be asked about health or disability before a job offer is made. There are limited exceptions which will only be used with approval from the Corporate Services Director. For example:

- Questions necessary to establish if an applicant can perform an intrinsic part of the job (subject to any reasonable adjustments);
- Questions to establish if an applicant is fit to attend an assessment or any reasonable adjustments that may be needed at interview or assessment;
- Positive action to recruit disabled persons;

14. Offer of Appointment

Once the interview panel has made a decision, the Chair of the panel will generally be responsible for contacting the successful candidate. Contact is made by telephone in the first instance and the Chair should be careful to firstly ask if the candidate is still interested in joining the Association. If so, it should be confirmed that we care considering offering the post (be clear what the post is) and seek confirmation that we can now contact the referees identified in the application. If the post is an internal appointment, no reference is required.

Once we receive satisfactory references, the Association shall issue the formal offer in writing. The Chair should suggest to the candidate that they do not submit their notice until they receive the formal letter offering the post to them from the Association.

The formal offer of employment is subject to the provision of original qualification certificates, proof of eligibility to work in the United Kingdom, satisfactory criminal conviction declaration, a satisfactory PVG membership/Disclosure Scotland check where appropriate and SSSC membership where appropriate. Generally these items are requested to be presented when the candidate attends for interview.

Should we feel a health opinion is necessary, we may seek an Occupational Health assessment, (internal candidates will be required to confirm any health issues/changes to the Corporate Services Director).

The Corporate Services Director shall be included in any decision to consider withdrawing any offer of employment as a consequence of results from the Occupational Health report.

Appointments will normally be made at the bottom of the salary scale, where EVH terms and conditions apply; otherwise, an appointment will be made on a suitable salary, paying due consideration to a candidate's skills, experience and present and future circumstances. Where the appointment is not subject to EVH terms and conditions the salary of the post will be as advertised.

A probationary period will not be included. The terms of a written contract of employment will be confirmed and issued subsequently once all of the aforementioned conditions have been satisfied.

Proof of eligibility to work in the United Kingdom - the following are examples of the documents which candidates will be asked to provide if they are not subject to immigration control;

List A Documents

- a passport showing that they are a British citizen or a citizen of the UK and Colonies having the right of abode in the UK;
- a passport or national identity card showing that they are a national of the European Economic Area (“EEA”) or Switzerland – **until 30 June 2021**;
- a biometric immigration document issued by the UK Border Agency (“UKBA”) which indicates that they are allowed to stay indefinitely in the UK;
- a passport endorsed to show that they are exempt from Immigration Control and have indefinite right to remain in the UK;
- a full birth certificate issued in the UK which includes the names of at least one of their parents in combination with an official document giving their permanent national insurance number;
- a certificate of registration or naturalisation as a British citizen in combination with an official document showing their permanent national insurance number.

The UK has introduced a new points based Immigration system effective from 1 January 2021, as freedom of movement within the European Union (EU) has ended. It will treat EU and non-EU citizens equally and aims to attract people who can contribute to the UK’s economy. Citizens from the Common Travel Area (Ireland, Isle of Man and the Channel Islands) will continue to be able to enter, live and work in the UK as they do now.

For the most relevant up to date information please go to <https://www.gov.uk/guidance/new-immigration-system-what-you-need-to-know>

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 the unsuccessful candidates should be telephoned and advised verbally. Feedback should also be offered, if the candidate wishes and should be given in a constructive and helpful way.

All interviewees will be advised of the outcome of their interviews by telephone and in writing. The relevant Manager will meet with any unsuccessful internal candidates as soon as possible after the successful candidate has confirmed their acceptance of the post. The purpose of the meeting will be to advise the staff member of the panel’s decision and, where appropriate, answer any questions the staff member may have about their interview.

The full completed interview pack should be returned to the Corporate Services Director so that follow up letters, references, and contracts of employment can be issued.

15. References

Reference requests will be issued by the Corporate Services Director to the current or most recent employer/academic/voluntary or good character referee contact. The referees must not be related to the candidate. If a referee happens to be a panel member then the candidate will be asked to provide an alternative referee. In some cases additional references may be sought.

References to the current employer will cover the following:

- Period of employment with [employer company name] and in what role.
- Are there any existing disciplinary matters where a decision has been reached?
- Job Specification attached and comments sought as to [name's] suitability to the post.

Received references will be checked by the Corporate Services Director and also forwarded to the Manager for approval.

Any reference sought from the Association for an ex-employee shall be coordinated by the Corporate Services Director. All requests shall be passed to the Corporate Services Director and factual information only will be provided such as:

- Job title
- Term of employment
- Nature of employment, e.g. permanent or temporary contract
- Any current disciplinary matters where there was an outcome (if requested)

16. 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.

17. Monitoring

The Association will collect equalities monitoring information about the profile of staff members and job applicants, to help assess whether its policy aims are being achieved.

Procedures will be followed which reflect the law on data protection and access to personal information and data retention.

18. Personnel File

The successful candidate's recruitment documentation should be compiled into a staff personnel file and retained in the confidential folder on the server with all hard copies being destroyed in line with the Data Retention Policy/Schedule.

19. Induction

Tollcross Housing Association will provide an induction for all new recruits. This will include information on the organisation, its purpose and business plan, introductions to staff and Committee members throughout the Association. New staff will also be provided with information relating to code of conduct, declaration of interest, equalities and human rights, health and safety and wellbeing.

20. Failure to Recruit

Should the full recruitment and selection process fail to recruit a suitable candidate, reasons for this should be identified, recorded and considered. Where appropriate, necessary alterations should be made, and recruitment should be rerun. Any future re-advertising shall be made clear in the new advert. The Audit & Business Sub-Committee shall be kept up to date on progress.

21. Continuity of Service

Successful internal candidates' service will be recognised as continuous service when appointed to a new post within the Association. Continuous service may also apply for successful candidates with service from other EVH full member organisations, in line with EVH Terms and Conditions of Employment.

22. 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 Corporate Services Director who will arrange for the matter to be investigated and further liaise with the complainant.

23. Other Related Policies

- Terms and Conditions of Employment
- Equality and Human Rights
- Attendance and Absence Management
- Data Protection
- Code of Conduct for Staff

24. General Data Protection Regulations

Tollcross Housing Association will treat personal data in line with our obligations under the current data protection regulations and our own Data Protection Policy. Information regarding how data will be used and the basis for processing data is provided in our employee transparency statement.

25. Equalities

- 25.1 An Equality Impact Assessment (EIA) has been carried out when reviewing this policy. In line with good practice the completed EIA will be published alongside the Recruitment & Selection Policy.
- 25.2 Where there is a need for follow-up action, the tasks and timeframe for achieving them shall be noted in the Equality and Human Rights Action Plan to ensure they are addressed.
- 25.3 We do not see this policy as having any direct impact upon the protected characteristics contained within the Equality Act 2010.

26. Policy Review

This policy will be reviewed every three years or earlier in line with regulatory or legislative guidance/changes or good practice guidelines. All job specifications will be kept under review to ensure compliance with the Association's policies.