



TOLLCROSS
housing association

Recruitment, Selection & Induction Policy

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Policy created	//
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Corporate Fit	Internal Management Plan	✓
	Risk Register	✓
	Business Plan	✓
	Equalities Strategy	✓
	Legislation	✓

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乐意翻译

Our policies provide a framework to underpin our vision and values, to help us achieve our strategic objectives.

Our Vision

Local people, local control.

By providing quality homes and services, we will create stronger communities and a better quality of life for our customers.

Our Values

- Focused on the needs of our customers and communities.
- Supportive of our staff and Committee members.
- Responsible, efficient, and innovative.
- Open and accountable.
- Inclusive and respectful.
- Fair and trustworthy.

Strategic Direction

Consolidation and improvement: Applicable to our core business as a landlord & property manager.

Growth: Through the new build opportunities, we are taking forward.

Partnerships: Where this can help to address shared goals and increase capacity and value.

Resilience: A key priority across all parts of our business.

Strategic Objectives

Services: Deliver quality, value for money services that meet customers' needs

Homes & neighbourhoods: Provide quality homes and neighbourhoods.

Assets: Manage our assets well, by spending wisely.

Communities: Work with local partners to provide or enable services and activities that benefit local people and our communities as a whole

Our people: Offer a great workplace environment that produces a positive staff culture and highly engaged staff.

Leadership & Financial: Maintain good governance and a strong financial business plan, to ensure we have the capacity to achieve our goals.

Our Equalities and Human Rights Commitment

We understand that people perform better when they can be themselves and we are committed to making the Association an environment where employees, customers, and stakeholders can be open and supported. We promote equality, diversity, and inclusion in all our policies and procedures to ensure that everyone is treated equally and that they are treated fairly on in relation to the protected characteristics as outlined in the Equality Act 2010.

Privacy Statement

As data controller we will collect and process personal data relating to you. We will only collect personal information when we need this. The type of information we need from you will vary depending on our relationship with you. When we ask you for information, we will make it clear why we need it. We will also make it clear when you do not have to provide us with information and any consequences of not providing this. We are committed to being transparent about how we collect and use your data, and to meeting our data protection obligations with you. Further information about this commitment can be found within our full Privacy Statements.

Policy Scope & Review

For the purpose of this policy the term Association will include all members of the Tollcross Housing Association Limited. Therefore, all employees, governing body members, volunteers, customers and other relevant stakeholders will be expected to adhere to this policy and/or procedure. All policies and procedures are reviewed every 3 years in line with best practice and current legislation. The Association reserves the right to make additions or alterations to this policy and procedure from time to time. Any timescales set out in this policy may be extended where required.

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1. Introduction

- 1.1. We recognise the importance of having the right people, in the right job at the right time, with the right skills, abilities and attributes to fulfil our aim of delivering excellent services to the tenants, communities and other stakeholders. Effective recruitment will help us attract and retain employees who are committed to delivering excellent service and a commitment to our values.
- 1.2. Recruitment and selection plays a fundamental role in the operation and development of our activities. The ability of the Association to adapt to changing demands is dependent on the recruitment of employees who are flexible and committed.

2. Purpose & scope

- 2.1. The purpose of our policy is to ensure:
 - all recruitment and selection practices are in line with legislation and best practice.
 - a clear framework is available for applicants applying for a position with the Association.
- 2.2. The main aims of our policy are:
 - to ensure a fair, consistent and standardised approach to recruitment and selection.
 - to establish best practice standards to promote effective decision-making in the appointment of employees.
 - to apply the principles of equal opportunity and encourage diversity consistently at all stages of the recruitment and selection process.

3. Our equalities and human rights commitment

- 3.1. All employees and job applicants will be assessed only according to their capability to carry out a given job, based on justifiable, objective criteria which are clearly related to the duties of the job. We will apply a sound professional, consistent and transparent approach throughout the recruitment process.
- 3.2. All appointments and promotions are based on merit and that all job applicants are treated equally and that they are not unfairly treated on any grounds or the protected characteristics as outlined in the Equality Act 2010. The Equality Act 2010 defines nine protected characteristics:
 - Age
 - Disability
 - Race
 - Gender reassignment
 - Marriage and civil partnership
 - Pregnancy and maternity
 - Religion or belief
 - Sex
 - Sexual orientation
- 3.3. To help monitor the impact of equality and diversity of the recruitment and selection process, all applicants will be asked to complete an equal opportunities monitoring form. This form will be used for statistical purposes only and will be removed from the selection process.
- 3.4. An equalities impact assessment (EIA) has been completed for this policy and can be seen in appendix 1.
- 3.5. Building on our commitment to equality and diversity, we operate in line with the disability confident approach to recruitment and selection. We will take positive steps to provide an environment where disabled people can contribute to the best of their abilities, maximise their potential and have equality of opportunity in recruitment, training, and promotion. Further information about the disability confident commitment can be found in appendix 2.

- 3.6. We are also committed to providing equality of opportunity, to following practices, and to providing a service which is free from unfair and unlawful discrimination. We ensure that no applicant is subject to less favourable treatment on the grounds of an offending background. We actively promote the right mix of talent, skills and potential and welcome applications from a wide range of candidates, including those with criminal records. The selection of candidates for interview will be based on skills, qualifications and experience. Further information about this commitment can be found in appendix 3.

4. Managing conflicts of interest

- 4.1. As a Registered Social Landlord we are required to be accountable to not only our tenants but to our regulators. The Scottish Housing Regulator requires us to have a policy (entitlements, payments and benefits policy) that sets out what payments and benefits we permit and to ensure that these arrangements demonstrate transparency, honesty and propriety.
- 4.2. This policy covers offers of employment, to ensure that any conflicts of interest are managed. We must ensure that our recruitment process is completed in line with this policy. Therefore, applicants must ensure they advise us of any potential conflict of interest, to allow for this interest to be managed and ensure that it does not have an impact on the selection process.

5. Authorisation to recruit

- 5.1. The recruitment and selection process should not commence until a full evaluation of the need for the role is complete. This includes looking at strategic objectives, value for money, budget constraints, departmental need, exit interview from previous employees, and any alternatives to filling the post. The recruiting manager, in discussion with their Director, should then agree if there is a need for the role.
- 5.2. We do not as standard automatically replace vacant posts. Recruiting managers should consider all options available to them, including a temporary recruitment freeze to allow for a full assessment to take place.
- 5.3. Authorisation to recruit must be sought from the recruiting managers Director and the Chief Executive. Recruiting managers must complete the relevant authorisation form (RSF1). Only once an approved form is submitted to the Corporate Services team, will a post be advertised.
- 5.4. In certain circumstances it may be more effective to use a recruitment agency. This should be agreed with recruiting manager, Director and Chief Executive. However, in line with our value for money commitment recruitment agencies should be reviewed regularly to identify if they are still value for money and more effective than direct recruitment.

6. Job description and person specification

- 6.1. A job description and person specification must be produced or updated for any vacant post that is to be filled. Potential applicants use this as a tool to select or deselect themselves. Therefore, it is key that this step is completely correctly.
- 6.2. The job description should accurately reflect the elements of the post, identifying key responsibilities. It should not be a list of day-to-day tasks but should allow potential applicants to understand what is expected of them.

- 6.3. The person specification should state both the essential and desirable criteria in terms of skills, aptitudes, knowledge and experience for the job, all of which should be directly related to the job and applied equally to all applicants. Care should be taken when writing the person specification to ensure that criteria used do not indirectly discriminate against certain groups of applicants.
- 6.4. The key dimensions should state any working conditions, or job specifics not identified with the job description, that the post holder would be expected to work within.
- 6.5. We have a corporate job description and person specification template, which should be used for all job roles (**RST1**). Appendix 4 provides guidance on how to write a job description / person specification. Further advice is also available from the Corporate Services team.

7. Advertising

- 7.1. We must strike a balance when deciding on advertising options to ensure that we maximise development opportunities for staff, while at the same time ensuring that we have the right person for the post.
- 7.2. Applicants should be provided with sufficient information to make an informed decision regarding their suitability for the role. Job adverts are the first tool used by applicants to select or deselect themselves for the vacancy, it is therefore important to get this right.
- 7.3. Unless there is a clear business rationale that meets our equality, diversity and inclusion commitments for restricting advertising to internal candidates, such as an organisational review, we will automatically advertise all permanent vacancies, and temporary contracts longer than 1-year, externally.
- 7.4. For temporary posts less than 1-year, internal advertising may be considered as the first option. However, where it is deemed that there will be no suitable pool of applicants the post will be advertised externally.
- 7.5. Where the Association is undertaking a restructure or redundancy process, vacancies may be held to allow for redeployments options to be explored in the first instance.
- 7.6. Where funding has been received for the vacancy. We will work with the funding body to ensure our process matches the expectations and guidelines of the funder.
- 7.7. To progress to the advertising stage of the process, the recruiting manager must submit a fully completed **RSF2** form to the Corporate Services team.

8. Development opportunities

- 8.1. Where an advert has been placed as a development opportunity (and not all essential criteria require to be met for shortlisting purposes), the key essential criteria for shortlisting must be made clear at the advertising stage of the process.
- 8.2. The recruiting manager should identify what essential criteria may be considered desirable for the purposes of the development opportunity, and communicated at the advertising stage.

9. Internal secondments

- 9.1. Where an employee is successful in gaining an internal temporary secondment and they have a permanent substantive post with the Association, their substantive post will be kept initially open to them for 2-years. This may be extended for a further 2-years after a review of the circumstances is completed.
- 9.2. At any point within the period of secondment an employee can request a move back to their substantive post. This will be granted with a 4-week notice period to ensure cover and backfill arrangements can be made.
- 9.3. Where a single temporary secondment opportunity is to be made permanent (i.e. one employee and one post), the employee filling the post will be offered the position on a permanent basis if they are achieving the required standard of performance and conduct.
- 9.4. Where there is a temporary secondment opportunity to be made permanent but there are multiple employees filling the same post temporarily, employees will be invited to submit an expression of interest (see appendix 5 for further details) for the post and complete an interview process. The successful candidate will be offered the post, if they are achieving the required standard of performance and conduct.

10. Selection panel

- 10.1. The selection panel must be made up of a minimum of two people. This should include the report's direct line manager (i.e. recruiting manager). The recruiting manager will be the chair of the panel and provide relevant feedback to applicants throughout the recruitment process. Due consideration should be taken in relation to equality and diversity when identifying a suitable recruitment and selection panel.
- 10.2. If at any point in the recruitment process, a member of the selection panel identifies a conflict of interest with any of the applicants, they must withdrawal from the selection panel.
- 10.3. At least one member of the Management Committee will be on the selection panel for leadership posts (i.e. Director and above).

11. Applying for a vacancy

- 11.1. For external recruitment, an application form will be requested from applicants. This is to allow shortlisting to take place consistently across all applicants. The application form will be tailored to suit the level of post, information required to make the first sift of applicants and any other key aspects of the post.
- 11.2. Where it is deemed appropriate CVs may be used as an alternative to an application form. This option would normally be limited to senior posts (i.e. directors) or posts with a high level of technical specialism.
- 11.3. In line with our equality, diversity and inclusion commitments, we can accept applications in an alternative format as a reasonable adjustment to accommodate an applicant's disability.
- 11.4. We operate a blind shortlisting process. All identifiable information will be removed from the application prior to being sent to the selection panel.

12. Selection

- 12.1. Selection is a two-way process: while the Association is assessing the applicants, the applicants are also assessing the role and the Association. Those involved in recruitment should consider how best to convey a positive image, while balancing the need for job honesty.
- 12.2. To ensure that all essential and desirable criteria are assessed a full selection process must be undertaken. Using a range of selection methods will enhance the objective decision-making process, which can be difficult through interview alone.
- 12.3. The key factor in decision-making during recruitment is to use all the available information to make a fair, objective and transparent appointment. Every piece of information should be tested against the job description and person specification as these documents should contain all the essential and desirable knowledge, skills, experience, and behaviours that are required to undertake the job.
- 12.4. Application forms, self-completion online personality profiles and interviews are all based on information that the candidate provides us with. This is useful information but needs to be rigorously tested against other pieces of the jigsaw. Candidates are likely to present only the positive aspects of their career to date. Where appropriate, we should conduct further assessments for certain skills and behaviours required.
- 12.5. Shortlisting
 - 12.5.1 All applicants (internal and external) will be assessed objectively against the selection criteria set out in the job description and person specification.
 - 12.5.2 Applicants will be shortlisted against the essential criteria in the first instance. Only where there is not a clear pool of applicants from the initial shortlisting, will there be a requirement for a second shortlist against the desirable criteria.
 - 12.5.3 A shortlisting matrix summary (RSF4) must be completed for each pool of applicants. Upon receipt of this form, the Corporate Services team will contact successful candidates for interview and confirm unsuccessful applications.
 - 12.5.4 In line with our disability confident commitment, we will invite disabled candidates to the next stage of the selection process where they meet the minimum criteria for the job (as set out in the job description / person specification).
- 12.6. Interview
 - 12.6.1 As standard, an interview will be undertaken with the selection panel. This interview will focus on the applicants' suitability for the job role. Interview questions and the structure of the interview should be consistently applied to all candidates and should be based on the person specification and key requirements of the post holder.
 - 12.6.2 Factual notes of the interview for each applicant should be recorded by each member of the panel on the interview scoring form (RSF5). Panel members should score separately for each candidate.

- 12.6.3 Once all interviews are completed, the panel members should total their scores and add this to the interview summary sheet (RSF6).
- 12.6.4 Where no further assessment is required, the applicant with the highest score will be successful.

12.7. Additional assessments

- 12.7.1 Depending on the post, additional assessment may be required. These additional assessments should complement the interview and help identify how candidates meet other key skills and abilities.
- 12.7.2 These additional assessments will be scored independently from the interview and will be added to the candidates' overall score.
- 12.7.3 Additional assessments may include:
- A presentation – based on a relevant topic to the post.
 - Competency based interview – conducted independently from the selection panel, this looks at behavioural aspects.
 - Scenario assessment – looking at how someone would respond to a situation.
 - Practical assessment – looking at what skills someone has.
- 12.7.4 Other assessments are available, and options can be discussed with the Corporate Services team.
- 12.7.5 For internal recruitment, the chair of the panel can request a performance statement from the line manager to help aid their decision. This performance statement will be factual and honest and will form part of the recruitment paperwork.

13. **Feedback**

- 13.1. We do not provide feedback to external unsuccessful applicants, as standard, as the shortlisting (application) stage. However, where applicant requests feedback under the Equality Act 2010 (i.e. they believe they have been discriminated against), we will provide full and factual feedback.
- 13.2. In the event that applicant requests feedback about their performance in the selection process this should be arranged by the chair of the panel (recruiting manager). Feedback will be given verbally as standard. Unsuccessful applicants should be dealt with courteously and sensitively. Further guidance on providing feedback can be found in appendix 6.
- 13.3. We will provide feedback to all internal unsuccessful candidates who apply for positions. This will be provided by the chair of the panel.

14. **Making the appointment**

- 14.1. At the end of the selection process the chair of the panel (recruiting manager) will advise the successful applicant and confirm that the pre-employment check stage will now begin. At this time the recruiting manager should discuss relevant aspects of the job role, including expected salary. If the applicant is happy to continue with the process the Corporate Services team will confirm this in writing.

- 14.2. Once all pre-employment checks have been completed and are satisfactory, a start date will be confirmed with the applicant by the recruiting manager. The Corporate Services team will confirm this with a formal contract of employment letter, which includes the relevant statement of particulars.
- 14.3. Appointments will usually be made at the first point of the advertised grade unless directly relevant experience would justify additional increments. Advice should be sought from the Corporate Services team if the intention is to appoint above the grade minimum. No appointment can be made above the advertised grade.

15. Pre-employment checks

- 15.1. The successful applicant will be required to complete pre-employment checks, relevant to their job role, prior to a formal contract of employment being offered. We are required, by law, to make basic document checks on every person we employ. By making these checks, we can be sure that we are not breaking the law by employing illegal workers.
- 15.2. References: As standard, two written references will be requested for all new starts. This can be increased if it is felt they do not provide a clear picture of the potential new recruit. One of the references must be from the recent / or most recent employer.
- 15.3. Prevention of illegal working: When undertaking checks to ensure that we only employ applicants who are legally allowed to work in the UK, we must ensure that we comply with the law without discriminating against individuals on the basis of their race. To ensure there are no discriminatory practices, all potential and existing employees will be treated in the same way and will be required to provide documentation (further details can be found on the government website www.gov.uk/prove-right-to-work).
- 15.4. Criminal record checks: Depending on the nature of the role, it may be necessary to undertake a criminal record check (via Disclosure Scotland). Candidates will be notified at the job offer stage if this is a pre-employment requirement. The information supplied will only be used for recruitment purposes.
- 15.5. PVG Membership: Applicants who will be expected to work with vulnerable client groups will be expected to register with the Protecting Vulnerable Groups Scheme (PVG), and applicants will then be expected to complete an update check every 3 year.
- 15.6. Health assessment: Depending on the nature of the role, it may be necessary to undertake a health assessment. Candidates will be notified at the job offer stage if this is a pre-employment requirement. Assessment will be carried out by an independent health assessor (occupational health assessment).
- 15.7. Proof of qualifications: Evidence of all qualifications and/or membership to professional bodies, which were detailed during the selection process, must be provided prior to joining the Association.
- 15.8. If an applicant is unable to complete any of the required pre-employment checks, the offer of employment may be withdrawn. The candidate will be notified in writing of this outcome by the Corporate Services team.

16. Failure to appoint

- 16.1. If the initial job offer is declined, the selection panel can offer the post to the next suitable candidate. Where there is no suitable reserve candidate, the recruitment process should be reviewed, and next steps discussed with the Corporate Services team.
- 16.2. The recruitment market has a significant impact on an organisations ability to recruit. Where this impact has resulted in a failure to appoint, alternatives may be considered to ensure continuity of service. These options should be discussed with the Corporate Services team.

17. Onboarding & Induction

- 17.1. Once an applicant has completed all relevant pre-employment checks, they will progress to the onboarding and induction process.

17.2. Onboarding

- 17.2.1 The onboarding process will begin with the Corporate Services team sending the applicant their contract of employment and new start form.
- 17.2.2 The new start form allows for essential information to be gathered prior to the employee joining the Association. This will allow for the recruiting manager to focus on the induction process. The form also covers some policy requirements for all new employees.

17.3. Induction

- 17.3.1 We believe that a corporate induction is a vital part of the recruitment and selection process. It is our aim to ensure that every new starts' induction is dealt with in an organised and consistent manner. The corporate induction is supported by an induction checklist, which is carried out by the recruiting manager.
- 17.3.2 The corporate induction covers general requirements of the Association. Departmental inductions will be set out and completed by line managers.
- 17.3.3 An effective and systematic induction process will:
 - enable new starts to settle into the Association quickly and become productive and efficient members of staff within a short period of time
 - ensure that new entrants are highly motivated and that this motivation is reinforced.
 - assist in reducing staff turnover, absenteeism and poor performance generally.
 - assist in developing a management style where the emphasis is on leadership.
 - ensure that new starts operate in a safe working environment.
 - reduce costs associated with repeated recruitment and training.
- 17.4. The paperwork collected during the recruitment, selection and induction process will be transferred to the successful candidates personnel file.

Appendix 1 – Equality Impact Assessment

Policy	Recruitment, Selection & Induction Policy		
EIA Completed by	Corporate Services	EIA Date	
1. Aims, objectives and purpose of the policy / proposal			
<p>The purpose of our policy is to ensure:</p> <ul style="list-style-type: none"> ▪ all recruitment and selection practices are in line with legislation and best practice. ▪ a clear framework is available for applicants applying for a position with the Association. 			
2. Who is intended to benefit from the policy / proposal?			
Employees and potential employees.			
3. What outcomes are wanted from this policy / proposal?			
<p>The main aims of our policy are:</p> <ul style="list-style-type: none"> ▪ to ensure a fair, consistent and standardised approach to recruitment and selection. ▪ to establish best practice standards to promote effective decision-making in the appointment of employees. ▪ to apply the principles of equal opportunity and encourage diversity consistently at all stages of the recruitment and selection process. 			
4. Which protected characteristics could be affected by proposal?	<input type="checkbox"/> Age	<input type="checkbox"/> Gender reassignment	<input type="checkbox"/> Religion or belief
	<input checked="" type="checkbox"/> Disability	<input type="checkbox"/> Marriage & civil partnership	<input type="checkbox"/> Sex
	<input type="checkbox"/> Race	<input type="checkbox"/> Pregnancy and maternity	<input type="checkbox"/> 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 impact(s) the policy / proposal could have on the groups identified in part 4			
The Association positively support employees and potential employees with a disability. We operate an interview guarantee scheme for those who have a disability and meet the minimum essential criteria.			
7. What actions are required to address the impacts arising from this assessment? (This might include; collecting data, putting monitoring in place, specific actions to mitigate negative impacts).			
<p>No actions are required.</p> <p>The scheme is supported by the government through the Disability Confident scheme.</p>			

Appendix 2 – Disability Confident Employer

While we are not a disability confident employer, we work to the standards set in terms of recruitment and selection, and employment of disabled employees.

We will identify and remove or reduce barriers to disabled employees and applicants by making the necessary reasonable adjustments to policies, procedures, working patterns, environments and workplaces, and providing assistance and support where necessary.

We will take all reasonable steps to ensure that if an employee becomes disabled during their period of employment assistance will be offered with retraining, rehabilitation, job redesign and any other practical modification to the working environment including, where possible, the provision of special work equipment. Assistance will be given to employees to cope with difficulties created by changes to work practice or to the physical environment.

We will continually review and monitor our recruitment and selection procedures to ensure they remain fair with emphasis being placed on an individual's abilities and aptitudes.

We aim to uphold the 5 key commitments that this standard outlines, they are:

1. We ensure our recruitment process is inclusive and accessible by:
 - identifying and addressing any barriers that may prevent or deter disabled people from applying for jobs
 - making job adverts accessible
 - providing information in accessible formats (for example, large print)
 - accepting applications in alternative formats (for example, electronically)
2. We will communicate and promote vacancies by:
 - advertising vacancies through a range of channels
 - getting advice and support from external agencies, when appropriate
 - reviewing recruitment processes as standard
3. We offer an interview to disabled people by:
 - encouraging applications from disabled people by offering them an interview, if they meet the minimum criteria for the job (as set out in the job description / person specification)
4. We anticipate and provide reasonable adjustments as required and ensure that disabled workers aren't seriously disadvantaged when applying for and doing their jobs.
5. We support any existing employee who acquires a disability or long term health condition, enabling them to stay in work by retaining an employee who has become disabled means keeping their valuable skills and experience and saves on the cost of recruiting a replacement.

Appendix 3 – Rehabilitation of Offenders Act 1974 Guidance Note

The Rehabilitation of Offenders Act 1974 (ROA) allows most convictions (and cautions) to be considered spent after a specified period of time. Once a caution or conviction is spent the person is considered rehabilitated and the ROA treats the person as if they had never committed an offence. This means that applicants with criminal records have the right to legally withhold such information from a prospective employer when applying for most jobs. The specified period of time is determined by the sentence or disposal that was received in respect of a particular offence.

Under the ROA, a spent conviction or caution shall not be proper grounds for not employing someone or for dismissing them. However, if applicants do not disclose 'unspent' convictions or cautions when asked to do so, they may be found out and dismissed on the grounds of having deceived the employer.

In line with the ROA, we will only ask about convictions which are defined as unspent in terms of the Act, unless the nature of the positions is such that we are entitled to ask questions about an individual's entire criminal record. If you are applying for a post which is excluded and exempted from the Rehabilitation of Offenders Act 1974 (Exclusions and Exceptions) (Scotland) Order 2013, you are required not to withhold information about criminal convictions which for other purposes are spent. In effect this means if you are applying for such a position in the Association, you cannot withhold previous convictions.

The Association is exempt from the provisions of ROA for positions involving regular contact with young people or a vulnerable client group. Applicants for these positions are not therefore statutorily excused from the obligation to disclose spent convictions where a question is asked in order to assess their suitability for work. Failure to disclose a spent conviction will be considered grounds for that person to be refused employment.

Applicants undertaking this type of work will be required to join the Protecting Vulnerable Groups Scheme (PVG Scheme). The PVG Scheme doesn't just collect and disclose vetting information. It also assesses it so that individuals who are considered unsuitable on the basis of vetting information are prevented from entering or removed from the workforce.

Under the PVG Scheme, the list of those who are barred from working with children or vulnerable adults are managed by Disclosure Scotland as an Executive Agency of the Scottish Government. The Protection Services Team within Disclosure Scotland will collect and assess information to enable fair and consistent decisions about unsuitability to be made in respect of one or both workforces.

When someone seeks to join the scheme, any conviction information will be assessed by Disclosure Scotland and if they are suitable, they will become a scheme member. If the individual is already barred from working with children or/and adults, the individual will not be eligible to join the scheme and no scheme disclosure will be issued (and the individual may be prosecuted for seeking to undertake a post in regulated work while listed).

Once someone becomes a Scheme member, any new vetting information will be added to their records and assessed by Disclosure Scotland. If an individual becomes unsuitable while a Scheme member, they will be removed from the Scheme and listed on one or both lists.

Therefore, a Scheme Record Disclosure will give information that the individual is not unsuitable for that type of work, even if the disclosure contains convictions and other police information. However, we will still need to assess the information to see whether the individual is suitable for the particular post for which they have applied.

Appendix 4 – Job Description & Person Specification Guidance Note

We have a standard job description / person specification template to be completed for each new post. The information below summarises the key information required.

Job Summary

This should be an accurate and concise statement of the contribution the job makes to the Association. It should not exceed a paragraph in length and is normally capable of being contained within one sentence. The purpose does not include a detailed list of how the job is done, or a list of problems, tasks and activities. Nor is it a summary of the duties and responsibilities or a description of the team.

You may find it easier to write the purpose statement by answering one of the following questions:

- What is it that the job is intended to achieve?
- What would not get done if the job did not exist?
- What is the contribution that the job makes to the Association?

Key duties and role outputs

The steps required to define the main duties, responsibilities, and expected outputs of the job are as follows.

1. Identify and list the tasks that are carried out. No attempt should be made to describe how they are carried out but some indication should be given as to the purpose of each task.
2. Analyse the initial list of tasks and, so far as possible, simplify the list by grouping related tasks together so that no more than say, seven or eight main areas of responsibility remain.
3. Decide on the order in which the main responsibilities should be described. Perhaps the most effective order is to list the most important duties first. An alternative is to adopt a more chronological order; this can be useful when jobs are based around a core process or calendar of events.

A typical sentence describing a task should start with an action verb and use verbs which express the actual responsibility, for example: to recommend; to ensure that; to collaborate; to prepare; to supervise. Complete the sentence by stating why that action is carried out. This indicates the purpose of the task and can lead to setting targets or performance standards more easily.

A useful format for constructing a job responsibility is:

What is done – to supervise	To what – the team	To achieve what result – so that staff have the motivation and training to deliver the required levels of performance
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Having written down the main duties and responsibilities, strengthen each sentence appropriately using precise terminology and examples if necessary. An example of expanding the first of the above statements regarding supervision could include: recruits and selects team members, sets performance objectives, agrees training and development plans and handles any performance issues. Managers should not feel it necessary to strengthen every sentence. However, for certain elements further detail will provide a fuller picture of the main duties.

Person specification

The person specification should be divided into essential and desirable criteria.

Essential criteria are those that are critical for the satisfactory performance of the job. It is expected that applicants will meet all the essential criteria to be considered eligible for appointment.

Desirable criteria are those that enhance a person's capacity to do the job. These are usually not listed as essential because it is expected that they can be acquired once in employment.

Person specifications should be used in the short-listing process to distinguish between candidates, to ensure that the basis of decision-making is transparent. Criteria should not be included if they unfairly discriminate on the grounds of race, religion or belief, gender, age, sexual orientation, or disability.

Care should be taken when consideration is given to how the candidate is going to be measured against these criteria. All tests are subject to reasonable adjustments and people with impairments must be allowed to undertake an assessment in a suitable alternative manner.

Person specification criteria must be:

Job-related. Think about whether it is really relevant to the job; you should be able to draw a direct line between criteria on the person spec and the duties listed in the job description.

Justifiable. Can you objectively justify your reason for the requirement? Is a degree really necessary, or is experience equally relevant? Do they require to drive, or can they use alternative transport?

Testable. Can you objectively assess the criteria? Enthusiasm, attitude, etc are difficult to measure.

Non-discriminatory. Be mindful of both directly and indirectly discriminatory criteria, for e.g. specifying a number of years' experience, may discriminate against certain age groups.

Avoid duplication, for example by putting 'ability to work as part of a team' under Skills & Abilities of and 'experience of working in a team environment' under Relevant Experience.

Appendix 5 – Expression of Interest

An expression of interest is used for internal vacancies only. It is a flexible and streamlined approach to internal opportunities.

The process does not require a generic application to be completed, as employees would have already completed this step to gain employment with the Association. Instead, it focusses on the job role, required skills and behaviours. It can also be used for project based work, when we are looking for someone to lead a new project or activity.

The expression of interest will ask candidates to answer questions in relation to the job role. These questions will be decided by the recruiting manager and will reflect the current requirements for the job role.

Questions will range from 2 to 4 for any internal opportunities. The responses will be used not only as a shortlisting tool but as part of the selection process.

Example questions:

1. What skills could you bring to this job role?
2. What change would you like to see for the team?
3. Can you tell me about a time where you demonstrated good teamwork?
4. Can you tell me about a time when you went above and beyond for a customer?
5. This role requires xxxx, can you tell me about your experience relating to this?
6. We are looking for someone to contribute to the development of xxx, can you tell us one idea that would help with this development?

Appendix 6 – Providing feedback guidance note

An important part of the recruitment and selection process is the opportunity for applicants to have good quality, constructive feedback following interviews.

Constructive feedback is information-specific, issue-focused, and based on observations. It comes in two varieties: Praise and criticism are both personal judgments about a performance effort or outcome, with praise being a favourable judgment and criticism, an unfavourable judgment.

Delivering Feedback

The feedback should be based on the criteria as specified on the person specification, focussing on how the applicant did or did not meet these criteria. Feedback can be given orally on request, but you should arrange to call the applicant back after ensuring you have all the relevant information from the selection process first.

Content of Feedback

The feedback should be explicitly related to the competencies of the job, i.e. the skills, knowledge and attributes required as outlined in the person specification. The aim should be to make clear the extent to which the applicant demonstrated an ability to match each competency and suggest ways in which the applicant could learn new skills, develop particular knowledge or learn to adopt different behaviours and attitudes (where appropriate).

Feedback should be:

- Descriptive rather than evaluative – describe what the applicant said or did and the impact that had on you or others, but do not make judgements
- Specific rather than general – provide concrete examples
- Focus on behaviour which the applicant can do something about – the purpose of feedback is to learn, so suggest practical ways to rectify any shortcomings
- Well timed – feedback should be given as soon as possible after receiving a request from an applicant
- Clearly and quickly stated – get to the point without being brutal. Avoid beating around the bush or getting bogged down in self-justification. Ensure the applicant understands the feedback by asking them questions and summarising
- Sufficient and appropriate – ensure that your feedback is helpful to applicants
- Sensitively delivered – identify strengths and weaknesses, giving equal time to each. Make difficult messages easier to receive by alternating them with the positive points

Summarising your feedback

In some cases, the applicant may have met all the essential criteria for the post and were appointable, but another applicant had more relevant strengths or experience. In these circumstances, it would be appropriate to say:

“Although you did meet the essential criteria for the post, on this occasion, another applicant demonstrated a higher level of knowledge, skills and experience than was required.”

If the applicant did not meet all the essential criteria, this should be advised as part of the feedback process.

After delivering and summarising your feedback, ensure that you thank the applicant for their interest in the post, and explain that being unsuccessful on this occasion should not deter them from applying for other positions that may arise in the future.