



## RECRUITMENT & SELECTION

May 2019

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<b>Record of Updates/Changes</b>			
<b>Current Version</b>	<b>Date Approved</b>	<b>Approved By</b>	<b>Changes</b>
	13/05/2019	Corporate Services S/C	Updated, put into new template, introduction of forms to procedure, procedure extended to include pre-employment checks.

# 1. POLICY STATEMENT

Castlehill Housing Association (CHA) acknowledges that our people are our most important resource, and it is vital that our recruitment and selection process ensures that we are attracting, identifying and appointing the best possible candidates in terms of skills, knowledge and behaviour. CHA is therefore committed to adopting a fair, consistent and efficient approach to recruitment and selection, whilst ultimately ensuring the employment and retention of high quality and motivated individuals who can make a positive contribution to delivering high quality services in line with CHA's values, aims and objectives.

## 1.1. PRINCIPLES

To this end, CHA aims to act according to the following principles:

- Attract and appoint the most suitable candidates efficiently and cost effectively;
- Provide clear guidance and support to managers in order to ensure that the recruitment and selection process is fair and consistent;
- Ensure our recruitment and selection processes are compliant with all equality, diversity and other relevant employment and housing legislation;
- Ensure our recruitment and selection processes promote transparency and openness to scrutiny;
- Ensure CHA's aims and values are incorporated into our recruitment and selection procedure;
- Promote employment opportunities with CHA and enhance our reputation as a good place to work;
- Promote internal development opportunities within CHA and provide support to employees to apply for these wherever possible and appropriate.

## 1.2. SCOPE

This policy applies to all employees and workers of Castlehill Housing Association; and all recruitment activity as far as possible. There may be exceptional circumstances where aspects of the policy cannot be strictly adhered to; for example, where temporary or relief staff are required at short notice.

## 1.3. ROLES & RESPONSIBILITIES

**Managers** must:

- Attend required training sessions on recruitment and selection;
- Take responsibility for ensuring their staff are aware of the recruitment and selection policy and procedure, and that it is being fully implemented;
- Liaise with Corporate Services throughout the recruitment and selection process to ensure the recruitment and selection procedure is followed correctly, with all necessary paperwork and documentation completed and returned in a timely manner;

- Understand the importance of ensuring all pre-employment checks are complete **before** confirming an employee's appointment, and adhere to this requirement by ensuring that a new employee is strictly not permitted to start in post or carry out **any** work (paid or unpaid) for CHA until such checks have been completed;
- Seek further advice from HR at any stage of the recruitment and selection process as required.

**Corporate Services will:**

- Provide training and support to all appointing managers to ensure they are equipped with the skills and knowledge required to carry out the recruitment and selection process effectively, consistently, and in line with relevant legislation;
- Oversee the recruitment and selection process from start to finish and carry out all associated administration in a timely and efficient manner;
- Provide appointing managers with the paperwork and supporting resources required to carry out the recruitment and selection process e.g. copies of application forms, shortlisting forms, applicant scoring forms etc.;
- Carry out all necessary pre-employment checks thoroughly, consistently, and in a timely manner; ensuring they are deemed satisfactory and recorded appropriately **before** confirming an employee's appointment;
- Collect and monitor equalities information relating to recruitment and selection to ensure a fair process in which all applicants are given equal opportunity to access, apply for, and demonstrate suitability for our vacancies. Information will be reported annually to the Corporate Services Sub-committee.

## 2. PROCEDURE

### 2.1. REVIEW THE POST

Recruitment does not always need to be the automatic response to a vacancy; in fact, a vacancy provides a good opportunity for a manager to review the structure of their team and consider the options available for managing workload in the most cost effective and efficient way. Therefore, before starting the recruitment process, the manager should consider the following:

- Does the vacancy need to be filled?
- Could the work be redistributed?
- How does the post interact with others in the organisation?

Where an option other than recruitment is considered preferable, further advice should be sought from HR.

### 2.2. REVIEW THE JOB PROFILE

The current Job Profile should be reviewed and, if necessary, updated by the manager to ensure that it accurately reflects the main purpose, duties, and responsibilities of the job; as well as the skills, knowledge and attributes required to do the job.

Particular attention should be paid to the attributes listed in the person specification and whether they are designated as essential or desirable, because these are the criteria against which candidates will be assessed at both the application and interview stage of the recruitment and selection process.

Current Job Profiles can be accessed here:

<S:\Performance Management Framework\1. Organisation Wide Documents\7 - Castlehill Resources\Job Descriptions>

Should changes be required, an editable copy can be requested from HR.

If the job is a new post and a Job Profile has not yet been created, further advice should be sought from HR.

### 2.3. ADVERTISING OPTIONS

The manager must consider the most appropriate scope and streams of advertising, taking account of CHA's general policy statement, the needs of the department, and the nature of the post; including, for example, any knowledge or experience the manager may have of how easy or difficult the post may be to fill or where prospective candidates are most likely to access vacancy information.

Although it may be the case that the manager is aware of a suitable candidate for a post, vacancies should always be advertised to allow all interested candidates to apply, to ensure a fair recruitment and selection takes place and the best possible candidate for the post is appointed.

### 2.3.1. SCOPE

Although CHA is committed to promoting internal development opportunities and will provide support to employees to apply for these wherever possible and appropriate, our standard procedure is to advertise externally so as to access a wider pool of candidates, therefore ensuring the individual who is the best possible fit for the job is always appointed.

As such, internal only advertisement of any vacancy should be discussed with the department director and justification for the decision provided.

Posts which are advertised externally will also be advertised internally, via email and / or communication channels such as the staff bulletin.

### 2.3.2. ADVERTISING STREAMS

The manager should consider where they would like the post to be advertised, with the aim of maximising exposure to the target group(s) whilst remaining cost effective.

As standard, we will normally advertise vacancies on the CHA website and S1 Jobs. Various additional advertising streams can be used, for example, for posts which are more specialised or difficult to fill. Examples include the local and national press, industry websites or bulletins, and the job centre.

Recruitment agencies may also be used in exceptional circumstances, with authorisation from the department director.

## 2.4. RECRUITMENT REQUEST FORM

The manager should complete a [Recruitment Request Form](#) and submit it, along with a copy of the Job Profile, to [hr@castlehillha.co.uk](mailto:hr@castlehillha.co.uk). Please note that Corporate Services will not normally proceed with advertising a vacancy until this has been received.

The Recruitment Request Form is designed to gather as much information as possible about the post, the needs of the department, and the expectations of the manager so that an efficient and fully supportive service can be provided.

When a Recruitment Request Form is submitted, Corporate Services will acknowledge the request, confirm whether the proposed requirements and timescales are suitable, and ask for any missing or additional information that may be required.

## 2.5. ADVERT & APPLICATION PACK

Corporate Services will prepare an application pack and advert wording appropriate to the post, which will be passed to the manager for review and approval prior to advertising.

Advertisements should contain as much information as possible to ensure the correct pool of candidates is targeted and to reduce the likelihood of receiving unsuitable applications.

The application pack will normally include:

- Background information about CHA;

- Job Profile;
- Castlehill Values Document;
- Application Form, including Equal Opportunities Monitoring Form;
- Information about CHA's terms and conditions, including salary and benefits;

For more specialised or manager level posts:

- More detailed information about the post and the department within which the post lies.

Once the manager has approved the contents of the advert and application pack, Corporate Services will advertise the post.

Corporate Services will file and record all applications received, removing the Equal Opportunities Monitoring Form from the Application Form and collating the information for statistical use.

Applications received after the closing date will not normally be accepted, and CVs should not be accepted without a completed application form.

## 2.6. THE RECRUITMENT PANEL

The recruitment panel should consist of at least two people, and should remain consistent throughout the process i.e. those involved in shortlisting applications should also be on the interview panel; and the interview panel should be the same for each candidate.

If anyone on the recruitment panel has any kind of relationship with an applicant which might affect their ability to remain impartial, that relationship must be declared and a decision made as to whether the individual should be permitted to participate in the recruitment and selection process. Where the applicant is a close relative, the employee must have no involvement in or influence over the process.

## 2.7. SHORTLISTING

Once the closing date has passed, Corporate Services will provide copies of all applications received to each recruitment panel member, along with a copy of the application pack including full post details, [Candidate Assessment Forms for shortlisting](#), and a [Candidate Assessment Summary Form](#).

Applications should be assessed against the essential and desirable criteria outlined in the Person Specification section of the Job Profile **and** against the [Castlehill Values](#). Applicants should not be shortlisted on the grounds of age, travelling distance, or any other factor which is not related to competency or the requirements of the job.

Each member of the recruitment panel should carry out an assessment individually, completing a Candidate Assessment Form for each application. Following this, a meeting should be arranged to compare and discuss individual assessments in order to reach an agreement on which candidates should be shortlisted for interview.

Note that where a candidate has been identified as a close relative of an employee, there must be no direct or indirect line management responsibility involving the employee and the close relative. This should be taken into consideration at the shortlisting stage to avoid progressing a candidate to interview when they may not be permitted to take up the post.

A Candidate Assessment Summary Form should then be completed, detailing which candidates are to be invited to interview, and those who have been unsuccessful with an indication of the main reason(s) for the decision.

This form should be passed to Corporate Services in a timely manner so that interview invitations can be sent, and feedback provided to those who have been unsuccessful. Candidates should preferably be given at least 7 days' notice of an interview appointment.

## 2.8. INTERVIEWS

Corporate Services will assist with arrangements for interviews based on the information provided by the manager on the Recruitment Request Form, including:

- Booking meeting room(s) if required;
- Drafting a schedule of interview slots / times;
- Sending interview invitations, including any additional information / details of any interview exercise or tests as required;
- Providing a bank of suggested interview questions;
- Providing a [Candidate Assessment Form](#) to be completed for each interview;
- Providing a schedule of confirmed interview appointments to members of the recruitment panel and any other relevant staff members (e.g. reception).

Interviews should be carried out in a fair and consistent manner, and should be structured and systematic. Candidates should be assessed against the essential and desirable requirements as detailed in the Job Profile **and** against the Castlehill Values.

A set of questions should be prepared and agreed in advance, and each candidate should be asked these set questions; although there can be some degree of deviation to allow for elaboration and follow up questions.

The recruitment panel may also decide to use additional interview techniques to assist with selection. Examples include practical scenarios, presentations or written work (with the topic given either before interview or on the day), practical tests covering technical skills. In such cases, it is the responsibility of the manager to organise the test and any required equipment, providing details to Corporate Services if required.

An overall impression of the candidate's attitude, confidence, and responsiveness will also assist the recruitment panel in assessing against the Castlehill Values and determining how a candidate may fit into the organisation and the team; although individuals should remain as objective as possible when making this type of assessment.

The recruitment panel should also ensure that they take the opportunity at interview to check the candidate's status with regard to any essential or desirable requirements such as PVG scheme membership, qualifications, and training they may have undertaken which is relevant to the post.

## 2.9. SELECTION

The selection decision should be made solely on consideration of the candidate who is best able to meet the requirements of the job as outlined in the Job Profile, based on evidenced gathered from the application form, performance at interview, and performance in any additional tests.

Once the panel has reached a decision, the manager should make a verbal offer to the successful candidate via telephone. It is advisable to look at the Interview Feedback Form prior to contacting the successful candidate to identify any additional information that may need to be obtained from the candidate.

The manager should then complete the Interview Feedback Form and pass it to Corporate Services, along with all interview notes and Candidate Assessment Forms.

All remaining documentation from interview packs, including candidate application forms, should either be returned to Corporate Services, or destroyed.

Once Corporate Services have received an Interview Feedback Form, unsuccessful candidates will be informed via email, and a conditional offer letter will be issued to the successful candidate along with all relevant contractual information and any paperwork required for completing pre-employment checks.

Where the successful candidate has been identified as a close relative of an employee or former employee, this must be recorded in the Schedule 7 Special Exceptions Register, which will be done by Corporate Services.

## 2.10. PRE-EMPLOYMENT CHECKS

An offer of employment is always conditional, subject to satisfactory completion of all relevant pre-employment checks. An employee should not **under any circumstances** be permitted to do any work for CHA, paid or unpaid, until Corporate Services have confirmed that all pre-employment checks have been completed.

Pre-employment checks may include, but are not necessarily limited to:

- References (which must be seen and approved by the manager)
- Right to Work Check
- PVG / Disclosure Check
- Qualification Checks
- Drivers License Check

Corporate Services will endeavour to complete all pre-employment checks as efficiently as possible; however, managers should be aware that some checks (e.g. PVG) do take some time and this must be factored in to timescales when planning a start date for a new employee. Time taken to complete pre-employment checks can be partially reduced through co-operation from the candidate and the manager; so where a manager is keen for a quick start date they may wish to be aware of this and liaise with the candidate accordingly to ensure all paperwork is dealt with accurately and efficiently.

Once all pre-employment checks have been completed, Corporate Services will inform the manager who can then go ahead and confirm a start date and make arrangements for induction in line with CHA's Induction Policy and Procedure. Corporate Services will issue a letter to the new employee to confirm their appointment and agreed start date.