



RECRUITMENT & SELECTION

November 2022

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Current Version	Date Approved	Approved By	Changes
V3	12/12/2022	Management Committee	Changes to words to reflect new documents. Added section 1.4
V2	23/05/2022	Corporate Services S/C	Updates to procedure to allow greater flexibility during process
V1	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. In these cases, CHA is still committed to ensure fairness and compliance with relevant legislation in the recruitment and selection process.

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 and provide clarity on documents that are required and when.
- 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 Subcommittee.

1.4. RELATED POLICIES

- Equality and Diversity Policy
- Entitlement, Payments and Benefits Policy
- Job Evaluation Policy
- Induction & Probation Policy
- PVG and Criminal Records Check Policy

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

Before a recruitment request is raised with HR, the current Job Profile that includes job description and person specification 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 in alignment with CHA's values, aims and objectives.

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. If there is any concern whether an attribute would be essential or desirable, the manager should contact HR for advice.

Current Job Profiles can be accessed on the HR Section on the Castlehill Intranet site.

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 Castlehill Intranet site.

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 on online job boards. Various additional advertising streams can be used, for example, for posts which are more specialised or difficult to fill. Appropriate advertising streams should be discussed and agreed between the hiring manager and Corporate Services.

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, confirming that the current Job Profile is still suitable. If the Job Profile needs to be updated, the revised Profile should be submitted along with the Recruitment Request Form. Please note, without either the confirmation of suitability of the current Job Profile, or revised copy, Corporate Services will not normally proceed with advertising a vacancy. 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 regarding recruitment and interview arrangements so that an efficient and fully supportive service can be provided.

When a Recruitment Request Form is submitted, if the proposed requirements and timescales are suitable and no changes or supplemental information is required, Corporate Services will proceed to advertise the post via requested channels and provide confirmation once this is completed. .

2.5. ADVERT & APPLICATION PACK

Corporate Services will prepare an application pack and advert wording appropriate to the post based on existing approved templates.

The application pack will include documents outlining the job, terms and conditions, and how to apply to the role.

Advertisements aim to 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 advert should be underpinned with CHA values, aims and objectives. This will be reviewed by Corporate Services Manager and HR prior to advertisement.

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 as soon as this becomes evident 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 appropriate shortlisting and assessment documents and post details.

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, as these can be grounds for discrimination. If there are any concern around the assessment and shortlisting criteria, advice should be sought from HR.

The panel members should assess each candidate individually and jointly to agree which candidates should be shortlisted for interview. The shortlisting should be conducted by using Candidate Shortlisting Spreadsheet which should be returned to HR once completed. . If there are any question regarding the use of the shortlisting sheet, advice from HR should be sought. The panel should notify HR once shortlisting in completed, using the spreadsheet provided to identify those who are to be invited to interview, and rationale for those who have been unsuccessful, so if required, feedback can be provided to unsuccessful candidates. Shortlisting should be completed promptly so the candidates who are to be invited to interview can be provided with reasonable notice prior to 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.

2.8. INTERVIEWS

Corporate Services will assist with arrangements for interviews based on the information provided by the manager on the Recruitment Request Form, supporting with scheduling, interview invites and appointments. Additionally, HR can provide a bank of interview questions, and will provide a form to utilise in assessing each candidate.

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.

The interview must be recorded by using Interview Assessment Form., 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.

Overall impression gained from a candidate against Castlehill Values and potential fit in the team can be utilised to supplement the interview and application process, however, as these are subjective, they must not be a determining factor in appointing a candidate to a post.

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. This check should be noted in the assessment forms for information processing purposes.

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 for the manager to first familiarise themselves with the interview and application document so they are able to identify if any additional information needs to be obtained from the candidate.

If the offer is verbally accepted, the manager should then pass on all relevant documents to Corporate Services for processing. All other documentation regarding the successful or unsuccessful candidates should be passed to Corporate Services or destroyed, or advice regarding the documents processing should be sought. Only after all relevant document is provided, Corporate Services can contact the candidate with the relevant paperwork and proceed with pre-employment checks. Where the preferred candidate does not accept the offer, standard practice would be to make an offer to the

candidate who was assessed to next best meet the requirements of the post. Where this is not possible, advice should be sought from Corporate Services.

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 into 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.

Where pre-employment conditions are not met, advice should be sought on the next steps from HR.