



Craigdale
HOUSING ASSOCIATION

RECRUITMENT & SELECTION POLICY

Date of Review: 21.12.21

Date of Approval: 24.01.22

Date of Next Review: 2025

Craigdale Housing Association can provide this document on request, in different languages and formats, including Braille and audio formats.

Recruitment & Selection Policy

1.0 Introduction

- 1.1 Craigdale Housing Association Limited (Craigdale) recognises that its employees are its greatest asset and that it relies on the skills, competencies and contribution of all to deliver high quality services to all its tenants, service users and other customers. Craigdale is, therefore, committed to the recruitment, selection and appointment of the best people to meet the needs of Craigdale and to actively promoting equality and diversity.
- 1.2 Craigdale's Recruitment and Selection Procedures will be in accordance with current statutory legislation and, regulations which apply to the sector.
- 1.3 This policy is intended to be used as guiding principles for recruitment and selection campaigns and has been designed to maximise flexibility to meet the needs of all areas of the business. Any significant variations to the practice contained in this policy must be approved in advance by the Chief Executive Officer or the Board.

2.0 Purpose

- 2.1 This statement is Craigdale Housing Association's policy in regard to recruitment and selection, to encourage good practice and equal opportunities to which all staff are required to adhere. In the recruitment process the aims of Craigdale Housing Association are:
 - To attract comprehensive applications from a sufficient number of candidates with appropriate skills, qualifications and experience for consideration for employment with Craigdale Housing Association.
 - To use fair and effective methods for the appointment of candidates consistent with Craigdale Housing Association's policy on Equal Opportunities.
 - To ensure that recruitment procedures are clear and adhered to by all Staff and Board Members involved in any recruitment and selection processes.
 - To develop an excellent workforce committed to the aims, values and service delivery requirements of Craigdale Housing Association.

3.0 General Guidelines

- 3.1 In recruiting for newly created or vacant posts Craigdale Housing Association will ensure that it complies with legislative requirements and demonstrates best practice as an employer in relation to employment rights and equal opportunities.

4.0 Equal Opportunities

- 4.1 Craigdale is committed to equality and diversity at all stages of recruitment and selection. Shortlisting, interviewing and selection will always be carried out without regard to gender, transgender status, sexual orientation, marital or civil partnership status, colour, race, nationality, ethnic or national origins, religion or belief, age, pregnancy or maternity leave or trade union membership. Candidates with a disability are encouraged to apply and reasonable adjustments to roles will be considered.
- 4.2 It is Craigdale's goal that all recruitment decisions will be based completely on the merits and abilities of candidates alone and no other criteria will be used.
- 4.3 A fair recruitment process will remove barriers where possible to the employment of people from different backgrounds. This will enable the organisation in recruiting from the widest pool of talent, potentially raising the standard of their intake and therefore increasing the opportunity of a more diverse workforce which reflects the community it is serving. A more diverse workforce should improve the organisation's service delivery, as it will include staff with more knowledge and experience about meeting the needs and aspirations of service users and potential service users.
- 4.4 To highlight Craigdale's commitment to promoting equality and diversity from the beginning of the employment relationship, all vacancies will be aimed at as wide a group as possible and any advertisement for a vacancy within Craigdale will state that an equality and diversity policy is in place. In addition, the advert will also display any signs of equality bodies that Craigdale is affiliated with. The information contained in the advert and all vacancy literature will be clear and accurate to attract the most appropriate candidates from all groups across society, to allow them to decide their own suitability for the vacancy and whether they wish to proceed with applying. For those that wish to apply Craigdale will 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.
- 4.5 Craigdale will ensure that all staff involved at any stage in the recruitment and selection process will receive equality and diversity awareness training. This will ensure that those involved in the recruitment process will not discriminate either knowingly or unknowingly by asking any questions which may lead to discrimination.

5.0 Exit Interviews

- 5.1 An appropriate person will conduct exit interviews personally with any permanent member of staff who has tendered their resignation. This is to identify why an individual wishes to leave, to

receive insight into the role that has been performed and to thank the individual for their contribution to the organisation.

6.0 Job Analysis and Advertising

- 6.1 When recruiting for new or vacant posts Craigdale will conduct a job analysis, often carried out by the Senior Management Team (SMT) and the Board. This involves assessing whether or not the post has to be filled and how it could be filled, what would be the adverse effects of not filling it or if the work could be distributed amongst existing staff.
- 6.2 If decided that the post should be filled, a recruitment specialist such as EVH may be engaged to provide assistance, or, a suitable job description, person specification and application form will be compiled by the SMT and an advertisement will be composed and placed into appropriate advertising media.

7.0 Permanent Recruitment

- 7.1 If it is deemed necessary to recruit another staff member or fill a vacant post permanently, a new or updated job description and person specification will be compiled; the position will be advertised simultaneously; internally, in the national press, on our website and in the EVH Bulletin/website, demonstrating our commitment to Equal Opportunities.
- 7.2 An exception to this will be in cases of restructuring or redundancy where it may be necessary to appoint candidates into posts without advertising the vacancy.

8.0 Internal Recruitment

- 8.1 All existing staff will be notified of permanent and long-term temporary vacancies, especially if on sick leave, maternity leave or holidays and will be eligible to apply for any post.
- 8.2 In support of talent management relating to staff, any vacancies up to and including EVH Grade 7 will in the first instance be advertised internally. Any permanent member of staff will be entitled to apply for the position assuming they meet the criteria specified within the person specification. If following interview the position is not filled, only then will the vacancy be advertised externally.

9.0 Temporary Recruitment

- 9.1 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.
- 9.2 For very short-term posts of a few weeks internal advertising will not normally take place but rather suitable employment agencies will be approached to provide a candidate.

10.0 Recruitment Information to Candidates

10.1 All candidates will receive an information pack that will include:

- Job description
- Person specification
- Summary statement of conditions
- Application form
- Equal opportunities monitoring form
- Newsletter
- Annual report

10.2 Successful candidates to new and vacant posts will be selected on merit through shortlist, testing and interview in accordance with the person specification and our standard short listing and interview assessment forms.

11.0 Short listing

11.1 A panel, recommended to be three individuals, compiled of Staff and Staffing Committee representation for new posts, will carry out the recruitment processes for each vacant or new post. This panel will include the Chief Executive, the Chair and a Board Member when recruiting for a senior manager. Only individuals who have received recruitment and selection training will be able to participate in short-listing.

11.2 At least one panel member must possess skills or experience most closely related to the post for which candidates are to be short-listed and interviewed. Panel members who short-list will also participate as interviewers to ensure consistency in recruitment.

11.3 Essential criteria will be applied in the first instance to short-list candidates. Candidates who do not match all the essential criteria will not be called to interview. Candidates who do not possess all the desirable criteria may still be called to interview. However, desirable criteria will be applied, secondly, in a large response, to reduce fairly the number of candidates called for interview.

- 11.4 Each panel member must complete a short-listing assessment form appropriately for each applicant. If a panel member recognises a candidate's details, who is known to the panel member, they should declare this interest and exclude themselves potentially from the panel if the person is to be short-listed.
- 11.5 Candidates invited to interview, and unsuccessful candidates will be informed simultaneously of the result of their applications. Unsuccessful candidates may be offered the opportunity for feedback on their applications.

12.0 Modern Apprenticeships

- 12.1 Candidates for modern apprenticeships will also be required to submit application documents, which will be subjected 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.

13.0 References

- 13.1 References will be sought after an offer of employment has been accepted. Reference requests will be made to the most current/recent employer /academic/voluntary or good character referee contact, which must not be related to the candidate. If a referee happens to be a panel member, then the candidate may be asked to provide an alternative referee.

14.0 Interview

- 14.1 The interviewing panel, recommended to be three individuals, should reflect the same membership as the short-listing panel and only individuals who have received interviewing skills training should be able to participate.
- 14.2 All short-listed candidates should be offered an interview, at which the same questions, based on the job description and person specification, will be asked in the same order to all candidates. This may also include a suitable test and presentation topic where appropriate. Interviews will be typically of 30-60 minutes' duration depending on the nature of the post.
- 14.3 Any requested, appropriate, information which has been provided by Craigdale to an interviewee will be made available to all other candidates invited to interview.

15.0 Assessment

- 15.1 Panel members must complete interview assessment documentation, appropriately, based on evidence for each candidate. Craigdale's policy on Equal Opportunities will apply to all matters of recruitment and selection.
- 15.2 Where candidates are judged to be equal, they may be called back for a second interview. Panel members must state and document justifiable reasons for the rejection of each unsuccessful interviewee.

16.0 Job Offer

- 16.1 Once the appointment panel has made a decision, a conditional offer will be issued to the successful interviewee subject to: the receipt of satisfactory references, original qualification certificates, and proof of eligibility to work in the EU and a satisfactory PVG membership/Disclosure Scotland check where appropriate. Appointment will normally be made at the bottom of the salary scale; otherwise, an appointment will be made on a suitable salary paying due consideration to a candidate's skills, experience and present and future circumstances. The initial offer can be verbal and followed up in writing. A probationary period may be included. The terms of a written contract of employment will be confirmed and issued subsequently once the aforementioned conditions have been satisfied.
- 16.2 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.
- 16.3 Once the job offer has been accepted then interview outcome notification should be issued to unsuccessful interviewees. It is the intention of Craigdale where possible, to inform candidates of the outcome of the interview as quickly as possible and within a few days of the interview having taken place.

17.0 Feedback

- 17.1 All interviewees will be advised typically of the outcome of their interviews by telephone/email or letter and constructive feedback on their performance can also be made available to them, if they desire via the telephone.

18.0 Interview Expenses

- 18.1 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 Craigdale's expenses and finance policies and procedures.

19.0 Equal Opportunities Monitoring

- 19.1 As part of Craigdale Housing Association recruitment process, equal opportunities monitoring will be undertaken and reported.

20.0 Records

- 20.1 Application forms and recruitment documentation must be stored confidentially for a minimum of four months and up to a maximum of 1 year's duration.

20.2 Any undertaken PVG membership records/Disclosure Scotland checks must be stored in accordance with the Storage and Safe Handling of Disclosure Checks Retention Policy.

21.0 Personnel File

21.1 The successful candidate's recruitment documentation should be made into a personnel file and retained.

22.0 Induction

22.1 Craigdale staff will welcome a new post holder by providing initial induction training in the organisation, which will be organised in advance of occupancy of the new post holder by the line manager. This will help to settle the new staff member, convey our aims, objectives, policies and procedures thereby encouraging the individual to settle, stay and make a valuable contribution to our work.

23.0 Failure to Recruit

23.1 Should the full recruitment and selection procedure fail to recruit a suitable candidate, reasons for this should be identified and considered, appropriate alterations made, and recruitment should be rerun where appropriate to do so.

24.0 Complaints

24.1 If a complaint is received about any stage of the recruitment and selection process it should be resolved promptly in the first instance and verbally where appropriate to do so. If the complainant wishes to further pursue the matter, they should be advised to put the complaint into writing and address it to the Chief Executive Officer who will investigate the matter and further liaise with the complainant.

25.0 Policy Review

This policy will be reviewed at least every 3 years by the Management Committee and staff are responsible for ensuring that it meets legal and good practice requirements.

Craigdale Housing Association Equality Impact Assessment

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|--|--------------------------------|--|----------|
| Name of policy to be assessed: | Recruitment & Selection Policy | Is this a New policy or a Review: | Review |
| Person completing the Assessment: | Frances Cunningham | Date of assessment: | 21.12.21 |

| | | |
|----|---|--|
| 1. | Briefly describe the aims, objectives and purpose of the policy | <p>The aims, objectives and purpose of the policy is to encourage good practice and equal opportunities in the recruitment process. Our aim to attract comprehensive applications in a fair and effective manner from a sufficient number of candidates with appropriate skills, qualifications and experience for consideration for employment. Ensure that recruitment procedures are clear and adhered to by all staff and Board Members involved in any recruitment and selection processes.</p> <p>To develop an excellent workforce committed to the aims, values and service delivery requirements of Craigdale Housing Association</p> |
|----|---|--|

| | | |
|----|---|---|
| 2. | Who is intended to benefit from the policy? (e.g., staff, applicants, tenants, contractors) | Craigdale Housing Association Tenants, Staff, Board Contractors & Suppliers |
|----|---|---|

| | | |
|----|--|--|
| 3. | What outcomes are wanted from this policy? (e.g., benefits to customers) | To employ the best candidates to deliver a high-quality service to all its tenants, service users and other customers. |
|----|--|--|

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|----|---|----------------|----------------------|----------------|
| 4. | Which protected characteristics could be affected by the policy (select all that apply) | | | |
| | Minority Ethnic: | Not Applicable | Age: | Not Applicable |
| | Gender: | Not Applicable | Religion/belief: | Not Applicable |
| | Disability: | Not Applicable | Transgender: | Not Applicable |
| | Sexual Orientation: | Not Applicable | Maternity/Pregnancy: | Not Applicable |
| | Marriage/civil partnership: | Not Applicable | | |

| 5. | If the policy is not relevant to any of the protected characteristics listed in part 4. State why and end the process here. | The Association encourages good practice and equal opportunities in the recruitment process and should have no effect on the protected characteristics. | | | | | |
|------------------|---|---|------------------|------------------|----------------|----------------|--|
| 6. | Describe the likely positive or negative impacts the policy could have on the groups identified in part 4 | <table border="1"> <thead> <tr> <th data-bbox="835 250 1400 282">Positive Impacts</th> <th data-bbox="1409 250 1999 282">Negative Impacts</th> </tr> </thead> <tbody> <tr> <td data-bbox="835 282 1400 315">Not Applicable</td> <td data-bbox="1409 282 1999 315">Not Applicable</td> </tr> </tbody> </table> | Positive Impacts | Negative Impacts | Not Applicable | Not Applicable | |
| Positive Impacts | Negative Impacts | | | | | | |
| Not Applicable | Not Applicable | | | | | | |
| 7. | What actions are required to address the impacts arising from this assessment? | Not Applicable | | | | | |

Signed:

F. Cunningham

Date:

21.12.21

Please attach the completed document as an appendix to the policy report.