



Recruitment Policy

Approved: May 2024

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If you have difficulty with sight, or if you require a translated copy of this policy, we would be pleased to provide the information in a form that suits your needs.

1. Introduction

- 1.1 This policy outlines the Association's approach to the selection and recruitment of staff.
- 1.2 The Association is committed to fair and transparent recruitment processes and will strive to achieve equality of opportunity and treatment for all. We seek to recruit the best candidates with the necessary skills and attributes to fulfil the roles. Our recruitment practices will, therefore, not be influenced by factors such as :
- Age
 - Disability
 - Gender reassignment
 - Marriage and civil partnership
 - Pregnancy and maternity
 - Race (including colour, nationality, ethnic or national origins and citizenship)
 - Sex
 - Sexual orientation
- 1.3 The Association is also committed to recruitment processes which ensure the sensitive treatment of personal and confidential information in line with our Privacy Policy.
- 1.4 In line with the Group Standing Orders the Director and the Management Team has authority to advertise and recruit for job vacancies for established posts and temporary posts of under one year . Before advertising job vacancies for posts which are not part of the approved establishment, approval will be sought from the Finance and General Purposes Sub Committee. The Management Committee will be responsible for the recruitment and selection of the Director and Management Team

2. Aims of the Policy

- 2.1 To attract candidates with the appropriate skills, knowledge and experience for consideration for employment
- 2.2 To establish fair, objective, clear and consistent recruitment processes which are transparent to applicants and to which staff and committee adhere.
- 2.3 To ensure the best possible match between the candidates and Job Description whilst achieving an ability-based workforce which reflects a diverse and multi-cultural community.
- 2.4 To ensure we meet legislative requirements, demonstrate statutory compliance and implement best practice as an employer.

3. Equal Opportunities

- 3.1 The Association's recruitment decisions will be based completely on the merits and abilities of candidates in line with those set out in the job description and person specification and no other criteria will be used in its considerations.
- 3.2 A fair recruitment process will remove barriers where possible to the employment of individuals from different backgrounds. This will enable us to recruit from the widest pool of talent, thus raising the standard of candidates and therefore increasing the opportunity of a more diverse workforce which reflects the communities in which we work.
- 3.3 To highlight our 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 will state that an equality and diversity policy is in place. In addition, the advert will also display any signs of equality bodies that we are affiliated with.
- 3.4 The information contained in the advert and all vacancy literature will be clear and accurate to attract the most appropriate candidates from all groups, to allow them to decide their own suitability for the vacancy and whether they wish to apply. For those that wish to apply, we will ensure that all applications have clear instructions for completion and application forms are free from personal questions that are not relevant to the vacancy or may lead to discrimination.
- 3.5 We will ensure that all staff involved at any stage in the recruitment and selection process 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.

4. Job analysis

- 4.1 Where an established post within the organisation becomes vacant or when we are considering the creation of a new post, we will conduct a job analysis prior to recruiting to determine a business case regarding whether or not the post should be filled; any adverse effects of not filling it; and whether the work could be redistributed amongst existing staff. We will further consider whether we should fill the vacancy on a like for like basis and whether this provides an opportunity to look at wider team roles.
- 4.2 If this is a new role or we deem an existing role to have significantly changed, job evaluation may be carried out to determine the correct salary/ grade for the role. We may seek to engage specialists such as EVH to carry out this work prior to the recruitment process taking place.

5. Job Description and Person Specification

- 5.1 The Job Description contains information relating to the section, title and grade of the post and outlines the main objectives of the post listing the principal duties and responsibilities. The Job description and person specification will be based on the EVH Grading Guidelines.
- 5.2 The Job Description also contains a brief statement drawn from the Association's Equal Opportunities Policy.
- 5.3 The Person Specification lists those attributes that are essential and those that are desirable under the following headings :
- Education/Qualifications
 - Skills/Knowledge
 - Experience
 - Personal Qualities
- 5.4 The Job Description and Person Specification are accompanied by a Summary of Principal Terms and Conditions of Employment which provides information relating to:
- Salary
 - Hours of work
 - Holiday leave
 - Pension
 - Notice period

6. Advertising of Vacancies

- 6.1 Vacant posts will normally be advertised both internally and externally. In cases of restructuring or redundancy it may be necessary in the first instance to consider any existing staff under threat prior to opening the post up to others.

- 6.2 Short term appointments of one year or less, e.g. maternity leave cover or where the post holder is providing temporary cover for another post, may be advertised internally and filled by internal candidate transfer, or by candidates engaged from a suitable employment agency. Temporary posts in excess of one year should be advertised internally and externally simultaneously
- 6.3 For very short-term posts of a few weeks, internal advertising will not normally take place as line managers have discretion to seek a temporary candidate from an employment agency if there is no suitable internal candidate identified.
- 6.4 Where one postholder of a job share post indicates they intend to leave, an internal recruitment process will follow. This will consist of all staff being asked to indicate whether they wish to be considered for the post. If there are staff interested, a full recruitment process will follow. If only the other post holder for the job share applies, then they will be offered the post without any further process.
- 6.5 Advertisements will contain a short introduction to the Association along with:
- Post title
 - Grade and salary
 - Brief description of job
 - Details of how to apply
 - Details of the Association's contact details
 - Closing date
 - Date of interviews
- 6.6 Positive steps will be taken to ensure that under-represented groups are made aware of vacancies and advertisements will include a short statement on equal opportunity along with the 'Positive about Disabled People' symbol. 6.7 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.

7. Job Applications

- 7.1 The Association will provide potential applicants with an application pack which includes:
- Job Description
 - Person Specification
 - Application Form
 - Equal Opportunities Monitoring Form
 - Privacy Notice
 - Declaration of Interests Form including list of Contractors used by Association
 - Summary of Terms and Conditions of Employment
 - Staff Structure/Group Structure
 - Details of the Association's website
 - Details of contact person within the Association
 - Closing date and proposed interview date
 - Information on how to apply and any other relevant information.

- 7.2 Applicants should complete the Association's own Job Application Form. Curriculum Vitae will not be considered.

8. Supplementary Information

- 8.1 All applicants will be requested to complete an Equal Opportunities Monitoring Form which seeks information relating to the ethnic origin, sex and disability (if any) of the applicants
- 8.2 All applicants will be required to complete a Declaration of Interests Form which seeks information relating to any relationship that they may have to Committee Members or staff of Govanhill Housing Association, its Sub Committees and Subsidiaries.
- 8.3 Where the post advertised requires the post-holder to have frequent contact with vulnerable people, as described by Disclosure Scotland, short-listed candidates will be required to disclose their criminal history in a manner consistent with the Rehabilitation of Offenders Act
- 8.4 Applicants who are invited to attend an interview will be asked to complete a Criminal Convictions form which they must bring to the interview in a sealed envelope. This will be destroyed unopened after interview if unsuccessful.
- 8.5 All successful candidates will be appointed subject to satisfactory references and verification of relevant qualifications and identity.
- 8.6 All supplementary information provided will remain confidential and will not form part of the information provided to the interview panel.

9. Interview Panels

- 9.1 At the time of advertising, an interview panel will be established. At least two members from this panel will shortlist applicants.
- 9.2 If a panel member can identify a candidate via the information contained in the application form, resulting in a conflict of interest, they should declare this to the other members of the recruitment panel. That recruitment panel member should exclude themselves from the panel if the candidate is to be shortlisted. This decision will be made by the panel before progressing to the next stage and where possible, another person will be appointed to the recruitment panel.
- 9.3 The interview panel will consist as, a minimum, of the line manager for the post and the Head of Corporate Services & HR or another manager. The panel for posts of Grade 9 and above will consist of senior staff and Management Committee member(s).
- 9.4 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.

- 9.5 All participants in the recruitment process will have received training in recruitment and equal opportunities.
- 9.6 The same people should be involved throughout unless a conflict of interest arises at any point during the process. In this circumstance, the recruitment panel will discuss if it is appropriate for an alternative individual to join the recruitment panel.
- 9.7 Depending on the seniority of the post, the recruitment panel may seek advice from recruitment advisors, such as EVH, prior to progressing a recruitment and selection process if deemed necessary.

10 Shortlisting

- 10.1 To ensure compliance with the Association's policies on 'Equal Opportunities' and 'Openness and Confidentiality' an anonymous short-listing process will take place and the short-listing panel will consider Job Application forms with the identification of the applicant and the Declaration of Interests and Equal Opportunities Monitoring forms removed.
- 10.2 To comply with the requirements of the Equality Act 2010, the Association's Job Application does not require candidates to provide information relating to their sickness absence record. Relevant information may be sought as part of the reference process.
- 10.3 The Association will use selection criteria based on the Person Specification to shortlist for the post.
- 10.4 Essential criteria will be applied in the first instance to shortlist 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 only be applied, where there has been a large response to the advert and there is no other reasonable way to reduce fairly the number of candidates called for interview.
- 10.5 As part of the Association's commitment to the 'Positive about Disabled People' scheme, all applicants who have indicated that they have a disability and who meet the minimum criteria will be offered an interview for the post.
- 10.6 Where a large number of applications have been received for an individual post, the Head of Corporate Services & HR may assist in the short-listing process by carrying out an initial sift of applications.

- 10.7 Those candidates shortlisted will be invited to interview. We will also contact candidates not shortlisted to advise that their application will not progress to the next stage of the process. Those candidates not shortlisted for interview have the right to request feedback on their application and the reason/s for not being shortlisted.
- 10.8 Any requested or appropriate, information which has been provided by us to a candidate will be made available to all other candidates invited to interview.

11. Skills Assessment

- 11.1 As part of the recruitment and selection process, we may ask candidates to carry out a test/ skills assessment. This is not applicable for every role, but the recruitment panel and HR team will decide what is necessary to determine suitability for the role. This may take the form of a practical exercise, management test or presentation to the recruitment panel. Where this is required, candidates will be informed in advance of their interview to allow suitable time to prepare as necessary.

12. Selection Interviews

- 12.1 Applicants invited to attend an interview will be advised of the date, time and venue of the interview along with details of any presentation/ skills assessment required such as a typing test or other practical test
- 12.2 All shortlisted candidates will be offered an interview and the recruitment panel will decide if interviews are to be held face to face or virtually. The interview process will consider the following:
- Each candidate will be asked the same questions, based on the job description and person specification.
 - Each candidate will be asked the questions in the same order by the relevant members of the recruitment panel.
 - Typically, interviews will be 30-60 minutes duration depending on the nature of the post.
 - Each recruitment panel member will complete an interview assessment form for each candidate, recording brief notes to assist with panel deliberations upon the conclusion of the interviews. Alternatively a collectively produced assessment form can be completed and signed off by all members of the interview panel
- 12.3 The recruitment panel will decide which panel member will Chair the interviews on the day. The Chair of the recruitment panel will be responsible for:
- Introducing the panel members to candidates.
 - Explaining the format of the day, ensuring timings are adhered to.
 - Informing candidates about when they should expect to be contacted about the outcome of their interview.
 - Completing an overall assessment form combining all panel member scores for each candidate interviewed.
 - Ensuring panel members state and document justifiable reasons for the rejection of each unsuccessful candidate.
 - All interview paperwork being accurately completed and returned to HR within agreed timescales.
- 12.4 On completion of the interviews the successful candidate will be selected using a scoring sheet based on the questions asked as well as the result of any test or presentation, and a conditional offer of employment made. If there are any queries or concerns these should be discussed with the Head of CS/HR before

any offer is made.

13. References, identity checks and right to work in the UK

- 13.1 Once the recruitment panel has made a decision, a conditional offer will be issued to the successful candidate subject to the following terms:
- Receipt of two satisfactory references.
 - As required, original qualifications stated on the candidate's application form being verified.
 - Proof of eligibility to work in the UK being provided.
 - A satisfactory PVG membership/Disclosure Scotland check where appropriate.
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- 13.2 The Association has a responsibility to prevent illegal working therefore we will carry out a right to work check before confirming employment for the successful candidate. This will ensure the candidate is not disqualified from carrying out the work in question by reason of their immigration status. The successful candidate will be informed what is required to satisfy this check.
- 13.3 We will keep a record of this check for the duration of the staff member's employment and a further two years beyond.

14. Making safer recruitment decisions

- 14.1 The successful candidate will be asked to complete a criminal convictions declaration form. Depending on the nature of the role, they may also be asked to undergo a PVG/ Disclosure Check. If following these checks, information arises which the candidate has not disclosed or raises concern, we will discuss this with the candidate prior to a decision being made about whether the selection check has been satisfied.

14.2 The Rehabilitation of Offenders Act 1974 creates equal access to employment for ex- offenders by enabling individuals to 'wipe the slate clean' of any minor criminal convictions and convictions resulting in custodial sentences of less than 2 and a half years within a specified period of time.

14.3 Certain posts can be excluded from the provisions of the Rehabilitation of Offenders Act where they are concerned with the provision of care services and/or social services involving access to young people, the elderly or vulnerable people. Excluded posts do not enable an ex-offender applying for the position to 'wipe the slate clean' and all criminal convictions must be disclosed.

15. Exit Interviews

15.1 The Head of the particular department or another department if deemed appropriate, will conduct exit interviews personally with any permanent member of staff who has tendered his/her resignation.

15.2 Exit interviews will be offered to all employees who have resigned from their post. The purpose of the exit interview is to allow us to gain further information about the employee's reason for leaving. Furthermore, it provides additional information in relation to,

- The employee's perception of the organisation in relation to its employment practices.
- Management style and treatment perceived by employees as being unsatisfactory or unfair.
- Identifying reasons for turnover and improvements the organisation can make in the future.
- Whether there are any learning points or improvements the organisation can make on the working environment and culture.

15.3 Employees who have resigned from their post will be invited to attend an exit Interview prior to their termination date.

16. Monitoring

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

16.2 Equalities outcomes will be recorded and considered following the recruitment for individual posts and regular analysis will be carried out to identify any action required to eliminate discrimination and promote equality of opportunity.

16.3 Procedures will be followed which reflect the law on data protection and access to personal information. The procedures will involve:

- Maintaining records of selection processes for 9 months after an appointment has been made.
- Recording the composition of selection panels.
- Asking all job applicants to complete a monitoring form which provides information about their gender, age, ethnic origin, and disability.

- Analysing the overall profile of the workforce in relation to ethnic origin, gender, age and disability, to help identify under represented groups
- Analysing outcomes in recruitment and promotions.

- 16.4 Candidates will be entitled to access any notes taken during the recruitment process, presuming that they contain personal data which will relate to them. If any candidate asks for access to this information, their enquiry should be directed to the HR team
- 16.5 All recruitment documentation associated with the vacancy, will be stored confidentially for a period of 9 (recruitment documents must be retained for a minimum of six months and up to a maximum of 12 months – ensure the timescale stated matches the information contained in your data retention policy). After this time, all documents will be confidentially shredded.
- 16.6 The successful candidate's recruitment documentation and all associated paperwork will be made into a personnel file and retained in line with our Data Retention Policy (please refer to the relevant policy here).
- 16.7 Special consideration will be given to storing the results of any criminal record check or health questionnaire/medical report. We will make a record of all checks and whether the result was or was not satisfactory. The original will then be promptly destroyed. The record of the results will then then be stored in accordance with our Data Retention Policy (please refer to the relevant policy here). There may be exceptional circumstances where this information should be kept if it is clearly related to the ongoing employment relationship.
- 16.8 Our Employee Privacy Notice outlines how we will process your personal data.

17. Complaints

- 17.1 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 in writing and address it to the Head of Corporate Services & HR who will investigate the matter and further liaise with the complainant.

18. Review

- 18.1 This policy will be reviewed in three years time or earlier if legislation or good practice requires.
- 18.2 All Job Profiles and Person Specifications will be kept under review to ensure compliance with the Association's Equal Opportunities Policy, Openness and Confidentiality Policy and any other relevant legislation, guidance and best practice.