

The Ferguslie Group

Group Policy Recruitment & Selection Policy



Ferguslie Group

Date of Last Review August 2017

Date of Next Review August 2020

Signed

Introduction

Ferguslie Park Housing Association seeks to employ only the best candidates for appointments approved by our Management Committee. We conduct business following the spirit and the intent of Equal Opportunities legislation and strive to maintain a diverse staff. We encourage excellence at all levels in our organisation and are not influenced by age, disability, gender reassignment, marriage & civil partnership, pregnancy & maternity, race (including colour, nationality ethnic or national origins and citizenship), religion/belief, sex and sexual orientation or any other factor irrelevant to successfully performing our jobs.

[This policy should be read in conjunction with the 'Equalities and Human Rights Policy' and the 'Inclusive Communications Policy'.](#)

1. Purpose

This statement is Ferguslie Park Housing Association's policy for recruitment and selection, to encourage good practice and equal opportunities to which all staff are required to adhere. In the recruitment process our aims are to:

- Attract comprehensive applications from a sufficient number of candidates with appropriate skills, qualifications and experience for consideration for employment with Ferguslie Park Housing Association.
- Use fair and effective methods for the appointment of candidates consistent with Ferguslie Park Housing Association's policy on [Equalities and Human Rights-Opportunities](#).
- Ensure that recruitment procedures are clear and adhered to by all staff and committee members involved in any recruitment and selection processes.
- Develop an excellent workforce committed to the aims, values and service delivery requirements of Ferguslie Park Housing Association.

2. General

- 2.1 In recruiting for newly created or vacant posts Ferguslie Park 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.
- 2.2 The Ferguslie Park application form, and guidance and model forms and letters, provided by EVH normally on its website, will be used while implementing this policy.

3. Equal Opportunities

- 3.1 Equal Opportunities aim to remove barriers to access and opportunity, for individuals and Ferguslie Park Housing Association. Equal Opportunities

refer to equality in recruitment, promotion, training or transfer and terms and conditions of employment. In seeking suitable candidates for new or vacant posts, we will not discriminate on any factor irrelevant to the ability to do the job.

- 3.2 It is Ferguslie Park Housing Association'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. In order to achieve this, equality and diversity practices will be integrated into every stage of the recruitment and selection process.
- 3.3 A fair recruitment process will remove barriers where possible to the employment of people from different backgrounds. This will enable us to recruit from the widest pool of talent, potentially raising the standard of our intake and increasing the opportunity of a more diverse workforce which reflects the community we serve. 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.
- 3.4 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 advertisements will refer to this commitment. Also, the advert will display logos of equality bodies that Ferguslie Park Housing Association is affiliated with. The information 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. We will ensure that all application forms have clear instructions for completion and are free from personal questions that are not relevant to the vacancy and that may lead to discrimination.
- 3.5 Ferguslie Park Housing Association will ensure that all those involved at any stage in the recruitment and selection process have received equality and diversity awareness training. This will help ensure that those involved in the recruitment process will not discriminate either knowingly or unknowingly.

When a Vacancy arises:

4. Exit Interviews

A senior manager will conduct an exit interview personally with any permanent member of staff who has tendered his/her resignation. This is to identify why an individual wishes to leave, to receive insight into the role that has been performed,

take account of this in the job analysis and to thank the individual for his/her contribution to the organisation.

5. Job Analysis and Advertising

- 5.1 When considering recruiting for any vacant post in the approved staff structure, Senior Management will conduct a job analysis. This will assess whether or not the post should be filled and how, what the adverse effects would be of not filling it and if the work could be distributed to existing staff. Any proposal not to fill the post or change the remit should be agreed by the Staffing Committee and any proposed permanent changes to the staff structure, must be referred to the Management Committee for consideration and approval.
- 5.2 If decided that the post should be filled, a suitable new or updated job description, person specification and application form will be compiled by the appropriate senior manager and an advertisement will be composed and placed in appropriate advertising media. For the most senior post in the organisation; the analysis, job description and person specification will be undertaken by the Management Committee.
- 5.3 A recruitment specialist such as EVH may be engaged to provide assistance, with parts or all of the recruitment process, particularly for the most senior posts or if a number of vacancies are being filled at the same time.

6. Permanent Recruitment

- 6.1 It is deemed necessary to recruit another staff member or fill a vacant post permanently, the position will be advertised simultaneously; internally and externally in advertising media with a reach beyond west central Scotland, on our website and in the EVH Bulletin/website, to reach the widest range of applicants.
- 6.2 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.

7. Internal Recruitment

All existing staff will be notified of permanent and long term temporary vacancies, including if on sick leave, maternity leave or holidays and will be eligible to apply.

8. Temporary Recruitment

- 8.1 Short-term appointments of less than a year e.g. during maternity leave, may be advertised internally and filled by internal secondments, 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.

- 8.2 For very short term posts of a few weeks, internal advertising will not normally happen and suitable employment agencies will be used to provide a candidate.

9. Recruitment Information to Candidates

- 9.1 All candidates will receive a pack containing a job description, person specification, summary statement of conditions, appropriate information about the Association, an application form and equal opportunities monitoring form.
- 9.2 Successful candidates to new and vacant posts will be selected on merit through shortlisting, testing and interview in accordance with the person specification and our standard shortlisting and interview assessment forms.

10. The Recruitment Panel & Shortlisting

- 11.1 A recruitment panel, preferably of three individuals, will be established for each recruitment exercise according to the vacancy to be filled:
- Chief Executive Management Committee, including the Chair, and advisor/s
 - Senior Manager Staffing Committee and Chief Executive
 - All other posts Senior Manager and other senior staff
- 11.2 Only individuals who have received recruitment and selection training will be able to participate in a recruitment panel.
- 11.3 The panel will agree the job description, person specification, application form and advertising approach. The same people will shortlist and interview. The panel must include one member with skills or experience closely related to the vacant post. If this is not possible, the panel should appoint an independent advisor to assist them.
- 11.4 Sections of the application forms which identify the applicants and their personal details, including equal opportunities monitoring forms, will be removed from the forms prior to circulation to the panel for shortlisting.
- 11.5 Essential criteria will be applied in the first instance to shortlist candidates. Candidates who do not fully 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. In a large response, desirable criteria will be applied to reduce fairly the number of candidates called for interview.

- 11.6 Each panel member must complete a shortlisting assessment for each applicant. If a member recognises a candidate who is known to them sufficiently for this to be a conflict of interest, they should declare this interest and exclude themselves from the decision to shortlist and from the panel if the person is to be interviewed.
- 11.7 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.

11. Modern Apprenticeships

Candidates for modern apprenticeships will be required to submit application documents, which will be fairly shortlisted. Successful shortlisted individuals will be invited to attend an interview and the most suitable individual/s will be selected.

12. Ex-Offenders

- 12.1 We will comply with the Code, the 1997 and 2007 Acts regarding the treatment of individuals who are subject to Disclosure Scotland checks. We undertake not to discriminate unfairly against the subject of a disclosure on the basis of conviction or other information revealed. We will provide a copy of this policy and the Code to anyone who asks to see it.
- 12.2 The Code of Practice ("the Code") is published by Scottish Ministers under section 122 of Part V of The Police Act 1997 ("the 1997 Act"). The Code identifies obligations which registered bodies, counter signatories and other recipients of disclosure information issued under the 1997 Act and the Protection of Vulnerable Groups (Scotland) Act 2007 ("the 2007 Act").
- 12.3 We are committed to equality of opportunity, to following practices, and to providing a service which is free from unfair and unlawful discrimination. We will ensure that no applicant or member of staff is subject to less favourable treatment on the grounds of offending background. We will 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.
- 12.4 We will use a Disclosure Scotland check only where this is considered proportionate and relevant to the particular position or type of regulated work. This will be based on a thorough risk assessment of the position or work and having considered the relevant legislation which determines whether or not a Standard or Enhanced Disclosure under the 1997 Act or a Scheme Record under the 2007 Act is applicable.

- 12.5 Where a disclosure application or request is deemed necessary, individuals will be made aware that the position or work will be subject to a Disclosure Scotland check and that the nature of the position or work entitles us to ask about spent and unspent convictions.
- 12.6 We will ask individuals to complete a criminal record self-declaration form. We will stress to individuals that they should be honest in their response. We will ask that this form be returned under separate, confidential cover, to a designated person within our organisation and we guarantee that this form will only be seen by those who need to see it as part of the decision-making process.
- 12.7 At interview, or under separate discussion, we undertake to ensure an open and measured discussion on the subject of any offences or other matters that might be considered relevant for the position or work concerned.
- 12.8 We undertake to discuss any matter revealed in a certificate¹ issued under the 1997 Act or a Scheme Record issued under the 2007 Act with the subject of that disclosure before a decision is made.
- 12.9 We will ensure that all those who are involved in the decision making process have been suitably trained to identify and assess the relevance and circumstances of disclosure information. We also ensure that they have received appropriate guidance and training about providing work for ex-offenders.
- 12.10 Having a criminal record will not necessarily debar anyone from working with us.

13. References

References will normally be sought after a conditional offer of employment has been accepted. These may be sought after final interview and before an offer with the candidate's agreement. Two reference requests will be made to the most recent or current employer/academic/voluntary/good character referee contacts, who must not be related to the candidate. If a referee happens to be a panel member, e.g. a former employer, the candidate will be asked to provide an alternative referee.

14. Interviews & Testing

- 14.1 The interviewing panel, preferably three individuals, will whenever possible have the same membership as the shortlisting panel and only individuals who have received interviewing skills training will be able to participate.

14.2 All shortlisted candidates will 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.

14.3 The process may also include suitable tests and presentations. Interviews will be typically of 30-60 minutes' duration depending on the nature of the post.

14.4 Any additional information which has been provided by Ferguslie Park Housing Association to an interviewee at their request will be made available to all other candidates invited to interview.

15. Assessment

15.1 Panel members must complete interview assessment documentation, based on evidence for each candidate. Ferguslie Park Housing Association's policy on [Equalities and Human Rights-Opportunities](#) will apply to all matters of assessment in recruitment and selection.

15.2 Where candidates are judged to be equal, or if the panel wishes to explore some criteria in more depth, 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. Job Offer

16.1 Once the panel has made a decision, a conditional offer will be issued to the successful candidate subject to the receipt of satisfactory references, original qualification certificates, proof of eligibility to work in the EU and a satisfactory PVG membership/Disclosure Scotland check where appropriate. The conditional offer can be verbal and followed up in writing.

16.2 Appointment will normally be made at the beginning of the relevant salary scale; otherwise, an appointment will be made on a suitable salary position paying due consideration to a candidate's skills, experience and present and future circumstances.

16.3 The terms of a written contract of employment will be confirmed and issued once the aforementioned conditions have been satisfied. A probationary period of 6 months will apply to all permanent posts.

16.4 If the conditional job offer is declined, and if agreed by the interview panel, the second highest scoring suitable candidate may be offered the post.

16.5 Once the conditional job offer has been accepted interview outcome notification should be issued to unsuccessful interviewees. It is the intention of Ferguslie Park Housing Association 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. Feedback to Interviewees

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

18. Interview Expenses

Reasonable travel expenses will be reimbursed to candidates ~~on request~~. Any reasonable interview travel expenses paid to candidates for new or vacant posts will be in accordance with Ferguslie Park Housing Association's expenses and finance policies and procedures.

19. Equal Opportunities Monitoring

As part of Ferguslie Park Housing Association's recruitment process, equal opportunities monitoring will be undertaken and reported at least annually to the Staffing Committee.

20. Records

20.1 Application forms and recruitment documentation for unsuccessful candidates must be stored confidentially for a minimum of 4 months and up to a maximum of 1 year. PVG membership records/Disclosure Scotland checks must be stored according to the Storage and Safe Handling of Disclosure Checks Retention Policy.

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

21. Induction

We will welcome a new post holder by providing induction training in line with our Induction procedure. This will be organised before the start date of the new post holder by their line manager. This will help to convey our aims, objectives, policies and procedures thereby encouraging the individual to settle, stay and make a valuable contribution to the Association.

22. Failure to Recruit

Should the recruitment and selection approach 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.

23. Complaints

If a complaint is received about any stage of the recruitment and selection process it should be resolved promptly 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 or Chairperson who will investigate the matter and respond.