



Recruitment and Selection Policy

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1.0 INTRODUCTION

- 1.1 Southside Housing Association recognises that its employees are its greatest asset and that it relies on the skills, competencies and contribution of all employees to deliver high quality services to all its tenants and customers. The Association is therefore committed to the recruitment, selection and appointment of the right people to meet the needs of the organisation and to actively promote equality and diversity.
- 1.2 The recruitment and selection procedures will be in accordance with current statutory regulations and will also reflect best practice.
- 1.3 Any employee or Committee Member involved in the recruitment and selection of employees will receive the relevant training and guidance including the importance of equality of opportunity and the avoidance of discrimination.
- 1.4 The Association has an Equality, Diversity and Inclusion Policy that underpins all of its work. The application of the Equality, Diversity and Inclusion Policy is implicit within this policy statement.

2.0 AIMS OF THE POLICY

- 2.1 The aims of this policy are:
 - To recruit and select the best candidate for every vacancy.
 - To ensure that access to employment opportunity is based on fair, objective and job-related criteria.
 - To monitor and measure the effectiveness of the Association's recruitment and selection practices.
 - To reflect the Association's professionalism through the implementation of the recruitment and selection process.

3.0 PRINCIPLES

- 3.1 This policy will be operated within the following principles:
 - Be clear and understood by all employees.
 - Be fair and equitable and non-discriminatory.
 - Reflect the needs of the organisation.
 - Remain confidential amongst relevant parties.
 - Reflect statutory requirements and best practice.
 - Recognise, welcome and promote diversity amongst the workforce.

4.0 VACANCIES

4.1 When a vacancy arises within the Association, the Chief Executive and Leadership Team will consider whether:

- The vacancy requires to be filled.
- New skills and responsibilities are needed.
- The function, work patterns or new technology altered the job.
- The tasks can be absorbed within an existing job role.
- The post should be advertised internally only or both internal and external.

5.0 REQUIREMENT TO RECRUIT EMPLOYEES

5.1 The need to recruit employees may be required for a number of reasons.

- Jobs may become vacant as a result of retirement, resignation or dismissal.
- The existing complement of employees or staff, for example, trainees or agency staff, may be required to be increased following a staff structure review or other similar exercise.

5.2 In any recruitment exercise, the Association will define the process by which recruitment will be applied given the circumstances of the post.

6.0 STAGES OF RECRUITMENT

6.1 Following confirmation that recruitment is required, as described above, a timetable for recruitment will be drawn up by the line manager.

6.2 Where the post is to be retained as existing, the Chief Executive may agree to the recruitment process commencing immediately.

6.3 A job description and person specification will be prepared (or reviewed) which describes the tasks and responsibilities attached to the job and the experience, skills, aptitude and knowledge required by the post holder. This will also include a general description of the purpose and context of the post within the Association, the main duties and scope of the job.

6.4 All job vacancies will be advertised, as appropriate, internally and externally at the same time. Vacancies will be placed internally on the Hub. In the event that there is a re-structuring / redundancy situation within the Association, then internal advertising will be exhausted in the first instance. In cases of redundancy and where there is more than one potentially redundant employee, an internal selection process will be carried out.

6.5 Where the post is temporary, such as to cover parental leave, long term sick leave or to fulfil a specific task, then consideration will be given to advertising

for a secondment – this may be in addition to or instead of the more traditional appointment route. This will be advertised internally via the Hub.

6.6 The salary applying to the post requires to be considered and will be applied from the appropriate EVH scale and spinal points while also taking into account the grading guidelines set by EVH.

6.7 The conditions of service will be the EVH standard conditions of services. Any variation to this must be agreed by the Management Committee.

7.0 ADVERTISING

7.1 The Association will advertise all posts via a range of outlets. All posts will also be advertised on the Association's Hub. Any staff who are absent, for any reason, would be expected to advise HR that they would like to be kept abreast of any job opportunities. All applications received at the closing date will be passed to the lead officer in the recruitment.

7.2 The Association will conduct its own interviews and selection but may, if agreed by the Finance & Corporate Services Sub-Committee, engage the services of an external recruitment consultant.

8.0 RECRUITMENT INFORMATION

8.1 Recruitment information will be available to download from the Association's website. The following information will be included in all application packs:

- Covering letter including closing date information.
- Job description.
- Person specification.
- Conditions of service.
- Application form for employment.
- Equal Opportunities statement and monitoring pro forma.

8.2 The Association will not consider applications returned after the closing date and Curriculum Vitae may only be considered prior to the advertising of some posts.

8.3 To avoid discrimination, personal details will be detached and will not be made available to the selection panel for either interview selection or following interviews.

9.0 THE SELECTION PROCESS

- 9.1 Only candidates meeting all the essential criteria will be selected for interview.
- 9.2 The number of candidates selected for interview will vary depending on (i) the nature of the post and (ii) the number of candidates meeting all the essential criteria.
- 9.3 All members of the selection/interview panel will complete shortlisting forms, and these will be retained on file for a period of six months after an appointment has been made.
- 9.4 The interview panel will be as follows:-
- Senior Posts Grade 10*
- At least one senior staff member
 - At least two Committee Members
 - Corporate Services Manager (servicing the panel)
- All other posts (depending on grades)*
- Director of function
 - Line Manager
 - Team Member
 - Corporate Services Manager
- 9.5 A scoring system will be used and the candidate with the highest score will be offered the appointment. Where two or more candidates attain identical scores, the interview panel will discuss the scores and agree a preferred candidate. If this is not possible, then a second interview may be arranged with the leading candidates.

Recruitment of the senior officer

- 9.6 When the Association is recruiting for the senior officer, there would normally be a longer lead in time than with other roles. Advertisements would be published in reputable platforms. The role and responsibilities of the post will be agreed by the Finance & Corporate Services Sub-Committee with input from the outgoing Chief Executive.
- 9.7 There is likely to be a two-stage interview process with the interview panel ensuring the interests of the Association are at the forefront of their decision-making. This could be, for example:
- Psychometric testing followed by an interview – with the results of the testing informing who is selected for interview
 - A first interview followed by leading candidates being invited to a second interview.

The Finance & Corporate Services Sub-Committee will seek external advice on the interview approach; where psychometric testing is being used, the

Association will seek input from an external adviser who is trained to interpret the information from these tests

- 9.8 We believe that the person with the best knowledge of the day-to-day requirements of the Chief Executive post is the current incumbent. Unless there is reason **not** to involve the outgoing CEO, they will participate in the process in a strictly advisory capacity.

10.0 OFFERS OF EMPLOYMENT

- 10.1 All offers of employment will be issued both oral and written and will be subject to the receipt of satisfactory references and in some cases disclosure and criminal record checks.
- 10.2 Offers will state the start date, relevant salary scale, spinal point placing and arrangements for awarding increments. Any staff joining the association on or after 1st October in a given year will only be entitled to a cost of living increase the following April. All staff must be in post for 6 months to receive an annual increment.
- 10.3 The above principle will also apply to members of staff moving grades within the Association, such as via a promoted post.

11.0 FEEDBACK

- 11.1 All interviewees will be advised of the outcome of their interview by telephone or e-mail and constructive feedback on their performance can also be made available to them, if they wish.

12.0 INDUCTION

- 12.1 All new staff will receive an induction in line with our Induction Policy.

13.0 EXIT INTERVIEWS

- 13.1 The Corporate Services Manager 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.

14.0 GENERAL DATA PROTECTION

- 14.1 For Data Protection purposes and with regards to recommended retention periods, applications forms and recruitment documentation for unsuccessful

applicants must be stored and retained for 6 months following interview. After which time they will be securely destroyed.

- 14.2 The Association will treat all personal data in line with our obligations under the current data protection regulations and our own Privacy Notice.