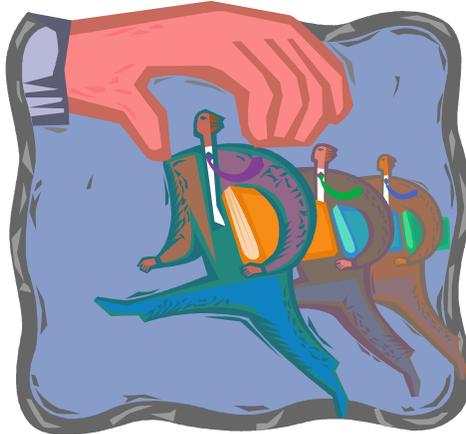




Human Resources
Recruitment and Selection Policy
March 23
March 28



supporting
social
employers



Model Policy

Recruitment & Selection

Introduction

This Policy is a Group Policy and the content and documentation is equally relevant to our Subsidiary PSPS. If there are specific documents relating to PSPS these will be identified separately.”

Paisley HA seeks to hire only the best candidates for appointments approved by our Management Committee and HR Sub 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 nor any other factor irrelevant to achieving successfully and performing our jobs.

Purpose

This statement is **Paisley HA'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 **Paisley HA** are:

To attract comprehensive applications from a sufficient number of candidates with appropriate skills, qualifications and experience for consideration for employment with **Paisley HA**.

To use fair, objective, consistent methods for the appointment of candidates consistent with **Paisley HA's** policy on Equal Opportunities.

To ensure that recruitment and selection 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 **Paisley HA**.

General Guidelines

In recruiting for newly created or vacant posts **Paisley HA** will ensure that it complies with legislative requirements and demonstrates best practice as an employer in relation to employment rights and equal opportunities.

Equal Opportunities

Equal Opportunities are aimed at removing barriers to access and opportunity, with positive results for individuals and **Paisley HA**. Equal Opportunities refer to equality in the attraction and selection of candidates, promotion, training or transfer and terms and conditions of employment. In seeking suitable candidates for new or vacant posts, **Paisley HA** will not discriminate on the grounds of 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 nor any factor irrelevant to the ability to do the job.

It is **Paisley HA's** goal that all 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 order to achieve this, equality and diversity practices will be integrated into every stage of the recruitment and selection process.

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.

To highlight **Paisley HA'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 **Paisley HA** will state that an equality and diversity policy is in place. In addition the advert will also display any signs of equality bodies that **Paisley HA** 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 **Paisley HA** 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.

Paisley HA 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.

Job Analysis and Advertising

When recruiting for new or vacant posts **Paisley HA** will conduct a job analysis, often carried out by the Departmental Manager in liaison with Senior Management and in the case of senior Staff the Management Committee. 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.

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 manager and an advertisement will be composed and placed into appropriate advertising media. If a new role is to be created a job evaluation should be carried out to determine the correct salary / grade for the role. Paisley HA may seek to engage specialists such as EVH to carry out this work prior to the recruitment process taking place.

Permanent Recruitment

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. It will be at the Manager's discretion as to whether the post can be advertised internally only. If not the post will be advertised internally and externally. External posts will be advertised on our website

An exception to this will be in cases of restructuring or redundancy where it may be necessary to appoint candidates into vacant posts as an alternative to redundancy rather than advertising the vacancy. If this situation arises Paisley HA will seek HR advice on the process.

Internal Recruitment

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.

Temporary Recruitment

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.

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 in the event the Association cannot cover the duties appropriately.

Recruitment Information to Candidates

All candidates will receive an information pack that will include a job description, a person specification, an annual report, a summary statement of conditions together with an application form and equal opportunities monitoring form.

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.

Short listing

A recruitment panel, recommended to be three individuals, compiled of **staff only for vacant or new posts to Grade 8.**

Vacant or new posts Grade 9. This panel will include the Chief Executive, the Chair and a Board Member or another member of SMT when recruiting for a senior manager. Only individuals who have received recruitment and selection training and Equality and Diversity awareness training will be able to participate in short listing.

Chief Executive recruitment will require specialist external recruitment advice and should not be carried out by the outgoing Chief Executive.

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.

The individual responsible for the administration of the process will number all applications, remove all personal and equal opportunities information making application unidentifiable before passing all applications to the recruitment panel.

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 be applied, secondly, in a large response, to reduce fairly the number of candidates called for interview.

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 shortlisted.

The recruitment panel will meet collectively after completing their own shortlist and then decide on the final shortlist of candidates for interview. The recruitment panel will record their collective reasons for those candidates who have not been shortlisted.

Shortlisted candidates will be invited to interview. Unsuccessful candidates will be contacted to advise their application will not progress to the next stage. Unsuccessful candidates have the right to request feedback on their applications and the reason(s) for not being shortlisted

Modern Apprenticeships

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.

Interview

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.

All short listed candidates should be offered an interview and the recruitment panel will decide if this will be face to face or virtual, 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.

Any requested, appropriate, information which has been provided by **Paisley HA** to an interviewee will be made available to all other candidates invited to interview.

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 panel members to candidates, explaining the format and ensuring timescales are adhered to and let candidates know when to expect to be contacted about the outcome of the interview.

Assessment

Panel members must complete interview assessment documentation, appropriately, based on evidence for each candidate. **Paisley HA's** policy on Equal Opportunities will apply to all matters of recruitment and selection. The panel Chair will complete an overall assessment form combining all panel scores for each candidate interviewed, ensuring panel members state and document justifiable reasons for the rejection of each unsuccessful candidate. The panel Chair is responsible for all interview paperwork being accurately completed.

Upon conclusion of the interviews, the recruitment panel will score each candidate and discuss them in turn to identify if they have an appointable candidate. Where candidates are judged to be equal, they may be called back for a second interview.

Job Offer

Once the recruitment 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 will not be included. The terms of a written contract of employment will be confirmed and issued subsequently once the aforementioned conditions have been satisfied.

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.

Once the job offer has been accepted then interview outcome notification should be issued to unsuccessful interviewees. It is the intention of **Paisley HA** 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.

Feedback

The recruitment panel will record their collective reasons for unsuccessful candidates and agree the feedback at the end of the interview process. 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.

Interview Expenses

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 **Paisley HA's** expenses and finance policies and procedures.

Equal Opportunities Monitoring

As part of Paisley HA's recruitment process, equal opportunities monitoring will be undertaken and reported, from any completed equal opportunities forms. Paisley Ha will analyse the report for future recruitment

References

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

Right to Work in the UK

Paisley HA 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.

Data Protection / Retention

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 Corporate Services Officer. Application forms and recruitment documentation must be stored confidentially for a minimum of six months and up to a maximum of 1 year's duration. After this time all documents will be put into our confidential waste and shredded appropriately.

The successful candidate's recruitment documentation and all associated paperwork will be put into a personnel file and retained in line with our Data Retention Schedule.

Special consideration will be given to storing the results of any criminal record checks or health questionnaire/ medical report. The record of the results will be stored in accordance with our Data Retention Schedule.

Paisley Housing Association's Employee Fair Processing Notice outlines how we will process your personal data.

Induction

Paisley HA 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 Corporate Services Officer and 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.

Failure to Recruit

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.

Complaints

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 who will investigate the matter and further liaise with the complainant.

Exit Interviews

The Corporate Services Officer will conduct exit interviews 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 and to thank the individual for his/her contribution to the organisation. PHA will then be able to ascertain if there are learning points or improvements the organisation can make on the working environment and culture. Employees who have resigned from their post will be invited to attend an exit interview prior to their termination date.