



## RECRUITMENT AND SELECTION POLICY

Last reviewed by Management Committee: 1/3/17

Date due for review: March 2020

The information in this document is available in other languages or on tape/CD, in large print and also in Braille.

For details contact the Association on 0141 578 0200 or e-mail: [admin@hillheadhousing.org](mailto:admin@hillheadhousing.org)

本文件所載資料備有中文 (廣東話) 版本，也可以製作成錄音帶/光碟，以及利用特大字體和凸字印製，以供索取。

欲知有關詳情，請聯絡本協會，電話：0141 578 0200，或向我們發送電郵，電郵地址：[admin@hillheadhousing.org](mailto:admin@hillheadhousing.org)

Tha am fiosrachadh anns an sgrìobhainn seo ri fhaotainn ann an Gàidhlig no air teip/CD, sa chlà mhòr agus cuideachd ann an Clò nan Dall.  
Airson tuilleadh fiosrachaidh, cuiribh fios dhan Chomann air 0141 578 0200 no cuiribh post-dealain gu: [admin@hillheadhousing.org](mailto:admin@hillheadhousing.org)

इस दस्तावेज़ में दी गई जानकारी हिन्दी में भी या टेप, सी डी, वड़ी छाप और ब्रैल में भी उपलब्ध है। विवरण के लिए एसोसिएशन को नम्बर 0141 578 0200 पर या ई-मेल के द्वारा सम्पर्क करें: [admin@hillheadhousing.org](mailto:admin@hillheadhousing.org)

ਇਸ ਦਸਤਾਵੇਜ਼ ਵਿੱਚ ਦਿੱਤੀ ਗਈ ਜਾਣਕਾਰੀ ਪੰਜਾਬੀ ਵਿੱਚ ਵੀ ਜਾਂ ਟੇਪ, ਸੀ ਡੀ, ਵੱਡੀ ਛਪਾਈ ਅਤੇ ਬ੍ਰੈਲ 'ਤੇ ਵੀ ਉਪਲਬਧ ਹੈ। ਵੇਰਵੇ ਲਈ ਐਸੋਸਿਏਸ਼ਨ ਨੂੰ ਨੰਬਰ 0141 578 0200 'ਤੇ ਜਾਂ ਈ-ਮੇਲ ਰਾਹੀਂ ਸੰਪਰਕ ਕਰੋ: [admin@hillheadhousing.org](mailto:admin@hillheadhousing.org)

اس دستاویز میں درج معلومات اردو زبان یا آڈیو ٹیپ / سی ڈی، بڑی طباعت اور بریل میں بھی دستیاب ہیں۔  
تفصیلات کے لئے ایسوسی ایشن سے ٹیلیفون نمبر 0141 578 0200 یا ای میل [admin@hillheadhousing.org](mailto:admin@hillheadhousing.org) کے ذریعے رابطہ قائم کریں۔

## **1.0 INTRODUCTION**

- 1.1 Hillhead Housing Association 2000 is committed to Equal Opportunities principles and practices, and to ensuring that all current legislation and recommended good practice is followed in all stages of the recruitment and selection process.
- 1.2 The Association acknowledges that certain people are discriminated against by employment systems. The Association is therefore committed to avoiding discrimination in recruitment and employment practices. All staff and Committee Members involved in recruitment and selection will comply fully with the procedures attached to this policy, and to the Association's Equal Opportunities Policy.
- 1.3 The Director has responsibility for the implementation of the Recruitment & Selection Policy.

## **2.0 POLICY STATEMENT**

- 2.1 The Association will comply with all existing and relevant anti-discrimination legislation and codes of practice in all stages of recruitment and selection, and will demonstrate best practice as an employer in relation to employment rights and equal opportunities.
- 2.2 The Association will only recruit staff following Committee authorisation, and on the basis that there is a genuine vacancy which cannot be covered by existing staff within the organisation.
- 2.3 Where appropriate, all permanent posts, and in all temporary posts of a duration of 12 months or more will be advertised internally, and in the appropriate local, national, ethnic, evening and/ or professional publications, as approved by the Director. The Director may approve alternative advertising and recruitment arrangements for temporary posts of less than 12 months duration.
- 2.4 If possible, all Committee members and staff involved in recruitment and selection should have attended training on Equal Opportunities in recruitment and selection within the year prior to the vacancy being advertised.
- 2.5 The Association will seek to ensure that no-one receives less favourable treatment or is disadvantaged by conditions or requirements which cannot be shown to be justifiable.
- 2.6 The Association will seek to ensure that all applicants are treated fairly and equally, and that all decisions on recruitment and selection are based on the job criteria, as set out in the person specification.
- 2.7 The Association respects community diversity and will seek to ensure that vacancies are accessible to all sectors of the community.

- 2.8 The Association will provide all applicants for employment with full, clear and accurate information regarding the vacant post and the organisation.
- 2.9 The Association will ensure that all applications 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.
- 2.10 Successful candidates to new and vacant posts will be selected on merit through shortlist, testing and interview in accordance with the person specification and the Association's standard short listing and interview assessment forms.
- 2.11 The detailed recruitment and selection procedures are described in the attached document. It is the responsibility of the Director to ensure that these procedures are followed by all staff.

### **3.0 MONITORING**

- 3.1 To comply with the Equal Opportunities Policy, all applications will be monitored as detailed in Section 8 of the Procedures. The aims of the monitoring processes are:-
- to confirm that the Association's Recruitment and Selection Procedures are non discriminatory;
  - to assist in identifying procedures which require to be improved;
  - to contribute to the setting of any targets the Management Committee deems necessary, arising from the review of the Equal Opportunities Policy.

### **4.0 REVIEW**

- 4.1 A review of this Policy and of the associated procedures will be carried out by the Management Committee at least every 3 years or at lesser intervals if required.

**HILLHEAD HOUSING ASSOCIATION 2000**

**RECRUITMENT AND SELECTION PROCEDURES**

**INTRODUCTION**

The following procedures must be followed when recruiting an additional member of staff or appointing to an existing vacant post. The standard letters and forms identified in the appendices should be used unless alternatives have been agreed with the Director.

**1. PLANNING FOR INCREASES IN STAFF ESTABLISHMENT**

New and/or additional posts may be created within the organisation from time to time to cover increases in workload. In most cases the increases in workload should be foreseeable. Additional posts, therefore, should be planned at early stage - the obvious time being during the preparation of the Association's Internal Management Plan and budget. All proposed additional posts require the outline approval of the Association's Management Committee at this stage.

**2. REPLACING EXISTING POSTS AND CREATING ADDITIONAL POSTS**

Even where a post has been given outline approval and is provided for in the budget, it should not be assumed that permission to recruit to the post will automatically be granted.

For existing posts, and new posts included in the budget, the Management Committee requires that a detailed case for the recruitment of a replacement member of staff is made to and approved by the Director (and for the Director's post, made to and approved by the Management Committee, with appropriate regulatory procedures being adhered to).

For any additional non budgeted posts, a detailed case must be submitted initially to the director, and thereafter to the Human Resources Sub Committee with the Director's recommendation. The Human Resources Sub Committee will consider the present and anticipated workload of the Association, as well as the financial implications, when considering the case for the creation of a new post.

Proposals to change the contract arrangements of an existing post (e.g. Part-Time to full time, from a temporary to a permanent contract) will be treated in the same way as in the procedure for a new post, depending on whether or not the proposal has been included in the budget.

**3. OBTAINING PERMISSION TO RECRUIT**

The Director is responsible for the recruitment and selection of staff in the Association. To obtain permission to recruit the Director should:

- 3.1 Check whether outline Committee approval for a new post exists (in most cases it should be included in the Internal Management Plan and budget) and obtain Committee approval if it does not already exist;
- 3.2 Check whether the cost of the post and associated expenses are provided for within the Association' budget, and if not, prepare proposals for the funding of the post (e.g. through making a service charge);
- 3.3 The Director must be satisfied that:
  - there is a job to be done which cannot be covered elsewhere by existing staff within the Association, i.e. there is no spare capacity elsewhere;
  - the proposed job description, person specification, contract type and duration, grade and hours are reasonable and fit in with the existing EVH Grading Guidelines and do not result in duplication in comparison with other staff members.
- 3.4 For new posts and for changes to existing posts which increase overall staffing, which have not been included in the budget, a report should be submitted to the Human Resources Sub Committee with the following information:
  - why and when the post is required;
  - main duties and responsibilities;
  - proposed contract type and duration, hours of work, grade and salary band;
  - proposed composition of the interview and selection panel, which will consist of either 2 or 3 people depending on the grade of the vacancy, and at least 3 for the Director's post;
  - confirmation that the requirements outlined in paragraphs 3.1 to 3.3 above have been met, including details of the proposed funding for the post.
- 3.5 Following approval to recruit by either the Director or Committee, the Corporate Services Manager will work alongside the appropriate Line Manager in order to agree the following:
  - time scale for advertising, selection and appointment;
  - advertising arrangements and text of advert;
  - job description;
  - application form and other information to be sent to the candidates;
  - person specification;
  - short-listing, interview and any testing arrangements (where a Committee Member is involved, they will normally chair the interview panel).

- these documents shall all be designed to elicit the information required in relation to the person specification, and to give every applicant equal opportunity to answer questions or to demonstrate that they have the necessary skills and experience.

#### **4.0 ADMINISTRATIVE ARRANGEMENTS**

The Corporate Services Manager will ensure the following:-

- placement of advertisement within appropriate publications, website etc.
- a supply of recruitment packs which will include the following information:
  - Covering letter detailing the closing date
  - Application Form
  - Background Information regarding the Association and post
  - Committee and Staff Structure
  - Equal Opportunities Monitoring Form
  - Guaranteed Interview Disability Declaration Form
  - Job Description
  - Person Specification
  - Summary Conditions of Service
- all administrative staff are advised of the arrangements.

The advert will feature the “Disability Confident” symbol and the recruitment pack will include an information sheet about the Association’s commitment to disability and that assistance etc will be provided for any applicant with a disability.

#### **5.0 HANDLING APPLICATIONS AND ENQUIRIES**

- 5.1 All staff involved in the recruitment and selection process will ensure that strict confidentiality is maintained at all times. Any breach of confidentiality will be regarded as a serious offence, to be dealt with in accordance with the Association’s Disciplinary Policy.
- 5.2 All returned applications will be passed to the Corporate Services Manager, who will securely reference the application forms and equal monitoring forms. The monitoring forms will then be separated and processed as described in Section 8 below,
- 5.3 Following the closing date, the Corporate Services Manager will arrange for a copy of each application form to be sent to members of the Interview Panel, along with a short-list assessment form for each candidate (an example of one is attached at Appendix 1).
- 5.4 Following the interview, all copies of the application forms will be returned to the Corporate Services Manager, to maintain confidentiality. The originals of each form will be retained, and all copies will be shredded.

5.5 The Corporate Services Manager will arrange for the original copies of the application forms from all the unsuccessful candidates to be retained in secure locked storage for 6 months from the date of interview, and thereafter ensure that they are destroyed by shredding.

## **6.0 SHORT LISTING AND INTERVIEW**

6.1 A panel which may comprise staff only, or may also include Committee Members, will carry out the recruitment process for each vacant or new post. 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.

6.2 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.

6.3 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.

6.4 The interview and selection panel will meet as soon as possible after the closing date, to:-

- discuss shortlist assessments for each candidate
- agree the format of the interview and selection process (Chair of the panel/questions/tests/presentations etc.):
- agree questions and tests, which should be designed to test necessary qualities and experience identified in the person specification;
- confirm the date(s) of the interviews (allow 1 weeks notice for candidates);
- agree time to allocated to each interviewee, time to confer, for refreshments, etc.;
- decide which applicants will be invited for interview by discussing the shortlist assessments carried out by members of the Interview Panel. To comply with the Policy, the panel Chairperson will, after the first round of agreeing which candidates meet the essential criteria, liaise with the Corporate Services Manager handling the monitoring information, to identify any who are guaranteed an interview.

6.5 The Corporate Services Manager will ensure that the short listed candidates are invited in writing for interview, that they are informed about the selection process (including general information about any tests, etc.) and provided with details of the interview location.

6.6 The Corporate Services Manager will ensure that the interview arrangements are confirmed with the panel members.

- 6.7 The relevant line manager will draft the questions and comment pro-formas for use by the panel.
- 6.8 The Corporate Services Manager will ensure that each candidate's referees are written to and requested to provide a reference. References will not be passed on to the interviewing panel until they have agreed on the first choice of candidate to be offered the post. If any candidate has indicated that they do not wish referees to be contacted prior to interview then the referees will not be written to at this stage.
- 6.9 The relevant Manager will ensure that the Corporate Services Manager has been advised of the interview arrangements and any special requirements
- 6.10 The Corporate Services Manager will ensure that the accommodation required is booked for the interview and that the arrangements are made to provide any refreshments required.
- 6.11 The panel will interview the short listed candidates and agree:-
- which candidate should be offered the post;
  - the salary to be offered;
  - the hours of work to be offered;
  - the proposed start date;
  - any other action to be taken.
  - The reasons for not selecting each of the other candidates which must be recorded on the individual's application form or interview notes.

The Chairperson of the interview and selection panel will arrange for the references for the successful candidate to be provided to the panel and a final decision will be made on which candidate the post should be offered to. If for any reason (e.g. see 6.5 above) the preferred candidate's references are not available, the panel may decide to proceed to offer the post, subject to the receipt of satisfactory references. The panel may agree to defer a decision pending clarification of any point raised in the references, and if they decide to do so, shall agree a date and time when they will reconvene to make a final decision. The panel may also agree to defer a decision pending clarification of the health status of the candidate, either by contacting the referees or by referral to the Association's medical advisers.

## **7.0 OFFERING THE JOB AND FINALISING DETAILS**

- 7.1 The Corporate Services Manager will ensure that an offer letter to the preferred candidate is drafted, accompanied by a statement of the terms and conditions of employment, Job description and details of pension arrangements.
- 7.2 If references were not requested prior to interview, The relevant Manager will ensure the candidate's referees are contacted - initially by telephone, and subsequently formally in writing. Should an ambiguous or unsatisfactory reference be received, the Manager will discuss and agree what action to take with the Chairperson of the interview panel.

- 7.3 The unsuccessful interviewees will be written to, following receipt of formal acceptance from the preferred candidate. An unsuccessful candidate may contact the Association for “feedback” on their performance. Such requests may be responded to at the relevant Manager’s discretion, but every care must be taken to protect the interests of the Association by restricting comments to points relating to the person specification and avoiding any subjective judgements or comparisons.
- 7.4 The relevant Manager will meet with any internal candidate who was interviewed as soon as possible after the interview. The purpose of the meeting will be to advise the staff member of the panel’s decision and, where appropriate, answer any questions the staff member may have about their interview.
- 7.5 The relevant Manager will advise the Finance Officer of the starting date and salary details, and will advise all other staff of the appointment.
- 7.6 The Corporate Services Manager will ensure that the following are arranged or provided:-
- desk, computer, equipment, phone, diary, staff handbook
  - induction pack
  - procedure manual for the section if appropriate
  - induction programme, including timesheet, leave form

## **8.0 MONITORING AND REVIEW**

- 8.1 All applications will be monitored in accordance with the Association’s Equal Opportunities Policy. The monitoring will be undertaken by the Corporate Services Manager, who will use the data as the basis for a report to the Human Resources Sub Committee on the recruitment and selection procedures for the particular post.
- 8.2 These procedures will be reviewed at the same time the Recruitment & Selection Policy is being reviewed.

## HILLHEAD HOUSING ASSOCIATION 2000

### SHORT LISTING ASSESSMENT FORM

<b>Department:</b>	Maintenance	<b>Name:</b>			
<b>Post Title:</b>	Estate Caretaker	<b>Reference:</b>			
REQUIREMENTS <i>(Essential (E) or Desirable (D))</i>	E	D	ASSESSMENT		NOTES
			<i>Doesn't meet requirement</i>	<i>Fully meets requirement</i>	
<b>1. Educational Attainments</b> English and Arithmetic Standard Grade or equivalent	E				
ONC/HNC General Building Maintenance		D			
<b>2. Experience</b> Experience of working in a repairs environment.	E				
A trade background, preferably in either joinery and/or general builder work					
Experience of working with the public	E				
Good communication skills	E				
Experience of a housing management / property maintenance environment		D			
<b>3. Personal Qualities</b> Ability to prioritise workload and work on own initiative. A good organiser and a team player	E				
Must possess a flexible attitude and approach to work	E				
Trustworthy and tactful	E				

<b>4. Special Aptitudes</b> A clean driving licence  Physically fit and capable of manual handling of plant and material  Basic IT skills	<b>E</b>  <b>E</b>	<b>D</b>			
<b>5. Interests</b> DIY enthusiast and enjoys working outdoors	<b>E</b>				
<b>6. Circumstances</b> Ability to attend occasional evening meetings		<b>D</b>			

<b>Signature:</b>	<b>Date:</b>
-------------------	--------------