



1986-2016: Celebrating 30 years working in the community

Policy on :	Recruitment and Selection Barrhead Housing Group
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Compliant with SHR's Governance framework:	Standard 6 – GB and senior staff have the skills and experience they need to be effective
Compliant with good practice	EVH model guidance; equality legislation; ensure open recruitment.
Compliant with Equal Opportunities :	Commitment within policy; regular training required. Takes account of Equality and Diversity Action Plan
Relationship with other policies	Job Outlines and person specifications. Competency / behavior Framework

Date for Approval :	Jan 2022
Date for review :	Jan 2025

Responsible Officer :	Chief Executive
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History:

Last approved October 2019

Updated January 2022

Introduction

Barrhead Housing Group seeks to employ only the best candidates for existing posts, or new posts approved by our Governing Board. 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 the successful performance of our jobs.

This policy should be read in conjunction with the 'Equalities and Human Rights Policy', 'Communications Policy' and our Competency / Behaviour framework.

This policy covers all recruitment for the Barrhead Housing Group including the subsidiary Leven Property Services.

1. Purpose

This statement is Barrhead Housing Group'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 a good pool of applications from a sufficient number of candidates with appropriate skills, qualifications, behaviours and experience for consideration for employment with Barrhead Housing Group.
- Use fair and effective methods for the appointment of candidates consistent with Barrhead Housing Group's policy on Equalities, Diversity and Human Rights.
- Ensure that recruitment procedures are clear and adhered to by all staff and Board members involved in any recruitment and selection processes.
- Develop an excellent workforce committed to the aims, values and service delivery requirements of Barrhead Housing Group.

2. General

2.1 In recruiting for newly created or vacant posts Barrhead Housing Group 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 Barrhead application form, and guidance and template forms and letters will be used while implementing this policy. These can be found in the following folder **(to be added once finalised and policy approved)**

3. Equal Opportunities

3.1 Equal Opportunities aim to remove barriers to access and opportunity, for individuals and Barrhead Housing Group. 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 Barrhead Housing Group's goal that all recruitment decisions will be based completely on the merits, behaviours 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 Barrhead Housing Group 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 Barrhead Housing Group will ensure that all those involved at any stage in the recruitment and selection process have received recruitment, equality and diversity awareness training. This will help ensure that those involved in the recruitment process will not discriminate either knowingly or unknowingly.

4. Exit Interviews

A senior manager or appropriate Board member 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 Sub-Group and any proposed permanent changes to the staff structure, must be referred to the Governing Board for consideration and approval. Such changes would normally be considered alongside the annual budget setting process.

5.2 If it is decided that the post should be filled, a suitable new or updated job description, person / behaviour 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 Governing Board, with delegated authority where appropriate to the Staffing Sub-Group and to specialist advisers.

5.3 Recruitment specialist such as EVH and/or a suitable external agency will be engaged to provide assistance, with parts or all of the recruitment process for the most senior posts. Such additional support, as well as legal advice, may also be considered where a number of vacancies are being filled at the same time or there is major significant structural change. Barrhead HA's Governing Board will refer to the SHR's notifiable events guidance and policy for further instruction in such

circumstances and as specified within the Business Plan and, for senior posts, [SFHA's Senior Officer Succession Planning Guidance](#)

6. Permanent Recruitment

6.1 Where it is deemed necessary to recruit another staff member or fill a vacant post permanently, the position will be advertised simultaneously; internally and externally (subject to the terms of 7.2 below) in advertising media with a reach beyond west central Scotland, on our website and in the EVH and/or SFHA Bulletin/website, to reach the widest range of applicants. Advice should also be taken to ensure that the advertisement strategy has the appropriate reach to groups who might be under-represented in the workforce.

6.2 An exception to this will be in cases of restructuring or redundancy where it may be appropriate to offer the opportunity to apply for posts to existing staff before these are considered for external advert.

7. Internal Recruitment

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

7.2 Where the Executive Team considers that a sufficient pool of suitable internal candidates exist for any particular post or where the post is as a result of a restructuring, initial recruitment will be restricted to existing employees only. Where internal recruitment has been unsuccessful or where the Executive Team considers that there are no suitable internal candidates who would meet the person specification, recruitment will be by internal/ external advert.

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.

8.3 Temporary recruitment is delegated to the Chief Executive and Directors to determine, provided there is sufficient funding contained within the existing year's budget. If not, a report will be made to the Staffing Sub-Group or full Governing Board (if quicker) for additional resources.

9. Recruitment Information to Candidates

9.1 All candidates will receive a pack containing a job description, person / behaviour specification, summary statement of conditions, appropriate information about the Group, an application form, fair processing notice for GDPR and equal opportunities monitoring form.

9.2 Successful candidates to new and vacant posts will be selected on merit through shortlisting, testing (as appropriate) and interview in accordance with the person specification and our standard shortlisting and interview assessment forms.

10. The Recruitment Panel & Shortlisting

10.1 A recruitment panel, (usually of two but up to three individuals for more senior posts), will be established for each recruitment exercise according to the vacancy to be filled:

- Chief Executive - Governing Board, including the Chair, and advisor/s
- Director or Senior Manager – Chair or Staffing Sub-Group Chair and Chief Executive
- All other posts – Director and Corporate Services Manager or one other staff member - at the appropriate level above the grade advertised.

10.2 Staff who undertake recruitment will be expected to undertake both recruitment and selection and equality and diversity training. This is to ensure that the panel have the relevant skills to undertake recruitment activity.

10.3 The panel will agree the job description, person / behaviour 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.

10.4 Those sections of the application forms which identify the applicant and their personal details, including equal opportunities monitoring forms, will be removed from the forms prior to circulation to the panel for shortlisting.

10.5 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 identify themselves as disabled and who meet the essential requirements will always be invited 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.

10.6 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.

10.7 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.

10.8 In accordance with our Disability Confident Employer commitments, any applicant who considers themselves to be disabled will be invited to interview provided they can successfully evidence that they meet the essential criteria on the person specification.

11 Ex-Offenders

11.1 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.

11.1 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").

11.2 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 Disclosure Scotland / PVG

12.1 We will undertake the relevant check 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.

12.2 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 / PVG check and that the nature of the position or work entitles us to ask about spent and unspent convictions.

12.3 We undertake to discuss any matter revealed in a certificate 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.

12.4 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.

12.5 We also ensure that they have received appropriate guidance and training about providing work for ex-offenders. 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.

14 Interviews & Testing

14.1 The interviewing panel will, whenever possible, have the same membership as the shortlisting panel.

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. Posts which are more senior will be subject to presentations, suitable tests and two stage interviews process as required.

14.4 Any additional information which has been provided by Barrhead Housing Group 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. Barrhead Housing Group's policy on Equalities and Human Rights 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 further 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. Such placements will be approved by the relevant Director or Chief Executive.

16.3 The terms of a written contract of employment will be confirmed and issued once the aforementioned conditions have been satisfied.

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 Barrhead Housing Group 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 should always be offered. Feedback will usually be provided by telephone for external candidates and should be provided to internal candidates face to face.

18 Interview Expenses

Reasonable travel expenses will be reimbursed to candidates. Any reasonable interview travel expenses paid to candidates for new or vacant posts will be in accordance with Barrhead Housing Group's expenses and finance policies and procedures.

19 Re-grading of Existing Posts

19.1 For clarification, the terms of this policy do not apply where a post which exists within the staffing establishment is subject to a grade review.

19.2 Where an existing post is subject to a grade review, the terms of the EVH April 2018 Grading Guidelines (or any subsequent update) will be used.

19.3 In order to ensure transparency, staff will be advised of the reason for, and outcome of, any such grading review.

20 Equal Opportunities Monitoring

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

21 Records

21.1 Application forms and recruitment documentation for unsuccessful candidates must be stored confidentially in accordance with the Retention Policy contained for GDPR and the Storage and Safe Handling of Disclosure Checks Retention Policy for Disclosure Scotland and PVG Scheme records.

21.2 The successful candidate's recruitment documentation should be made into a personnel file and retained in accordance with the GDPR Fair Processing Notice.

21.3 All personal data will be recorded, stored and retained for the purposes of Freedom of Information Regulations and internal policies and procedures and guidance.

22 Induction

We will welcome a new post holder by providing induction training in line with our Induction checklist. 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 Group.

23 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 re-run where appropriate to do so.

24 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 who will investigate the matter and respond.

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