



STAFF RECRUITMENT & SELECTION POLICY 2024

1.0 INTRODUCTION

The Association recognises its staff are fundamental to fulfilling the strategic aims and supporting the core values of its business. The Association seeks to recruit the best candidates with the necessary skills and attributes to fulfil the roles.

We conduct business underpinned by equal opportunities legislation and strive to maintain a diverse staff team.

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 success and performing our jobs.

2.0 PURPOSE

The Association encourages good practice and equal opportunities in line with legislative requirements to which all staff are required to adhere. During the recruitment process the aims of the Association are:

- ✓ To attract candidates with appropriate skills, knowledge and experience for consideration for employment.
- ✓ To ensure access to employment opportunities are based on fair, objective and consistent criteria in line with the Association's Equality and Human Rights Policy.
- ✓ To ensure that recruitment and selection procedures are clear and adhered to by all staff and Board members involved.
- ✓ To develop a suitably qualified workforce committed to the aims, values and service delivery requirements of the Association.

3.0 GENERAL GUIDELINES

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

4.0 EQUAL OPPORTUNITIES

Equal opportunities are aimed at removing barriers to access and opportunity, with positive results for individuals and the Association.

In the context of recruitment and selection, equal opportunities refer to equality in the attraction and selection of candidates, promotion, or training in line with terms and conditions of employment. In seeking suitable candidates for new or vacant posts, the Association 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.

The Association's 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 Association to recruit from the widest pool of talent, thus raising the standard of candidates and therefore increasing the opportunity of a more diverse workforce which reflects the community it is serving. A more diverse workforce should improve the Association's service delivery, as it will include staff with varied knowledge and experience about meeting the needs and aspirations of service users and potential service users.

To highlight the Association'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 the Association will state that an equality and human rights policy is in place.

In addition, the advert will also display any signs of equality bodies that the Association 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 apply. For those that wish to apply, the Association 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.

The Association 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.

5.0 IDENTIFYING THE NEED TO RECRUIT

When either a job becomes vacant or a new job is created, there is an opportunity to fully consider what the Association requires. The following questions should be considered:

- Is there a requirement for this post to be filled?
- What would be the adverse effect/s of not filling the post?
- If the post is to be filled, is this required on a like for like basis or are there alternative considerations?
- Does this vacancy provide an opportunity to look at the wider team roles?

At this point, agreement should be reached about the future of the post. If it is agreed that the vacancy will be filled or a new job is created, the procedure below will be followed prior to the recruitment and selection process taking place:

- A job description and person specification will be developed for the role detailing the duties, skills, knowledge and experience required. If a current job description and person specification exist, these will be reviewed by the line manager to ensure it accurately reflects the role.
- If this is a new role or an existing role that is significantly changing, a job evaluation may be carried out to determine the correct salary/ grade for the role. The Association may seek to engage specialists such as EVH to carry out this work prior to the recruitment process taking place.
- Board approval will be required for the recruitment of a role that is not part of the latest staff structure approved by the Board

6.0 RECRUITMENT PROCESS

The recruitment process will be as follows:

- A recruitment panel will be identified and have delegated authority to make an appointment to the post.
- A reasonable timescale for the entire recruitment and selection process should be agreed by the recruitment panel. This will take account of selection checks and notice period for the successful candidate.
- All paperwork required during the recruitment and selection process – the job advert, application paperwork, shortlisting and interview paperwork will be agreed by the recruitment panel.
- The same people should be involved throughout unless a conflict of interest arises at any point during the process. In this circumstance, the recruitment panel will discuss if it is appropriate for an alternative individual to join the recruitment panel.
- Depending on the seniority of the post, the recruitment panel may seek advice from recruitment advisors, such as EVH, prior to progressing a recruitment and selection process if deemed necessary.

- The recruitment panel will identify the most suitable individual to support with the administration of the process.

7.0 THE RECRUITMENT PANEL

It is recommended that three individuals make up the recruitment panel where possible. Those individuals identified as suitable for the recruitment panel will depend on the post being filled. Below is an example:

- Staff only for posts which currently exist and/or are not of a senior nature.
- Staff and Board representatives for senior posts.

At least one panel member must possess skills, experience or knowledge most closely related to the post for which candidates are to be shortlisted and interviewed.

Panel members who short list will also participate as interviewers to ensure consistency in recruitment.

The Association recognises that the Board will require support when recruiting for a Senior Officer. In this circumstance, they will seek support from an independent organisation such as EVH prior to commencing the recruitment and selection process. The Board will decide who will be involved in the process alongside the Chair.

Any individual serving on a recruitment and selection panel will have undergone relevant recruitment and selection training along with equality and diversity awareness training.

8.0 ATTRACTING CANDIDATES

The Association understands the importance of attracting suitable candidates through the most appropriate and cost-effective means. The recruitment panel should discuss the best internal and external advertising methods in line with the agreed advertising budget. The knowledge and skills required for the job should ensure suitable candidates are attracted to apply for the job and the advert should outline the main details of the post:

- Job title
- Salary/ Grade
- Hours per week
- Location (and details of any flexible working policies)
- Nature of the contract – permanent, fixed term
- Main duties
- Closing date and proposed interview date
- Information on how to apply and any other relevant information.

9.0 PERMANENT RECRUITMENT

The Association will advertise all permanent posts via a variety of methods:

- Internal advert
- Specialist recruitment sites demonstrating our commitment to Equal Opportunities.
- The Association's website and social media platforms

All candidates will receive an application pack that will include the following:

- An application form
- Equal opportunities monitoring form
- Job description and person specification
- Any other relevant information deemed necessary for the post e.g., summary statement of terms and conditions of employment, relevant information about the Association which cannot otherwise be accessed via our website and is relevant to the role.

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

10.0 INTERNAL RECRUITMENT

All existing staff, including those on sick leave or any other type of leave, will be notified of permanent and long-term temporary vacancies, and they will be eligible to apply for any post.

For very short-term posts of a few weeks, internal advertising will not normally take place as line managers have discretion to seek a temporary candidate from an employment agency if there is no suitable internal candidate identified.

In certain, very specific, circumstances it is recognised that it may be quicker, more cost effective, and pose less risk to the Association to advertise a role internally in the first instance, where there is at least one suitable internal candidate available. The specific circumstance where this is allowable are as follows:

- where the role is an existing role that has become vacant in the current approved staff structure, and not a Grade 9 or 10 role (senior staff)
- where a current staff member has been seconded to the specific role on a temporary basis for a period of at least 6 months, and that secondment ended no more than 24 months' previously
- where the current staff member has performed to a high standard in the aforementioned temporary secondment

- where the Departmental Director and Chief Executive are in agreement that, after considering the costs and risks of external recruitment, and the quality of internal candidate(s), it is in the Association's best interests to try to fill the role internally in the first instance

In these instances, a recruitment process will be undertaken internally in the first instance, and all staff will have the opportunity to apply.

11.0 TEMPORARY RECRUITMENT

Short-term appointments of less than one 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.

12.0 SHORT LISTING

Once the post has closed, only then should shortlisting take place by the recruitment panel. The individual responsible for the administration of the process will number all applications, remove all personal and equal opportunities information making applications unidentifiable before passing all applications to the recruitment panel. n of the process will number all applications, remove all personal and equal opportunities information making applications unidentifiable before passing all applications to the recruitment panel.

Each panel member must complete the shortlisting assessment form independently in relation to each candidate. If a panel member can identify a candidate via the information contained in the application form, resulting in a conflict of interest, they should declare this to the other members of the recruitment panel. That recruitment panel member should exclude themselves from the panel if the candidate is to be shortlisted, and where possible another panel member should be appointed.

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 only be applied, where there has been a large response to the advert, to reduce fairly the number of candidates called for interview.

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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.

Those candidates shortlisted will be invited to interview. The Association will also contact candidates not shortlisted to advise that their application will not progress to the next stage of the process. Those candidates not shortlisted for interview have the right to request feedback on their application and the reason/s for not being shortlisted.

Any requested or appropriate, information which has been provided by the Association to a candidate will be made available to all other candidates invited to interview.

13.0 MODERN APPRENTICESHIPS

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

14.0 REFERENCES

References will be sought **after** an offer of employment has been accepted.

Reference requests will be made to the most current/recent employer/academic /voluntary or good character referee contact, which must not be related to the candidate.

15.0 INTERVIEW

The interviewing panel, recommended to be three individuals, should reflect the same membership as the shortlisting panel and only individuals who have received interviewing skills training should be able to participate.

All shortlisted candidates will be offered an interview. The interview process will consider the following:

- Each candidate will be asked the questions in the same order by the relevant members of the recruitment panel.
- If appropriate candidates will carry out a suitable skills test and/or presentation topic.
- Typically, interviews will be 30-60 minutes duration depending on the nature of the post.
- Each recruitment panel member will complete an interview assessment form for each candidate, recording brief notes to assist with panel deliberations upon the conclusion of the interviews.

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 the panel members to candidates.
- Explaining the format of the day, ensuring timings are adhered to.

- Informing candidates about when they should expect to be contacted about the outcome of their interview.
- Completing an overall assessment form combining all panel member scores for each candidate interviewed.
- Ensuring panel members state and document justifiable reasons for the rejection of each unsuccessful candidate.
- 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.

16.0 JOB OFFER

Once the appointment 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, proof of eligibility to work in the UK 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 current job role. 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 noting that the aforementioned conditions must be satisfied before confirmation of the job offer can be issued.

If the job offer is declined, the recruitment panel should indicate if the second highest scoring candidate was suitable and they may be offered the post subsequently. If there is not a suitable 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, the interview outcome should be issued to unsuccessful candidates. It is the intention of the 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.

17.0 FEEDBACK

The recruitment panel will record their collective reasons for unsuccessful candidates and agree the feedback at the end of the interview process. All candidates will be advised of the outcome of their interviews by telephone/email or letter and constructive

feedback on their interview can also be made available to them, if they desire via telephone.

18.0 SELECTION CHECKS

18.1 References

The Association will carry out reference checks for the successful candidate only once the verbal offer has been made and the candidate has confirmed that it is suitable to do so. Two references will be required, one from the candidate's current employer and another from a previous employer. These will be requested in writing along with a copy of the job description. This will provide the referees with the knowledge and skills required for the post to allow them to give an informed opinion about the preferred candidate. All references will be checked on return to ensure employment dates match those stated on the application form of the preferred candidate and there is no information which would make the reference unsatisfactory.

18.2 Right to Work in the UK

The Association 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.

18.3 Disclosure Scotland Criminal Records Checks

The successful candidate will be asked to complete a criminal convictions declaration form.

Depending on the nature of the role, they may also be asked to undergo a PVG/ Disclosure Check. If following these checks, information arises which the candidate has not disclosed or raises concern with the Association, we will discuss this with the candidate prior to a decision being made about whether the selection check has been satisfied.

19.0 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 the Association's own policies and procedures.

20.0 EQUAL OPPORTUNITIES MONITORING

As part of the Association's recruitment process, equal opportunities monitoring will be undertaken and reported. The Association will analyse the report to inform future recruitment.

21.0 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 the Chief Executive.

All recruitment documentation associated with the vacancy, will be stored confidentially for a period of 6 months, and thereafter will be deleted/destroyed.

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

Special consideration will be given to storing the results of any criminal record check or health questionnaire/medical report. The Association will make a record of all checks and whether the result was or was not satisfactory. The original will then be promptly destroyed. The record of the results will then be stored in accordance with our Data Retention Policy.

The Association's Workers Privacy Notice outlines how personal data is processed.

22.0 INDUCTION

All new staff members will be provided with initial induction training, which will be organised by the line manager in advance of the successful candidate taking up post. This will help to settle the new staff member, convey our aims, objectives, policies and procedures thereby encouraging the individual to make a valuable contribution to our work.

23.0 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.

24.0 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.

25.0 EXIT INTERVIEWS

Exit interviews will be carried out by **a manager** who is not the line manager of the departing employee. Exit interviews will be carried with all employees who have resigned from their post. The purpose of the exit interview is to allow the Association to

gain further information about the employee's reason for leaving. Furthermore, it provides additional information in relation to:

- The employee's perception of the organisation in relation to its employment practices.
- Management style and treatment perceived by employees as being unsatisfactory or unfair.
- Identifying reasons for turnover and improvements the organisation can make in the future.
- Whether there are any 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.

26.0 **REVIEW**

This policy will be subject to review at least every 5 years or as and when EVH update their Model Policy document.

Anne Smith
Chief Executive

4th July 2024

Policy Review Consultation Process

Considered by the Management Team	5 th July 2024
Recommended by the HSEHR Committee	8 th August 2024
Approved by the Management Committee	29 th August 2024
Date of Next Review	August 2029