



## Recruitment & Selection Policy

---

### Contents

1. Introduction
2. Purpose
3. Review of Vacancy
4. Job Description and Person Specification
5. Modern Apprenticeships/Graduates
6. Advertising of Vacancies
7. Job Applications
8. Supplementary Information
9. Short listing and Interview Panels
10. Short listing of Applicants
11. Selection Interviews
12. Offer of Appointment
13. Interview Expenses
14. Monitoring
15. Personnel File
16. Induction
17. Failure to Recruit
18. Continuity of Service
19. Complaints
20. Review

## **1. Introduction**

We are an equal opportunities employer. The aim of our Recruitment and Selection Policy is to ensure that we select the most suitable person for the job on the basis of their relevant merits and abilities and that no employee/job applicant is unfairly treated on any grounds including 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.

This policy outlines the Association's approach to the selection and recruitment of staff within the ng group to develop an excellent workforce committed to delivering the aims, values and service delivery requirements.

The Association is committed to fair and transparent recruitment processes and will strive to achieve equality of opportunity and fair treatment for all.

The Association is also committed to recruitment processes which ensure the sensitive treatment of personal and confidential information.

## **2. Purpose**

- To establish clear and consistent recruitment processes.
- To ensure that the Association has access to the widest possible labour market.
- To ensure the best possible match between the candidates and Person Specification, whilst achieving an ability-based workforce which reflects a diverse and multi-cultural community, taking recognition of under represented groups
- To ensure compliance with the Association's policies on 'Equal Opportunities', 'Openness, Accountability and Confidentiality' and 'Disclosure Scotland'.
- To ensure that the procedure and code of good practice for recruitment and selection for appointment or promotion is followed by every manager, supervisor employee and Board/Committee member who are involved in any recruitment and selection process.
- To ensure all staff involved in the recruitment and selection process are given adequate training on the Association's Policy and Procedures and their responsibilities.
- To ensure that unlawful and unfair practices are not introduced
- To 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.

## **3. Review of Vacancy**

The relevant Director/CEO/Depute CEO will review whether the post is still required or not. Aspects for consideration will include: financial implications, grading and post requirements. If the post is required, an authorisation form signed by the relevant Director and Finance Director should be passed to HR confirming permission to recruit.

## **4. Job Description and Person Specification**

The Job Description contains information relating to the department/section, job title and grade of the post and reporting lines. This document also includes a job summary and details the main duties and responsibilities of the post.

The Job Description also contains a brief statement drawn from the Association's Equal Opportunities Policy.

The Person Specification lists those attributes that are essential and those that are desirable under the following headings:

- Experience and knowledge
- Skills and Abilities
- Qualifications
- Personal Qualities
- Other Requirements

The Job Description and Person Specification are accompanied by a Summary of Principle Terms and Conditions of Employment which provides information relating to:

- Salary
- Hours of work
- Holiday leave
- Pension
- Notice period

#### **5. Modern Apprenticeships/Graduates**

Candidates for modern apprenticeships/graduates 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.

#### **6. Advertising of Vacancies**

All existing staff will be notified of permanent and long term temporary vacancies, including staff on sick leave, maternity leave or holidays and will be eligible to apply for any post.

Advertisements will contain a short introduction to the Association along with details of the following:

- Post title
- Grade and salary
- Brief description of job
- Details of how to apply
- Details of the Associations address, telephone number and email address
- Closing date
- Disclosure/PVG requirements, if applicable

Positive steps will be taken to ensure that under-represented groups are made aware of vacancies and advertisements i.e. women, black and ethnic minority groups and people with disabilities. This will include a short statement on equal opportunities and where appropriate the 'Positive about Disabled People' symbol.

#### **Permanent Vacancies**

Wherever possible, all permanent vacancies and temporary vacancies in excess of a year will be advertised simultaneously, internally and externally. There will be exceptions to this in cases of restructuring or redundancy where it may be necessary to appoint candidates into posts or to internally advertise the vacancy only.

### **Short Term Vacancies - Internal Recruitment Process**

The Association's internal recruitment process, expression of interest, will be used should a short term vacancy arise due to the post-holder's absence or where the post-holder is providing temporary cover for another post.

Subject to CEO/Depute CEO approval, an open invitation will be made to staff to express an interest in the short term vacancy. An interview panel involving appropriately trained staff members will consider all expressions of interest and will select the most suitable candidate based on short listing and competitive interviews.

### **Temporary Vacancies**

Short term vacancies of less than a year e.g. maternity leave cover or long term sickness may be advertised internally and filled by internal transfers, where appropriate to do so.

For very short term vacancies of a few weeks internal advertising may take place. However, if this is not suitable then an external agency (e.g. EVH or other employment agency) will be approached to provide a candidate.

### **Funded Posts**

Where the Association receives a grant for funded posts, these posts will be advertised and recruited for in line with the policy and the funders guidelines.

## **7. Job Applications**

The Association will provide potential applicants with an application pack which includes:

- Job Description/ Person Specification
- Job Advert
- Application Form
- Guidance note for Job Application
- Equal Opportunities Monitoring Form
- Declaration of Interests Form
- Eligibility to work in the United Kingdom Questionnaire
- Summary of Terms and Conditions of Employment
- Copy of the Business Plan
- Staff Structure/Group Structure

Applicants are advised to complete the Association's Job Application Form and not to substitute or enhance this with a Curriculum Vitae. CV will not be accepted.

## **8. Supplementary Information**

All applicants will be requested to complete an Equal Opportunities Monitoring Form which seeks information relating to the applicants sex, sexual orientation, gender, age, ethnic origin, religion and disability.

In line with our Governance rules, all applicants will be required to complete a Declaration of Interests Form which seeks information relating to any relationship that they may have to a Board or Committee Member or staff member of the ng group.

Candidates that are invited along for interview will be asked to complete a Criminal Conviction Declaration form, in line with the Rehabilitation of Offenders Act.

Where the post advertised requires the post-holder to have frequent contact with vulnerable people, as described by Disclosure Scotland, short listed candidates will be required to disclose their criminal history in a manner consistent with the

Rehabilitation of Offenders Act. Any PVG membership records/Disclosure Scotland checks undertaken will be stored in accordance with the Storage and Safe Handling of Disclosure Checks Retention Policy. In addition candidates will be required to sign a declaration that they are:

- Not on the Disqualified from Working with Children List established under the Protection of Children (Scotland) Act 2003
- Not on any equivalent list in another UK jurisdiction
- Not subject to sanctions imposed by a regulatory body, e.g. the SSSC
- Either has no convictions or cautions, or has attached details of their record in a sealed envelope marked confidential

All successful candidates will be appointed, subject to satisfactory references, health clearance and verification of relevant qualifications, identity and disclosure.

## **9. Short listing and Interview Panels**

In all cases, short listing panels will comprise of a minimum of two people, delegated by the Chief Executive, to conduct recruitment interviews on behalf of the group. Board/Committee involvement will be required for recruitment and selection of Executive Team members. All participants in the recruitment process will have received training in recruitment and equal opportunities. HR will keep a record of all staff and Board/Committee members who have completed the recruitment and equal opportunities training.

The Association will ensure that, as far as possible, short listing and interviews are carried out by the same panel.

Should any conflict of interest exist, the panel member will stand down from the recruitment process allowing a replacement to be found.

## **10. Short listing of Applicants**

All applicants will be assessed against the person specification to determine suitability for interview.

To comply with the requirements of the Equality Act 2010, the Association's Job Application does not require candidates to provide information relating to their sickness absence record. Relevant information will be sought as part of the reference process through HR. Where necessary, the HR Manager/Depute CEO will discuss the sickness record with the applicant and determine the relevance of the sickness relating to the job.

The Association will use selection criteria based on the Person Specification which will focus on essential skills for the performance of the job.

As part of the Association's commitment to the 'Positive about Disabled People' scheme all applicants who have indicated that they have a disability and who meet the minimum criteria will be offered an interview for the post.

During the short listing session, applications will be considered against criteria contained in the short listing form which is drawn from the Person Specification for the post.

On completion of the short listing process all candidates will be contacted in writing and advised that they are being offered an interview for the position or that they have been unsuccessful.

## **11. Selection Interviews**

Applicants invited to attend an interview will be advised of the date, time and venue of the interview together with details of the interview panel and any other aspects of the selection process e.g. skills assessment or presentation.

The interview will be based on a set of questions agreed by the interview panel in advance. During the interview notes of the responses provided by candidates will be taken to allow the completion of the Interview Question Sheet which will act as a record of the interview.

On completion of the interviews a conditional offer of employment will be made to the successful candidate. Where candidates are judged to be equal, they may be called back for a second interview. Panel members must state and document justifiable reasons for the rejection of each unsuccessful interviewee.

## **12. Offer of Appointment**

Once the appointment panel has made a decision, a conditional offer will be issued to the successful interviewee subject to: the receipt of two satisfactory references for external appointments (no reference is required for internal appointments), original qualification certificates, proof of eligibility to work in the United Kingdom, satisfactory criminal conviction declaration, pre employment health questionnaire and subsequent clearance (internal candidates will be required to confirm any health issues/changes to HR) and a satisfactory PVG membership/Disclosure Scotland check where appropriate and SSSC membership where appropriate. No formal offer of appointment will be made until all relevant checks/paperwork have been concluded. Appointments will normally be made at the bottom of the salary scale, where EVH terms and conditions apply; otherwise, an appointment will be made on a suitable salary paying due consideration to a candidate's skills, experience and present and future circumstances. Where the appointment is not subject to EVH terms and conditions the salary of the post will be as advertised. 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 all of the aforementioned conditions have been satisfied.

Proof of eligibility to work in the United Kingdom - The following are examples of the documents which candidates will be asked to provide if they are not subject to immigration control;

### **List A Documents**

- a passport showing that they are a British citizen or a citizen of the UK and Colonies having the right of abode in the UK;
- a passport or national identity card showing that they are a national of the European Economic Area ("EEA") or Switzerland;
- a biometric immigration document issued by the UK Border Agency ("UKBA") which indicates that they are allowed to stay indefinitely in the UK;
- a passport endorsed to show that they are exempt from Immigration Control and have indefinite right to remain in the UK;
- a full birth certificate issued in the UK which includes the names of at least one of their parents in combination with an official document giving their permanent national insurance number;
- a certificate of registration or naturalisation as a British citizen in combination with an official document showing their permanent national insurance number.

The following are examples of the documents which candidates will be required to show where they are subject to immigration control;

## **List B Documents**

- a passport or travel document endorsed to show that they are allowed to stay in the UK and they are allowed to do the type of work in question;
- a biometric immigration document issued by the UKBA which indicates that they can stay in the UK and are allowed to do the work in question;
- a work permit or other approval to take employment issued by the Home Office or the UKBA, in combination with a passport or other travel document endorsed to show that they are allowed to stay in the UK and are allowed to do the work in question, or a letter issued by the Home Office or the UKBA confirming the above;
- a residence card or document issued by the Home Office or the UKBA to a family member of a national of an EEA country or Switzerland.

On receipt of the original documents, their validity will be checked. We are required to satisfy ourselves that the candidate is the person named on the presented document. Once we have done so, copies of the relevant pages will be taken and retained for the duration of employment and for a period of two years after employment has ended.

Where a candidate falls within any of the List B categories (i.e. where they are subject to immigration control), the checking of original documents will be repeated within 12 months of their start date and annually thereafter, until such time as they no longer have any limit on the duration of their stay in the UK.

Reference requests will be made to the current or most recent employer/academic/voluntary or good character referee contact. The referees must not be related to the candidate. If a referee happens to be a panel member then the candidate will be asked to provide an alternative referee. In some cases additional references may be sought.

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 the unsuccessful candidates should be telephoned and advised verbally. Feedback should also be offered, if the candidate wishes and should be given in a constructive and helpful way.

All interviewees will be advised of the outcome of their interviews by telephone and letter.

### **13. 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 expenses and finance policies and procedures.

### **14. Monitoring**

The Association will collect equal opportunities monitoring information about the profile of employees and job applicants, to help assess whether its policy aims are being achieved.

Procedures will be followed which reflect the law on data protection and access to personal information. The procedures will involve:

- Maintaining records of selection processes for a minimum of six months and up to a maximum of one year after an appointment has been made.
- Recording the composition of selection panels.
- Asking all job applicants to complete an Equal Opportunities Monitoring Form.
- Analysing the overall profile of the workforce in relation to age, disability, ethnic origin, gender, religion or belief, marital or civil partnership status, pregnancy & maternity, sex and sexual orientation to help identify under represented groups.
- Analysing outcomes in recruitment and promotions.

#### **15. Personnel File**

The successful candidate's recruitment documentation should be compiled into a staff personnel file and retained.

#### **16. Induction**

ng Group will provide an induction for all new recruits. This will include information on the organisation, its purpose and business plan, introductions to staff and committee members throughout the organisation. New staff will also be provided with information on Trade Unions and relevant information relating to code of conduct, declaration of interest, equal opportunities, health and safety, employee wellbeing and occupational hazards.

#### **17. Failure to Recruit**

Should the full recruitment and selection process fail to recruit a suitable candidate, reasons for this should be identified, recorded and considered. Where appropriate, necessary alterations should be made and recruitment should be rerun.

#### **18. Continuity of Service**

Successful candidates with service from our subsidiary, ng2, will be recognised as continuous service when appointed to ng homes. Continuous service may also apply for successful candidates with service from other EVH full member organisations.

#### **19. 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 Head of Corporate Services who will investigate the matter and further liaise with the complainant.

#### **20. Review**

This policy, all Job Profiles and Person Specifications will be kept under review to ensure compliance with the Association's Equal Opportunities Policy, Openness Accountability and Confidentiality Policy and any other relevant legislation, guidance and best practice.