



Recruitment and Selection Policy and Procedure

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1. Introduction

We are an equal opportunities employer. The aim of our Recruitment and Selection Policy and Procedure 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 recruitment and selection 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 ensures 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 underrepresented 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 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 Deputy CEO should be passed to HR confirming permission to recruit. The authorisation form will also seek to confirm where the post should be advertised, whether a PVG/Disclosure is required, any funding guidelines we need to be aware of and whether any additional logos are required for the advert, as well as confirmation of the recruitment panel and indicative interview dates.

4. Application Pack

A completed job profile is required for all posts. Additional information should be added regarding promoting and safeguarding the welfare of service users, should the post require it.

The application pack will contain guidance notes for applicants, application form, job profile, a summary statement of terms and conditions, declaration of interest form, eligibility to work in the United Kingdom form and any additional information required for the post.

The summary statement of terms and conditions will provide information relating to:

Salary
Hours of Work
Holiday Leave
Pension

For posts that involve working with vulnerable groups a further declaration form will be issued to collect details of current or former registration with the Scottish Social Services Council (SSSC) or any other relevant regulatory body including registration number(s), declaration of any conditions that apply to current registration and/or applied to former registration and if relevant, reason for ceasing to be registered with previous body.

5. Job Description and Person Specification (Job Profile)

The job description contains information relating to the department/section, job title, 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 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

6. Modern Apprenticeships/Graduates

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

7. Advertising of Vacancies

All existing staff will be notified of permanent and long-term temporary vacancies, including staff on sick leave, maternity or paternity leave, holidays or sabbaticals 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 Association's address, telephone number and email address
- Closing date
- Disclosure/PVG requirements, if applicable

Positive steps will be taken to ensure that underrepresented 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 'Disability Confident' logo.

Once the advert and application documents have been collated, HR will advertise the vacancy on the ng website and other chosen media. An e-mail will be sent round all staff advising that we have a vacancy and how to apply.

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/Director 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 funder's guidelines.

8. Job Applications

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

- Job Description/Person Specification (Job Profile)
- Job Advert
- Application Form
- Guidance note for Job Application
- Equal Opportunities Monitoring Form
- Declaration of Interest Form
- Eligibility to Work in the United Kingdom Questionnaire
- Summary of Terms and Conditions of Employment

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.

Once the vacancy has reached the closing date HR will collate all received applications and input these onto SharePoint along with the manager recruitment pack and shortlisting form(s), normally, within two working days. The relevant manager(s) will receive an email notification granting access to the folder. Should there be any delay i.e. due to an excessive number of applicants, then the manager will be informed, and documents passed as soon as possible thereafter.

9. Supplementary Information

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

In line with our Governance rules, all applicants will be required to complete a Declaration of Interest Form which seeks information relating to any relationship that they may have to a Board/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.

10.Shortlisting and Interview Panels

In all cases, shortlisting 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 posts at EVH Grade 9 (or equivalent) and above. 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. 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 for.

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

Each panel member must complete the shortlisting form independently in relation to each candidate. This should be completed via the shortlisting form on SharePoint. It is essential that we maintain a transparent approach throughout the recruitment process. During the shortlisting process, if any conflict of interest arises or if anyone on the panel is in any doubt that there is a conflict of interest then the panel member should declare this and step down from the recruitment process and a replacement should be sought.

11.Shortlisting 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 pre-start process through HR. Where necessary, the Corporate Services Manager/HR Officer will discuss the sickness record with the applicant and determine the relevance of the sickness relating to the job. Further advice may be sought from our Occupational Health provider.

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

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 fairly reduce the number of candidates called for interview.

The recruitment panel will meet collectively after completing their own shortlisting and then decide on the final shortlist of candidates for interview. The lead recruiter should complete the 'Interview Details' section of the manager recruitment pack, clearly identifying who will be interviewed. This should be completed within five working days of the information being available on SharePoint.

As part of the Association's commitment to the 'Disability Confident' Scheme, all applicants who have indicated that they have a disability and who meet the minimum essential criteria will be offered an interview for the post.

ng2 Ltd are not committed to the 'Disability Confident' scheme, however, will also apply the same principles.

All applicants will be assessed against the person specification (on the job profile) to determine suitability for interview. The shortlisting form **must** be completed and should clearly indicate who has and has not been selected for interview. Please remember that although feedback will not be offered at the shortlisting stage, some candidates may call and request feedback on their application and managers should be able to provide this in a constructive manner via phonecall.

Once the shortlisting process has been completed the documents should be updated on SharePoint. The interview date and panel should be arranged (if not already done so) and a meeting room booked to hold the interviews. Consideration should be given as to whether any skills assessment or presentation will be required as part of the interview. The interview questions should also be given to HR at this time to allow time for the Interview Question/Score Sheet to be prepared.

HR will contact interviewee's by telephone and will follow this up in writing. The invite to interview will also include a criminal conviction declaration form and envelope. The interviewees will be asked to complete the form and bring it with them to the interview (in the sealed envelope) or submit this in advance via email where it will be held securely and confidentially. Unsuccessful candidates will also be advised in writing of the outcome.

12. 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.

As part of the recruitment and selection process candidates may be asked to carry out a test/skills assessment. This is not applicable for every role but the recruitment panel will decide what is necessary to determine suitability for the role. This may take the form of a practical exercise, management test or presentation to the recruitment panel. Where this is required, candidates will be informed in advance of their interview to allow suitable time to prepare as necessary.

Interviews will generally be arranged within four weeks of the advertisement closing date where practicable. Interviews will, whenever possible, be carried out by all members of the shortlisting panel. The interview panel will, where practicable, be representative of gender and consist of a minimum of two people. The interviews should be carried out in a private location without interruption. In some instances remote interviews may be the most appropriate method.

All required information will be available on SharePoint in advance of the interviews, which will include:

- Interview Question/Score Sheet
- Application forms
- Job profile
- Advert
- Salary details
- Terms & Conditions

The interviews will be based around the agreed questions and during the interview notes of the responses provided by the candidate will be taken to allow the completion of the interview question/score sheet, which will act as a record of the interview.

Care should be taken when preparing the interview questions to only ask questions which are relevant to the job. Where it is necessary to obtain information on personal circumstances (e.g. in relation to a selection criterion such as flexibility to work irregular hours) then these types of questions will be asked equally of all candidates and, like other questions, will relate only to the job requirement.

The recruitment panel will decide which panel member will Chair the interviews on the day. This would usually be the lead recruiter. The Chair of the 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 the overall score on the interview question sheet
- Ensuring panel members state and document justifiable reasons for the rejection of each unsuccessful candidate
- All interview paperwork being accurately completed
- Completing and signing the 'Confirmation of Preferred Candidate(s)' section of the manager recruitment pack

Applicants will not be asked about past or current pregnancy or future intentions related to pregnancy. Applicants will not be asked about matters concerning age, disability, race, religion or belief, sexual orientation, or gender reassignment without the approval of HR (who will first consider whether such matters are relevant and may lawfully be taken into account).

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. Panel members must clearly document justifiable reasons for the rejection of each unsuccessful candidate as these notes will form part of the feedback given to candidates after the interviews.

13. Interviewing Applicants with a Disability

Disabled applicants who identify themselves at the application stage will be provided with appropriate interview arrangements (such as an accessible interview room) to enable candidates to compete on an equal basis.

Depending on the disability, some candidates may require longer to answer the questions or require the questions in a different format. Consideration should also be made for any required skills assessment or presentations. HR will help with any questions regarding this.

Applicants will not be asked about health or disability before a job offer is made. There are limited exceptions which will only be used with approval from HR. For example:

- Questions necessary to establish if an applicant can perform an intrinsic part of the job (subject to any reasonable adjustments);
- Questions to establish if an applicant is fit to attend an assessment or any reasonable adjustments that may be needed at interview or assessment;
- Positive action to recruit disabled persons;
- Equal opportunities monitoring (which will not form part of the decision making process).

14. Offer of Appointment

Once the interview 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 and where it is deemed appropriate candidates may be referred to Occupational Health (internal candidates will be required to confirm any health issues/changes to HR), 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. This information should be completed by the lead recruiter member on SharePoint within two working days of the interview date.

Advice should be sought from HR before the withdrawal of any offer of employment on the back of results from the medical questionnaire or Occupational Health report.

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.

The ng group 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.

If you are a British or Irish citizen you can prove your right to work in the UK with either of the following:

- A British passport
- An Irish passport or passport card

Your passport or passport card can be current or expired.

If you do not have a passport or passport card you can prove your right to work with one of the following:

- A UK birth or adoption certificate
- An Irish birth or adoption certificate
- A certificate of registration or naturalisation as a British citizen

You must also give your employer an official letter or documentation from a previous employer or a government agency. For example, a letter from HM Revenue and Customs (HMRC), the Department for Work and Pensions (DWP) or the Social Security Agency in Northern Ireland. The letter must show your name and National Insurance number.

If you are not a British or Irish citizen you can prove your right to work with:

- A share code from the .Gov website
- Your immigration documents such as:
 - A current passport with Home Office 'endorsement' in it
 - An immigration status document
 - An application registration card

Citizens from the Common Travel Area (Ireland, Isle of Man and the Channel Islands) will continue to be able to enter, live and work in the UK as they do now.

For the most relevant up to date information please go to <https://www.gov.uk/guidance/new-immigration-system-what-you-need-to-know>

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 in writing, usually within two days of the interview date, unless candidates were advised otherwise at the interview.

The full completed interview pack should be returned to HR, via SharePoint and within two working days of the interview date, so that follow up letters, references, and contracts of employment can be issued.

15. References

Reference requests will be issued by HR 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.

Referees for posts relating to vulnerable groups should also be asked some additional questions, to seek relevant information including;

- Details of any disciplinary procedures the applicant has been subject to involving issues related to the safety and welfare of services users, including any in which the disciplinary sanction has expired, and the outcome of those.
- Details of any allegation or concerns that have been raised about the applicant that relate to the safety and welfare of service users or behaviour towards service users, and the outcome of those concerns e.g. whether these were investigated, the conclusion and how the matter was resolved.

Received references will be checked by HR and also forwarded to the manager for approval.

16. 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.

17. Monitoring

The Association will collect equal opportunities monitoring information about the profile of staff members 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, gender reassignment, marriage & civil partnership, pregnancy & maternity, race (including colour, nationality, ethnic or national origins and citizenship), religion/belief, sex and sexual orientation to help identify underrepresented groups.
- Analysing outcomes in recruitment and promotions.

18. Personnel File

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

19. 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 Board 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 and wellbeing.

20.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.

21.Continuity of Service

Successful candidates with service from our subsidiary, ng2 Ltd, 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, in line with EVH Terms and Conditions of Employment.

22.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 Corporate Services Manager who will arrange for the matter to be investigated and further liaise with the complainant.

23. Other Related Policies

- Terms and Conditions of Employment
- Equality and Diversity
- Attendance and Absence Management
- Expenses
- Openness Accountability and Confidentiality
- Data Protection
- Code of Conduct for Staff

24. UK General Data Protection Regulation 2021

The ng group will treat your personal data in line with our obligations under the UK General Data Protection Regulation 2021 (UK GDPR) and our own Data Protection Policy. Information regarding how your data will be used and the basis for processing your data is provided in our Fair Processing Notices.

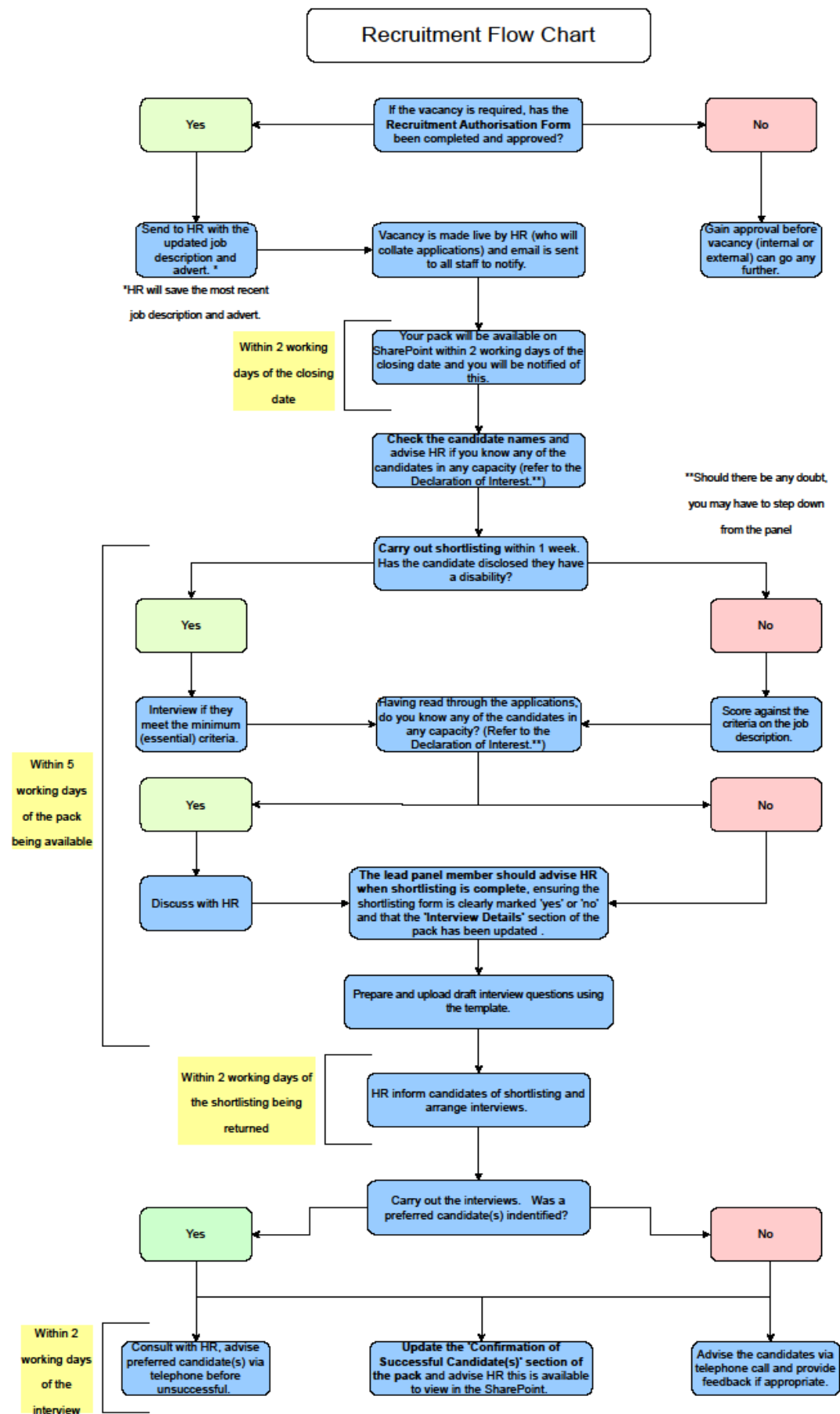
25.Policy Review

This policy will be reviewed every three years or earlier in line with regulatory or legislative guidance/changes or good practice guidelines. All job profiles will be kept under review to ensure compliance with the Association's policies.

26. Equality Impact Assessment

This policy is equally applicable to all. It is recognised that applicants with a protected characteristic relating to disability may be disadvantaged and reasonable adjustments will be applied at all stages of the recruitment and selection process, where required and appropriate.

27.Recruitment Flow Chart



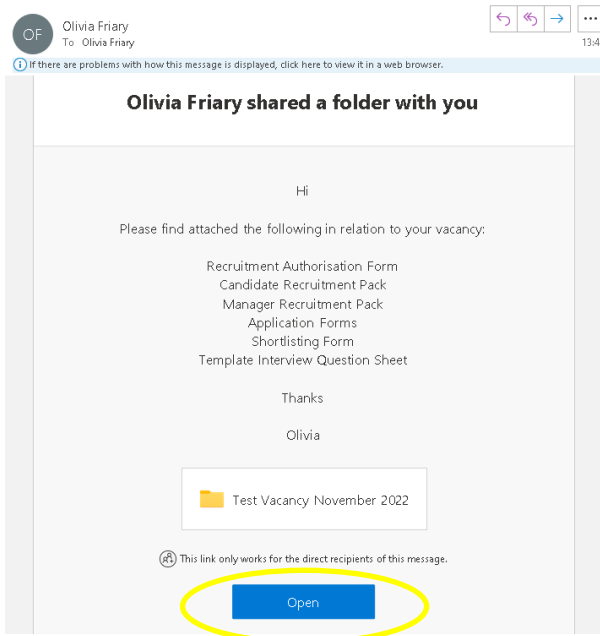
28.SharePoint Recruitment Process

- You can log into SharePoint at any time by accessing Office365: <https://www.microsoft.com/microsoft-365>
- Click on the people icon and enter your email address and password used to log onto your computer.

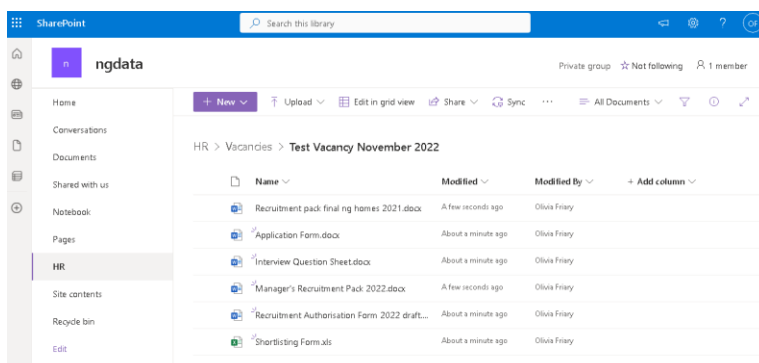


- You will receive an email from HR within 2 working days of your vacancy closing date with a link to the area on SharePoint.
- Click 'open'

Olivia Friary shared the folder "Test Vacancy November 2022" with you.

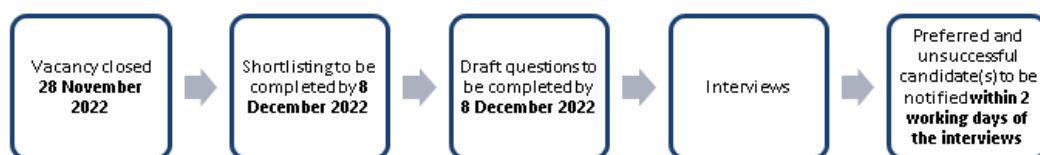


- Once opened you (and the rest of the recruitment panel) will have access to the files relating to your vacancy and you should use this area to manage your vacancy.



- Any panel member and HR can view and edit the documents, and these are autosaved. Please note that you can print any of the documents if this is your preference, however, these must be rescanned and uploaded to SharePoint so the most up to date version is saved.
- Accessible in your SharePoint area will be:
 - Recruitment Authorisation Form
 - Candidate Recruitment Pack
 - Manager Recruitment Pack
 - Application Forms
 - Shortlisting Form
 - Interview Question Sheet
- Refer to your Manager Recruitment Pack for what is required from you and when.

Your Timescales...



- Carry out your shortlisting by referring to the Application Forms and comparing with the applicable criteria entered on the Shortlisting Form. Please ensure you complete the tab with your name against it.

	A	B	C
1	POST OF		
2	SHORTLISTING ASSESSMENT		
3			
4			
5	Criteria (✓/X)	Surname	Surname
6	(E)		
7	(D)		
8	Shortlist (Y/N)		
9	Signature:		
10			

< > ≡ Insert Panel Member Name Insert Panel Member Name 2 Insert Panel Member Name 3

- Following a discussion with the panel, the lead panel member should complete the 'Interview Details' section of the pack, indicating who has been selected for interview.

Interview Details

Candidates to be Interviewed:	
Interview Date(s):	
Interview Start Time:	
Interview Duration:	
Interview Location and Room Booking/Virtual:	
Names of Interview Panel:	

- Prepare draft interview questions by completing the Interview Question Sheet template. Please seek assistance from Olivia or Diane for this if required.
- HR will contact the candidates to arrange the interviews.
- Each panel member should complete their own interview sheet per candidate.
- Following the interviews, the lead panel member should complete the total score at the front of the question sheet following the interviews. The highest scorer is the preferred candidate.

Interview Questions

Role:	
Interview Date:	
Candidate's name:	
Interviewer's name:	



To be completed by lead panel member:
Combined Total Score =

- Please seek approval of the appointment of your vacancy (via HR and Senior Management). Discussions regarding criminal conviction declarations will take place at this stage.
- The lead panel member should now complete the 'confirmation of preferred candidate(s)' section of the manager pack.

Confirmation of Preferred Candidate(s)

Has a preferred candidate(s) been identified?	
Have all candidates been telephoned to advise the outcome?	

Preferred candidate details (if more than one preferred candidate, please detail on an additional sheet ensuring that the following information is included) -

Name:	
Start Date:	
Salary Grade/Placement**:	
Type of contract (Permanent or Fixed Term):	
Hours of work per week:	
Working Pattern:	

** Salary placement will normally be at the bottom of the scale, however, please refer to HR should this not be the case.

I confirm that I have read, understood and followed the Recruitment & Selection Policy:

Name: _____ Signed: _____

Date: _____

Please note that by completing this section you are confirming that all candidates have been contacted and HR can move on with the next part of the process. This includes contacting the preferred candidate to arrange their pre-start meeting.