



## Recruitment and Selection

<b>Policy Manual Section:</b>	Governance
<b>Policy Number:</b>	HR15
<b>Scottish Social Housing Charter Reference:</b>	1. Equalities 2. Participation 3. Communication
<b>Date Approved by Management Committee:</b>	March 2022
<b>Next Review Date:</b>	March 2025

Govan Housing Association can provide this document on request, in different languages and formats, including Braille and audio formats.



## **CONTENTS**

<b>1.0</b>	<b>Introduction</b>
<b>2.0</b>	<b>Aims</b>
<b>3.0</b>	<b>Equality and Diversity</b>
<b>4.0</b>	<b>Exit Interviews</b>
<b>5.0</b>	<b>Job Analysis and Advertising</b>
<b>6.0</b>	<b>Permanent Recruitment</b>
<b>7.0</b>	<b>Internal Recruitment</b>
<b>8.0</b>	<b>Temporary Recruitment</b>
<b>9.0</b>	<b>Recruitment Information To Candidates</b>
<b>10.0</b>	<b>Short Listing</b>
<b>11.0</b>	<b>Modern Apprentices</b>
<b>12.0</b>	<b>References</b>
<b>13.0</b>	<b>Interviews</b>
<b>14.0</b>	<b>Assessment</b>
<b>15.0</b>	<b>Job Offer</b>
<b>16.0</b>	<b>Feedback</b>
<b>17.0</b>	<b>Interview Expenses</b>
<b>18.0</b>	<b>Equal Opportunities Monitoring</b>
<b>19.0</b>	<b>Records</b>
<b>20.0</b>	<b>Personnel File</b>
<b>21.0</b>	<b>Induction</b>
<b>22.0</b>	<b>Failure To Recruit</b>
<b>23.0</b>	<b>Complaints</b>
<b>24.0</b>	<b>Review</b>

**Equality Impact Assessment**

## **1.0 Introduction**

- 1.1 This policy aims to clearly set out Govan Housing Association 's approach and steps to be taken in relation to the recruitment and selection of candidates for vacant positions within Govan Housing Association .

## **2.0 Aims**

- 2.1 Govan Housing Association seeks to hire only the best candidates for newly created and vacant appointments within Govan Housing Association, as approved by our Staffing Sub-Committee or Management Committee. It is Govan Housing Association's goal that all recruitment decisions will be based completely on the merits 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.
- 2.2 We will aim to 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 nor any other factor irrelevant to achieving successfully and performing our jobs.
- 2.3 Govan Housing Association aims to encourage good practice and equal opportunities to which all staff are required to adhere. In the recruitment process the aims of Govan Housing Association are to:
- attract comprehensive applications from a sufficient number of candidates with appropriate skills, qualifications and experience for consideration for employment with Govan Housing Association;
  - use fair and effective methods for the appointment of candidates consistent with Govan Housing Association's policy on Equality and Diversity;
  - ensure that recruitment procedures are clear and adhered to by all staff and committee members involved in any recruitment and selection processes;
  - develop an excellent workforce committed to the aims, values and service delivery requirements of Govan Housing Association ;

- ensure that it complies with legislative requirements and demonstrates best practice as an employer in relation to employment rights.

### **3.0 Equality and Diversity**

- 3.1 Equal opportunities are aimed at removing barriers to access and opportunity, with positive results for individuals and Govan Housing Association. We aim to embrace and respect diversity and promote equality in recruitment, promotion, training or transfer and terms and conditions of employment. In seeking suitable candidates for new or vacant posts, Govan Housing Association will not discriminate on the grounds of age, disability, gender reassignment, marriage & civil partnership, pregnancy & maternity, race), religion/belief, sex and sexual orientation, national origin, cultural background, ethnic origin, tenure, issues related to literacy and numeracy, employment status or domestic circumstances nor any factor irrelevant to the ability to do the job.
- 3.2 A fair recruitment process will help remove barriers to the employment of people from different backgrounds. This will enable Govan Housing Association to recruit from the widest pool of talent, potentially raising the standard of staff intake and increasing the opportunity to obtain a more diverse workforce which reflects the community it is serving. This, in turn, should help contribute to and enhance the organisation's service delivery, providing a workforce with a wider knowledge and experience base with which to understand and meet the needs and aspirations of service users and potential service users.
- 3.3 To highlight Govan Housing 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 reasonably possible. For those that wish to apply Govan Housing Association we will ensure that clear instructions for submitting CVs or completion of application forms will be free from personal questions that are not relevant to the vacancy and that may lead to discrimination.
- 3.4 Govan Housing Association will aim to 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.
- 3.5 Govan Housing Association is committed to equality and diversity and will not discriminate in the operation of this policy on the basis of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, gender, sexual orientation, national

origin, cultural background, ethnic origin, tenure, issues related to literacy and numeracy, employment status or domestic circumstances.

- 3.6 We will seek to promote and to achieve equality of treatment and opportunity for all groups in society and will not tolerate any sort of unfair treatment or discrimination on any grounds.
- 3.7 In line with our commitment to equal opportunities, this policy can be made available free of charge in a variety of formats including Braille, large print, audio format or translated into a different language.
- 3.8 Govan Housing Association will be regularly test this policy for Equal Opportunity implications and take action where necessary

#### **4.0 Exit Interviews**

- 4.1 The Departmental Manager [for grades 7 and below] or the Heads Of [grade 8] or the Directors [members of the SMT] will conduct exit interviews with any permanent member of staff who has tendered their resignation. This is to identify why an individual wishes to leave, to receive insight into the role that has been performed and to thank the individual for their contribution to the organisation.

#### **5.0 Job Analysis and Advertising**

- 5.1 When recruiting for new or vacant posts Govan Housing Association will conduct a job analysis, carried out by the Head of Department in liaison with the Executive Management Team. The job analysis involves assessing whether or not the post has to be filled and how it could be filled.
- 5.2 Any change to the existing structure must be approved by the Management Committee.

#### **6.0 Permanent Recruitment**

- 6.1 If it is deemed necessary to recruit another staff member or fill a vacant post permanently, a new or updated job description and person specification will be compiled and the position will be advertised in suitable advertising media forums available, demonstrating our commitment to Equal Opportunities.
- 6.2 Exceptions to this will be:
  - in cases of restructuring or redundancy where it may be necessary to appoint candidates into posts without advertising the vacancy; or

- where - as part of our staff structure succession planning - considerable investment in a temporary trainee post is made and the engagement of the temporary employee on a permanent basis [at the end of trainee period] to retain their skills and experience, is deemed essential for the business

## **7.0 Internal Recruitment**

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

## **8.0 Temporary Recruitment**

- 8.1 The Chief Executive has delegated authority to appoint temporary or relief staff where necessary. In doing so the Chief Executive will take into account:

- a) Govan Housing Association's ability to fund the temporary post
- b) The costs and benefits of filling the post as opposed to leaving it vacant.

Short-term appointments of less than a year may be advertised internally and filled by internal transfers 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 take place. Where internal arrangements to cover the duties cannot be made - either suitable employment agencies will be approached to provide a candidate, or a direct approach will be made to candidates who are known to Govan Housing Association [such as previous employees who perhaps have been employed as an apprentice, on a temporary basis or via community jobs, etc.].

## **9.0 Recruitment Information to Candidates**

- 9.1 All candidates will have access to information about the vacancy via the advert or the recruitment pack or Govan Housing Association website.
- 9.2 Successful candidates to new and vacant posts will be selected on merit through shortlist, testing and interview in accordance with the person specification and our standard short listing and interview assessment forms.

## **10.0 Short listing**

- 10.1 Generally a panel of at least three individuals will carry out the recruitment processes for each vacant or new post.
- 10.2 In line with Section 4.5 of the Association's Staffing Subcommittee Remit, representatives from the Staffing Sub Committee will be have responsibility for the appointment of the Chief Executive, with independent assistance. A representative from the Staffing Subcommittee will also be involved in the recruitment of Directors.
- 10.3 The appropriate grade of staff member will lead the recruitment panel, as follows:
  - Manager - Grade 7 and below;
  - Head Of - Grade 8; and
  - Director - SMT level recruitment

All recruitment panel members must be on an incremental grade higher than the advertised post being short-listed/interviewed.

- 10.4 At least one panel member must possess skills or experience most closely related to the post for which candidates are to be short-listed and interviewed. Panel members who are involved in short-listing must also participate as interviewers to ensure consistency in recruitment.
- 10.5 Essential criteria will be applied in the first instance to shortlist candidates. Candidates who do not match all the essential criteria will not be called to interview. Candidates who do not possess all the desirable criteria may still be called to interview. However, desirable criteria will be applied, secondly, in a large response, to reduce fairly the number of candidates called for interview.
- 10.6 Each panel member will complete a short listing assessment form for each applicant. If a panel member recognises an applicant's details and the applicant is known personally to the panel member, they should declare this interest and potentially exclude themselves from the panel, if the person is to be shortlisted and the familiarity or relationship could potentially be regarded as a conflict of interest.
- 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.

## **11.0 Modern Apprenticeships**

11.1 Candidates for modern apprenticeships 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.

## **12.0 References**

12.1 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. If a referee happens to be a panel member then the candidate will be asked to provide an alternative referee.

## **13.0 Interview**

13.1 The interviewing panel should be the same staff who short-listed the applicants for continuity purposes.

13.2 All interview candidates will be asked the same questions, based on the job description and person specification, in the same order to all candidates. This may also include a suitable test and presentation topic where appropriate. Interviews will be typically of 30-60 minutes' duration depending on the nature of the post.

13.3 Any requested information, about the post or Housing Association which has been provided by Govan Housing Association to an interviewee, will be made available to all other candidates invited for interview, to ensure consistency and equality of opportunity.

## **14.0 Assessment**

14.1 Panel members must complete interview assessment documentation, appropriately, based on evidence for each candidate. Govan Housing Association's policy on Equal Opportunities will apply to all matters of recruitment and selection.

14.2 Where candidates are judged to be equal, they may be called back for a second interview.

14.3 Panel members must state and document justifiable reasons for the rejection of each unsuccessful interviewee.

## **15.0 Job Offer**

15.1 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 Protection of Vulnerable Groups (PVG) membership or 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 present and future circumstances.

The initial offer can be verbal and followed up in writing. A six months probationary period will be included. The terms of a written contract of employment will be confirmed and issued subsequently once the aforementioned conditions have been satisfied.

15.2 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 recruitment process considered.

15.3 Once the job offer has been accepted then interview outcome notification should be issued to unsuccessful interviewees. It is the intention of Govan Housing 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.

## **16.0 Feedback**

16.1 All interviewees will be advised typically of the outcome of their interviews by telephone/email or letter and constructive feedback on their performance can also be made available to them, if they desire via the telephone.

## **17.0 Interview Expenses**

17.1 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 Govan Housing Association's expenses and finance policies and procedures.

## **18.0 Equal Opportunities Monitoring**

18.1 As part of Govan Housing Association's recruitment process, equal opportunities monitoring will be undertaken and reported.

## **19.0 Records**

19.1 Application forms and recruitment documentation must be stored confidentially for a minimum of four months and up to a maximum of one year's duration.

19.2 Any undertaken PVG membership records/Disclosure Scotland checks must be stored in accordance with the Storage and Safe Handling of Disclosure Checks Retention Policy.

## **20.0 Personnel File**

20.1 The successful candidate's recruitment documentation will be retained on the individual's personnel file.

## **21.0 Induction**

21.1 Govan Housing Association staff will welcome a new post holder by providing initial induction training about the organisation. This will be organised in advance of the start date of the post by Corporate Services. This will help to settle the new staff member, convey our aims, objectives, policies and procedures.

## **22.0 Failure to Recruit**

22.1 Should the full recruitment and selection procedure fail to recruit a suitable candidate, reasons for this must be identified and considered, appropriate alterations made and recruitment should be rerun where appropriate to do so.

## **23.0 Complaints**

23.1 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, in line with our Complaints Handling Policy. If the complainant wishes to further pursue the matter this would escalate the complaint to Stage 2 level and they should be advised to put the complaint in writing.

## **24.0 Review**

24.1 This policy will be reviewed every three years or earlier if required, in line with good practice and/or legislation.

**Govan Housing Association  
EQUALITY IMPACT ASSESSMENT**

<b>TITLE AND DATE OF POLICY</b>	<b>Recruitment and Selection Policy March 2022</b>
<b>Is the policy new or a revised policy?</b>	This is a revised policy.
<b>Strategic Outcome</b>	Creation of a staff structure that is conducive to the needs of the organisation, employment of the best people possible for vacant posts and compliance with good practice and relevant legislation.
<b>What is the purpose of the proposed policy?</b>	To set out how Govan Housing Association will manage the recruitment and selection of staff.
<b>How have you, or will you, put the policy into practice, and who is or will be responsible for delivering it?</b>	The policy will be submitted to our Staffing Sub-Committee for consideration and approval and staff and committee will be responsible for the practical implementation, monitoring and review of the policy.
<b>Protected Characteristic Groups Affected By the Policy</b>	<p><b>Age</b>  <u>Positive Impact:</u>  Govan Housing Association's commitment to fairly conducting Recruitment and Selection and to putting steps in place to mitigate risks of discrimination should be reassuring and have a positive affect on people concerned about age discrimination.</p> <p><u>Negative Impact:</u>  The Recruitment and Selection Policy should have no negative impact in relation to age.</p> <p><b>Disability</b>  <u>Positive Impact:</u>  Disabled people may be a group concerned about discrimination and not being treated fairly and with respect. This policy clarifies that Govan Housing Association will not discriminate in any way in relation to employment of staff.</p>

This commitment will hopefully provide reassurance that Govan Housing Association will treat disabled people equally and consistently in relation to Recruitment and Selection.

Negative Impact:

The Recruitment and Selection Policy should have no negative impact in relation to disability.

**Marriage and Civil Partnership**

Positive Impact:

People who are married or in a civil partnership may be a group who faces discrimination directly or indirectly because of their relationship. This policy clarifies that people will be treated equally and fairly and discrimination will not be tolerated in relation to Recruitment and Selection. This will hopefully reassure married people and those in civil partnerships that they will not face discrimination by Govan HA and that steps will be taken should this occur.

Negative Impact:

The Recruitment and Selection Policy should have no negative impact in relation to marriage and civil partnership.

**Pregnancy and Maternity**

Positive Impact:

Women who are pregnant or on maternity leave may be a group who faces discrimination directly or indirectly with assumptions being taken in relation to having a child. This policy clarifies that people will be treated fairly and equally in relation to recruitment and selection. This will hopefully reassure women having or on maternity will not face discrimination in Govan HA and that steps will be taken should this occur. This message will hopefully positively deter discriminatory attitudes and behaviour.

Negative Impact:

The Recruitment and Selection Policy should have no negative impact in relation to pregnancy

and maternity.

**Race**

Positive Impact:

This policy clarifies that all people will be treated equally and consistently in relation to Recruitment and Selection and discrimination will not be tolerated. This includes racial discrimination, directly or indirectly. Hopefully this will positively reassure people of different races that they will not face discrimination in Govan HA and that steps will be taken should this occur.

Negative Impact:

The Recruitment and Selection Policy should have no negative impact in relation to race.

**Religion or Belief**

Positive Impact:

This policy clarifies that all people should be treated equally and consistently in relation to Recruitment and Selection and discrimination will not be tolerated. People who hold religious or other beliefs can be a group that faces discrimination, both directly or indirectly. Hopefully this policy will positively reassure people who are religious and hold a belief that they will not face discrimination of any sort in Govan HA and that steps will be taken should this occur.

Negative Impact:

The Recruitment and Selection Policy should have no negative impact in relation to religion or belief.

**Gender**

Positive Impact:

Discrimination or unfair treatment because of gender is well documented. This policy clarifies that all people should be treated equally and consistently in relation to Recruitment and Selection and discrimination will not be tolerated. Hopefully this policy will positively reassure people that they will not face

discrimination of any sort in Govan HA because of their gender and that steps will be taken should this occur.

Negative Impact:

The Recruitment and Selection Policy should have no negative impact in relation to gender.

**Gender Reassignment**

Positive Impact:

People who have or aim to reassign their gender can be a group that will be subjected to unfair treatment or not treated with dignity and respect. This policy clarifies that all people should be treated equally and consistently in relation to Recruitment and Selection and discrimination will not be tolerated. Hopefully this policy will positively reassure people that they will not face discrimination of any sort in Govan HA because of gender reassignment and that steps will be taken should this occur.

Negative Impact:

The Recruitment and Selection Policy should have no negative impact in relation to gender reassignment.

**Sexual Orientation**

Positive Impact:

People can be subjected to unfair treatment or not treated with dignity and respect because of their sexual orientation. This policy clarifies that all people should be treated equally and consistently in relation to Recruitment and Selection and discrimination will not be tolerated. Hopefully this policy will positively reassure people that they will not face discrimination of any sort in Govan HA because of their sexual orientation and that steps will be taken should this occur.

Negative Impact:

The Recruitment and Selection Policy should have no negative impact in relation to sexual orientation.

<p><b>Who is the Target Audience of this policy or who is intended to benefit from the proposed policy and how? Who could be affected negatively (ie. employees, service users, Management Committee etc.)</b></p>	<p>Potential employees and existing employees are the target audience of this policy.</p>
<p><b>Please list any existing documents, evidence, research which has been used to inform the EqIA. (This must include relevant data used in this assessment)</b></p>	<p>EVH model policy guidance on Recruitment and Selection and health and safety and data on the profile of staff in relation to the protected characteristics and other equality statistics.</p>
<p><b>Has any consultation or involvement been undertaken with the protected characteristic groups to inform this assessment? (please provide details who and how consulted)</b></p>	<p>No. This policy relates to staff and the information held on specific staff is confidential and does not identify what characteristic relates to what individuals. In consequence, it was not possible to consult the specific protected characteristic groups. All staff will be made aware of the policy which emphasises that all groups will be treated equally and consistently.</p>
<p><b>How does the policy fit into our wider or related policy initiatives?</b></p>	<p>This Policy ties in with the following Govan HA policies: Equality and Diversity</p>
<p><b>Do you have a set budget for this work?</b></p>	<p>The costs in relation to the Recruitment and Selection policy will be incorporated within Departmental budgets which are set by senior staff and approved by Govan Housing Association's Management Committee each January/February for the forthcoming year.</p>