

## SERVITE GROUP

# RECRUITMENT AND SELECTION POLICY

<b>Policy Guardian:</b>	Corporate Services Manager
<b>Author:</b>	HR Officer
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<b>Diversity compliant:</b>	Yes
<b>Data Protection compliant:</b>	Yes
<b>Health &amp; Safety compliant:</b>	Yes

## **1 Introduction**

- 1.1 Servite recognises that its employees are fundamental to its success and is committed to ensuring that the recruitment and selection process is conducted in a manner that is systematic, efficient and effective and promotes equal opportunities. A strategic and professional approach to the recruitment process enables the Association to attract and appoint employees with the necessary skills and attributes to fulfil its strategic aims and support the Association's values. This policy has been designed to provide a flexible framework that promotes good practice and adopts a proactive approach to equality.
- 1.2 Servite recognises that the basis of successful recruitment is dependent upon finding people who have the appropriate level of skills and qualifications, who will identify with the objectives, values and aims of the Association and see themselves as making a positive contribution towards these. It is an integral part of Servite's policy to encourage the personal development of all members of staff and we endeavour to actively support and guide our staff in a positive manner so that all staff are fully capable of meeting the requirements of the job and the Association.
- 1.3 The Association's recruitment process aims to be effective in producing sufficient and suitable candidates in as cost effective way as possible.
- 1.4 Servite Housing Association undertakes to:
- monitor recruitment criteria and procedures to ensure all individuals are selected, promoted and treated fairly on the basis of their relevant merits and abilities;
  - ensure that equality of opportunity plays a dominant role in all aspects of the recruitment process;
  - promote and actively encourage best practice for all types of recruitment throughout all levels and categories of post within the Association;
  - provide comprehensive information and training for all employees involved in operating the recruitment process;
  - to fully investigate any complaints received from applicants in terms of Servite's Equal Opportunities Policy and/or Recruitment and Selection Policy
- 1.5 Employees who have responsibility for recruitment have considerable contact with the public and should positively and accurately reflect the image and profile of the Association. They are also ideally placed to review the recruitment process and recommend change as appropriate.

## **2 Scope of the Policy**

As a responsible and respected employer, Servite aims to be in a position to offer secure permanent employment opportunities. In acknowledging this aim, Servite recognises that there will be times in which this is not always possible and that there will be circumstances in which it is only feasible to offer temporary or supply employment. It must be borne in mind, therefore, that appointments to temporary or supply posts may need to be made at very short notice. Where these situations arise, there must be some objectively justifiable reason to support the decision as to what format the employment should follow. Regardless of the category of post (permanent, temporary,

relief, etc.) the Recruitment and Selection policy applies to all staff, whether scheme or office-based and the principles contained in it should be applied consistently as far as reasonably possible.

### **3 Equal Opportunities**

The Association is committed to a policy of equal opportunities to ensure that no unlawful discrimination occurs in the recruitment and selection process on the grounds of race, religion or belief, colour, sex, age, national origin, disability or sexual orientation. To help the Association monitor this, applicants will be asked to complete an Equal Opportunities Monitoring Form along with the Employment Application Form. Any information obtained from the form will be held confidentially and used for monitoring purposes only and will not be shown to the interview panel before the selection and interview process.

### **4 Planning and Preparation**

When a vacancy arises it presents an opportunity to consider restructuring or to reassess the requirements of the job. This assessment is valid whether it is to fill an existing job or a new one. The following questions need to be asked by the recruiting manager:

- has the purpose of the job changed?
- has the job changed from what was originally envisaged? Have work patterns, new technology or new products altered the job?
- are there any changes anticipated which will require different, more flexible skills from the job-holder?

The answers to these questions should help to clarify the actual requirements of the job. Where a vacancy occurs through the resignation of an existing employee, the employee should be encouraged via an exit interview to give feedback on their role, responsibilities and associated issues to see if useful changes can be made to the job description and/or person specification.

A Staff Recruitment Request Form (Appendix 1) details these questions and should be completed and submitted to the HR department prior to the recruitment process commencing. This will act as the authority for the HR department to advertise the post.

### **5 Job Profile**

Before advertising is possible a job profile should be drawn up using the standard Job Profile template (Appendix 2). Servite has a suite of generic profiles for most roles but a review of the content should always take place at this stage. This should detail the main purpose, the main tasks and the scope of the job. A good job profile is vital to the success of the recruitment and selection process as it is the foundation upon which the person specification, the advertisement, the interview and appraisal and performance procedures will be derived. Writing a good job profile helps in the process of analysing the needs of the job. A good job profile also enables prospective applicants to

assess themselves for the job and provides a benchmark for judging achievements.

## **6 Person Specification**

Having established the duties of a job through the process of drawing up a job profile, it is necessary to clearly establish what attributes a person needs to be able to fulfil the duties of the job. The person specification describes the knowledge, skills, abilities, experience and qualifications needed by the individual to carry out the duties of the job, as described in the job profile. This should be prepared using the Person Specification Form (Appendix 3). The criteria specified under these headings should be measurable and justifiable, as they will form the basis of the selection process. It is very important that the skills, aptitudes, knowledge and any criteria relating to personal qualities or circumstances included in the specification are related precisely to the needs of the job. It is also essential not to discriminate against particular groups of potential applicants. The person specification helps the selection and subsequent interview to operate in a systematic way by reducing subjectivity and bias and promoting objectivity.

## **7 The Selection Panel**

A selection panel should now be chosen. All staff involved in the recruitment and selection process will receive appropriate guidance in fair interviewing and selection procedures and must be aware of the principles of sex, race, disability and age discrimination and other relevant legislation. The selection process must be carried out consistently for all jobs at all levels. The selection of new employees will be based on job requirements and the individual's suitability and ability to do the job and information sought from applicants will relate only to the qualifications for or requirements of the job. The panel should consist of at least two people and should involve the direct line manager/supervisor as well as either a representative from the HR Department or another manager. As soon as membership of the panel is identified they should meet to plan and set dates for the whole recruitment schedule.

The panel should:

- agree the recruitment channel or channels and the design and content of the advertisement
- agree selection methods, e.g. interviews, selection tests such as practical or psychometric tests, role plays, team exercises etc
- shortlist applications
- develop interview questions
- decide if references/medicals are to be requested and when
- conduct interviews and any selection tests
- make the appointment decision

## 8 The Advertisement

- 8.1 Staff recruitment adverts will be placed by the HR department. All positions will be advertised internally as a matter of course via the intranet and it will be for the senior managers to decide if external advertising is also required. Senior managers reserve the right to advertise roles both internally and externally at the same time. Internal advertising first enables the Association to positively address its' commitment to develop and provide opportunities to existing staff.

Once a decision has been made to advertise externally the Association's website will be the main location for recruitment advertising, however the local media will also be used where it is considered cost effective and appropriate. Job Centreplus will also be used.

- 8.2 To attract the right applicants, the advertisement needs to be designed and presented effectively and take into account legal requirements. It must be tailored to the level of the target audience and should always be clear and easily understood using positive words and imagery. The text should be kept short and simple while giving the main aspects of the job, career prospects, location and contract length and should specify details, such as pay, qualifications and experience required, in a way which will reduce the number of unsuitable applications and only where it is a requirement of the job. All job advertisements should specify a closing date and state how applicants should respond e.g. via the company website or by requesting a recruitment pack. It should also state the Association's commitment to equal opportunities.

All posts where possible will have a 2 week closing date from the date of advertising. Applications will not be accepted after the closing date.

### 8.3 Recruitment Timetable

When planning the recruitment process, it is important to establish realistic timescales for each stage. There is often a temptation or pressure to complete the process in the shortest possible time. This can be counterproductive if the timescales are too tight or unrealistic.

The Association strives to have an appointment made within 8 weeks of advertising. Example of a vacancy timeline:

Timescales	Date
Place advert	Friday 30 May
2 week closing date	Friday 13 June
Shortlisting	By Friday 20 June (can usually be shorter)
HR require 2 days to send letters after shortlisting	Tuesday 24 June
Interviews (giving candidates 7 days notice)	Tuesday 1 July
Offer to candidate	By Friday 3 July
Candidate starts with 1 week to 4 weeks notice max 4 weeks notice	Monday 14 July to Monday 4 August

## **9 Shortlisting**

Before the interview stage there will be a need to sift the applications to match the applicants as closely as possible to the job profile and person specification and to produce a shortlist of people to interview. The front page of the Application Form will be removed prior to being given to the shortlisting panel to ensure that selection decisions are being made solely on skills and to ensure equality of opportunity.

A Shortlisting Assessment Form (Appendix 4) should be used to document decisions taken. It is essential that all information is correctly completed on the assessment form in order that it can be used as a formal record for those candidates shortlisted and reasons for not shortlisting others.

Best practice suggests interviewing 5 or 6 candidates for one post.

The applicants who best match the job description and person specification can then be invited for interview. The recruitment guidance available on the internet will inform candidates that if they have not heard within a three week timeframe from the closing date, that their application has been successful.

## **10 Interviews**

### **10.1 PLANNING THE INTERVIEW**

Planning for the interview is very important. It not only ensures that all applicants are treated fairly but are also left with a positive and professional image of the Association. The panel should decide how the interview will be structured and plan the questions. A structured interview designed to discover all relevant information and assess the competencies of the applicant is an efficient method of focusing on the match between job and applicant. It also means that there is a consistent form to the interviews. All questions should relate to the selection criteria. Questions should not be based on assumptions about roles in the home and the family, or the assumed suitability of different ethnic or age groups for the post in question. Applicants should not be asked their age. Where it is necessary to assess whether personal circumstances will affect the performance of the job (for example, if the job involves irregular hours or extensive travel) this should be discussed objectively and asked equally of all applicants. Disabled applicants should not be asked about the nature of their disability or how it will affect their ability to perform the job. Any information needed to facilitate the employment of a disabled applicant should be followed through after the appointment has been offered. Appropriate interview arrangements (such as accessible interview rooms or the assistance of a sign interpreter) should be offered to disabled applicants to enable them to compete on an equal basis. If selection tests are to be carried out they must be free of bias and relate to the necessary requirements of the job. Consideration in giving any tests must include the objectives of such a test, the efficiency of the method selected, the number of applicants and the costs and benefits of such a method.

### **10.2 CONDUCTING THE INTERVIEW**

The purpose of the interview is to draw information from the applicant beyond that already contained in the application form to decide if they would be suitable for the job and to allow applicants the opportunity to demonstrate their skills, knowledge and abilities against the person specification. Each panel member should make separate ratings against the pre-determined essential and desirable criteria from the job person specification. Interview assessment forms will be prepared by HR and supplied to all panel members. Each candidate should be rated immediately after the interview to avoid forgetting details. This assists transparency as it provides a clear audit trail which ensures good practice.

The panel should keep an open mind on all applicants and a decision should only be made after all applicants have been interviewed and assessed against the person specification. The panel needs to be clear about why applicants were not selected and ensure that their notes reflect the decision making process.

At the end of the interview scores can be compared to reach a final decision. Where consensus is reached by the interview panel there is no need for further discussion. However further discussion is necessary if there is not complete agreement on ratings for each candidate.

The outcome should be a fully transparent process allowing robust and helpful feedback to the candidates on their request.

### 10.3 AFTER THE INTERVIEW

An Interview Assessment Form (Appendix 5 )should be completed for each candidate. The panel members should complete these independently. Recording answers and detail is important not only for the decision making process but also to provide feedback if so requested by applicants. It also provides documentary evidence of reasons for selection /non-selection of candidates. The provisions of the Data Protection Act 1998 enable applicants to ask to see interview notes where they form part of a "set" of information about the applicant (e.g. the application form, references received etc. The reasons for appointing or not appointing a particular applicant may also be challenged under discrimination legislation. Details of applicants and of selection decisions will be kept securely for six months after an appointment has been made, after which the information will be destroyed. Information on the successful applicant will form the basis of their Personnel Record. Data that is kept should be securely stored.

## 11 Pre employment Checks

### 11.1 References

Two written references will be obtained for the successful applicant. The successful candidate will be advised that an offer of employment is subject to us obtaining references which are satisfactory to the Association. One reference should be sought from the present/most recent employer and one from a previous employer. Personal references will be sought where it is not possible to obtain employment references. Referees will be asked to complete Servite's standard reference proforma.

## 11.2 Qualifications

Candidates invited for interview for all posts will be required to bring with them the original copies of any relevant academic qualifications and certificates gained. Relevant checks will be made on the authenticity of academic qualifications if these are essential for the post.

## 11.3 Registration Bodies and Professional Membership

Should membership of registration bodies be essential for the post, such as Scottish Social Services Council, Nursing and Midwifery Council etc, the membership status declared by the successful applicant will be verified by the HR department.

## 11.4 Criminal Records

Under the Rehabilitation of Offenders Act 1974 ex-offenders do not have to disclose spent convictions. However certain types of posts, particularly those that involve working with children or vulnerable adults or in other positions of trust or sensitive areas, are exempt from these provisions, and in these cases all convictions must be declared.

Within Servite currently all positions will be subject to an Enhanced Disclosure check through Disclosure Scotland as all jobs are deemed to be exempt from the above Act. This will be reviewed from time to time and may be altered if deemed appropriate. The check will be carried out prior to appointment or as soon as practicable. Again job offers will be subject to a satisfactory disclosure check.

Servite has a policy on the Disclosure of Criminal Convictions and the Disclosure Scotland process. Having a criminal record will not automatically debar an applicant from interview or appointment. Each case will be handled individually.

## 11.5 Eligibility to work in the UK

It is an offence for an employer to employ an individual who does not have permission to live or to work in the United Kingdom therefore applicants will be asked to produce relevant documents to prove their eligibility in line with the Immigration, Asylum and Nationality Act 2006. Offers of employment cannot be made until these checks are deemed to be satisfactory.

## 11.6 Declaration of Fitness

The Care Commission recommends that candidates make a self declaration of their physical and mental capability to undertake the work on offer. The relevant form will be sent to candidates when they are invited to interview.

## 12 The Job Offer

Once the successful applicant has been identified all applicants should be written to as soon as possible to inform them of the outcome. The offer letter will state the specifics of the job and any conditions, including any pre-

conditions or post-conditions. A written statement of the main terms and conditions of employment is required by law to be issued to the employee within two months of them starting work and this will be issued on receipt of the signed offer letter.

### **13 Induction**

Following the appointment to the post, an induction programme will be developed for the new employee by the line manager with input from the HR department as necessary.

### **14 Records Management**

All applications submitted to the HR Department, together with feedback from the short listing process and the interview assessment form will be kept in the recruitment file for 6 months following the date of interview. All information relating to unsuccessful applicants will be destroyed after this period. Information relating to the person appointed to the post will be transferred into their personal file. Please note: under the Data Protection Act 1998 candidates can request all information in relation to recruitment process, including any notes taken.

### **15 Review of Recruitment Practice**

Recruitment procedures and practices will be kept under review so as to ensure that this policy is being adhered to and to ensure that it does not include requirements or conditions that constitute, or may lead to, unlawful discrimination.

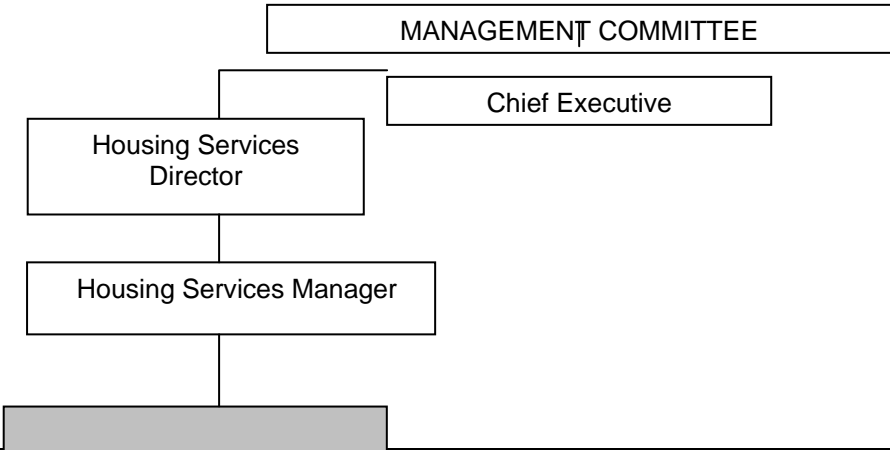
### **16 Complaints**

Any applicant who feels that they have not been treated fairly in the recruitment and selection process should contact the HR Officer in writing who will investigate the matter and report back to the applicant.

Appendix 1

Servite Housing Association – Staff Recruitment Request

<b>SECTION 1 – POST DETAILS</b>			
Post title			
Department/Location			
Permanent or temporary appointment	Permanent / Temporary (delete as appropriate)		
If temporary, expected duration of appointment	Start date: ..... End date: .....		
Reason for temp. appointment			
Proposed start date			
Hours:	Grade:		
Starting salary			
Is the post in budget?	Yes / No If no, how will the post be afforded: ..... .....		
<b>SECTION 2 – REASON FOR RECRUITING</b>			
To replace a leaver	Name of leaver: .....		
New post	(Tick as appropriate):		
<b>SECTION 3 - ADVERTISING</b>			
Please give suggested /preferred publications or other external media for advertising or reason(s) for requesting advertising on an internal-only basis: ..... .....			
(NB all permanent posts will normally be advertised externally)			
<b>SECTION 4 – REVIEW OF NEED FOR POST</b>			
Reason for recruitment::			
If this is a <u>replacement</u> post, please confirm: (tick box)	Post has been reviewed and there is a continued need for it		
	A review has taken place of the contracted hours & grading & changes have been appropriately authorised		
If this is a <u>new</u> post, please confirm:	Budgetary approval has been received and funding is available		
Opportunity for secondment?	Yes:		No:
Opportunity for job share?	Yes:		No:
Signed:	Date:		
Name (Block Capitals):			
<b>Please submit completed form to HR Department. Completed forms will be submitted to the monthly Executive Group meetings for authorisation. Please note the recruitment process cannot commence until full authorisation has been given.</b>			
Signed: (On behalf of Exec Group)		Date	

<b>Job Title:</b>  <b>Department:</b> Housing Services	<b>Grade/Salary:</b>
<b>Position of Job in Organisation Structure</b> <div style="text-align: center;">  <pre> graph TD     MC[MANAGEMENT COMMITTEE] --&gt; CE[Chief Executive]     MC --&gt; HSD[Housing Services Director]     HSD --&gt; HSM[Housing Services Manager]     HSM --&gt; Job[ ]           </pre> </div>	
<b>Main Purpose of the Job;</b>	
<b>Core responsibilities: e.g.</b>	<b>Key results/outcomes/impact:</b>
<b>Accountability:</b>	
<b>Responsible to:</b> Housing Services Manager <b>Responsible for:</b>	
<b>Key relationships with:</b>  <b>Internal</b>  <b>External</b>	
<b>Essential skills, experience and competences:</b>	
<b>Sign off (Chief Executive)</b> ..... <b>Date</b> ..... Specific targets agreed: <ul style="list-style-type: none"> <li>•</li> <li>•</li> <li>•</li> </ul> Review date.....	

**EXAMPLE PERSON SPECIFICATION****POST: Scheme Assistant****LOCATION:**

<b>CRITERIA</b>	<b>WHERE FOUND: (AF APPLICATION FORM, I - INTERVIEW, R - REFERENCES</b>	<b>ESSENTIAL</b>	<b>DESIRABLE</b>
<b>Education/Training/Qualifications</b>			
SVQ 2 in Housing or Care	AF		✓
Food Hygiene certificate	AF		✓
<b>Work Experience</b>			
Experience in supported housing	AF/I/R	✓	
Experience of dealing with elderly people	AF/I/R	✓	
<b>Knowledge/Skills/Abilities</b>			
Able to use initiative	I	✓	
Able to work under pressure	I	✓	
Excellent communication skills	I	✓	
<b>Personal Qualities/Special Circumstances</b>			
Team player	I	✓	
Motivated for the role	AF/I	✓	

**Appendix 4**

**CANDIDATE SHORTLISTING FORM**

<b>Post title:</b>	<b>Post reference:</b>	<b>Date of Shortlisting:</b>
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Record your rating on each of the applications:

<b>Key:</b>	<b>5 = Fully meets criteria</b>	<b>3 = Partially meets criteria</b>	<b>0 = Does not meet criteria</b>
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<b>Candidate Number / Initials:</b>																			
<b>Criteria (from Person Specification)</b>																			
<b>OVERALL RATING</b>																			

Appendix 5

**INTERVIEW ASSESSMENT FORM** (to be completed by EACH panel member)

<b>CANDIDATE:</b>							<b>VACANCY:</b>	
		<b>RATING</b>					<b>COMMENTS</b>	
		1	2	3	4	5		
<b>1</b>	<b>Education/Training/Qualifications</b>							
<b>2</b>	<b>Work Experience</b>							
<b>3</b>	<b>Knowledge/Skills/Abilities</b>							
<b>4</b>	<b>Personal Qualities/Special Circumstances</b>							
	<b>Scores</b>						<b>Total Score:</b>	

<b>Key:</b>	<b>5 = Very much above average</b>	<b>4 = Above average</b>	<b>3 = Average</b>	<b>2 = Below average</b>	<b>1 = Very much below average</b>
<b>Recruitment decision (tick as appropriate)</b>				<b>Offer post:</b>	<b>Unsuccessful:</b>

<b>Signed:</b>		<b>Job Title:</b>		<b>Date:</b>	
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