



Policy on Recruitment and selection

Date approved by Assurance sub-Committee:
Latest review date:

December 2022
December 2026

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1. Introduction

- 1.1 Cernach Housing Association recognises that its employees are its greatest asset and that it relies on the skills, competencies and contribution of all employees to deliver high quality services to all its tenants and customers. The Association is therefore committed to the recruitment, selection and appointment of the right people to meet the needs of the organisation and to actively promote equality and diversity.
- 1.2 The recruitment and selection procedures will be in accordance with current statutory regulations and will also reflect best practice.
- 1.3 Any employee or Committee member involved in the recruitment and selection of employees will receive the relevant training and guidance including the importance of equality of opportunity and the avoidance of discrimination.
- 1.4 The Association has an equality and human rights policy that underpins all of its work. The application of the equality and diversity policy is implicit within this policy statement.

2. Aims of the policy

- 2.1 The aims of this policy are:
 - To recruit and select the best candidate for every vacancy
 - To ensure that access to employment opportunity is based on fair, objective and job-related criteria
 - To monitor and measure the effectiveness of the Association's recruitment and selection practices
 - To reflect the Association's professionalism through the implementation of the recruitment and selection process

3. Principles

- 3.1 This policy will be operated within the following principles:
 - Be clear and understood by all employees
 - Be fair and equitable and non-discriminatory
 - Reflect the needs of the organisation
 - Remain confidential amongst relevant parties

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- Reflect statutory requirements and best practice
- Recognise, welcome and promote diversity amongst the workforce

4. Vacancies

4.1 When a vacancy arises within the Association, the line manager and Director will consider whether:

- The vacancy requires to be filled
- New skills and responsibilities are needed
- The function, work patterns or new technology altered the job
- The tasks can be absorbed within an existing job role

4.2 The Corporate Services Officer will also be involved in line with their job description.

5. Requirement to recruit employees

5.1 The need to recruit employees may be required for a number of reasons.

- Jobs may become vacant as a result of retirement, resignation, or dismissal
- The existing complement of employees or staff, for example, trainees or agents, may be required to be increased following a staff structure review or other similar exercise

5.2 In any recruitment exercise, the Association will define the process by which recruitment will be applied given the circumstances of the post.

6. Stages of recruitment

6.1 Following confirmation that recruitment is required, as described above, a timetable for recruitment will be drawn up by the line manager.

6.2 Where the post is to be retained as existing, the Director may agree to the recruitment process may commence immediately.

6.3 A job description and person specification will be prepared (or reviewed) which describes the tasks and responsibilities attached to the job and the experience, skills, aptitude, and knowledge required by the post holder. This

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will include a general description of the purpose and context of the post within the Association, the main duties and the scope of the job.

- 6.4 All job vacancies will be advertised, as appropriate, internally and externally at the same time. In the event that there is a re-structuring/redundancy situation within the Association, then internal advertising will be exhausted in the first instance and where there is more than one potentially redundant employee, the best candidate will be appointed using the selection process.
- 6.5 Where the post is temporary, such as to cover parental leave, long-term sick leave or to fulfil a specific task, then consideration will be given to advertising for a secondment – this may be in addition to or instead of the more traditional appointment route.
- 6.6 The salary applying to the post requires to be considered and will be applied from the appropriate EVH scale and spinal points.
- 6.7 The conditions of service will be the EVH standard conditions of services. Any variation to this must be agreed by the Management Committee.

7. Advertising

- 7.1 The Association will advertise all posts via a number of outlets. This would include EVH, SHN, *Indeed* and our own website. We will normally use EVH for advertising posts but will generally undertake the administration in-house. All applications received at the closing date will be passed to the line manager (the lead officer in the recruitment). Copies may also be shared with the Corporate Services Officer in their recruitment support role and, on request, the Association's Director or Depute Director
- 7.2 The Association will conduct its own interviews and selection but may, if agreed by the Assurance sub-Committee or the Management Committee, engage the services of an external recruitment consultant (EVH or similar).

8. Recruitment information

- 8.1 Recruitment information will normally be available to download from the various advertising website as well as the Association's own. The following information will be included in all application packs:

- Covering letter including closing date information
- Job description

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- Person specification
- Conditions of service
- Application form for employment
- Equal opportunities statement and monitoring pro forma

8.1 The Association will not consider applications returned after the closing date and Curriculum Vitae will not be considered.

8.2 To avoid discrimination, personal details will be detached and will not be made available to the selection panel for either interview selection or following interviews.

9. The selection process

9.1 Only candidates meeting all of the essential criteria will be selected for interview.

9.2 The number of candidates selected for interview will vary depending on (i) the nature of the post and (ii) the number of candidates meeting all of the essential criteria. Irrespective of the number of candidates we wish to interview, anyone indicating that they wish to participate in the Job Interview Guarantee Scheme will automatically be invited to interview if they meet all of the essential criteria.

9.3 All members of the selection/interview panel will complete and sign pro formas and these will be retained on file for a period of six months after an appointment has been made.

9.4 The Interview panel will be as follows:

9.4.1 Senior posts (Grades 9 and 10)

- At least one senior staff member
- At least two Committee members
- Corporate Services Officer (servicing the panel)

9.4.2 Support and frontline posts (Grades 1 to 8)

- Any two members of the management team
- Up to two members of the Assurance sub-Committee if they so wish
- Corporate Services Officer (servicing the panel)

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9.5 A scoring system will be used and the candidate with the highest score will be offered the appointment. Where two or more candidates attain identical scores, the interview panel will discuss the scores and agree a preferred candidate. If this is not possible, then the Association may conduct second interviews with the leading candidates.

9.6 Recruitment of the senior officer

9.6.1 When the Association is recruiting for the senior officer, there would normally be a longer lead in time than with other roles. Advertisements would be published in reputable platforms, for example, EVH, Scottish Housing News, *Indeed*, but this may also be extended to include national or regional press. The role and responsibilities of the post will be agreed by the Assurance sub-Committee with input from the outgoing Director and/or EVH.

9.6.2 There is likely to be a two-stage interview process with the interview panel ensuring the interests of Association are at the forefront of their decision-making. This could be, for example:

- A behavioural assessment day followed by an interview on a separate day (this was the approach used in 2015)
- Psychometric testing following by an interview – with the results of the testing informing who is selected for interview
- A first interview followed by leading candidates being invited to a second interview

The Assurance sub-Committee will seek external advice on the interview approach; where behavioural assessment or psychometric testing is being used, the Association will seek input from an external advisor who is trained to interpret such tools.

9.6.3 We believe that the person with best knowledge of the day-to-day requirements of the Director post is the current incumbent. Unless there is a reason not to involve the outgoing Director, they will participate in the process in a strictly advisory capacity.

10. Offers of employment

10.1 All offers of employment, both oral and written, will be issued by the Director on the Association's behalf and will be subject to the receipt of satisfactory references and satisfactory basic disclosure and criminal record checks.

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10.2 Offers will state the start date, relevant salary scale, spinal point placing and arrangements for awarding increments. On increments, staff joining the Association on or before 31 December in a given year will be eligible for any applicable increments on 1 April the following year; staff joining between 1 January and 31 March will be eligible for their first applicable increment on 1 April of the next again year. For example:

- Someone joining on 5 November 2022 will be eligible for their first increment on 1 April 2023
- Someone joining on 21 January 2023 will be eligible for their first increment on 1 April 2024

The above principle will also apply to members of staff moving grades within the Association, such as via a promoted post.

11. Review

11.1 This policy will be reviewed every four years or earlier in line with legal, regulatory or best practice requirements. The next review will take place in or before December 2026.

Cernach Housing Association Equality Impact Assessment Tool



Name of the policy / proposal to be assessed	Recruitment and Selection	Is this a new policy / proposal or a revision?	Revision
Person(s) responsible for the assessment	L Crawford		
1. Briefly describe the aims, objectives and purpose of the policy / proposal	The aims of this policy are to recruit and select the best candidate for every vacancy and ensure that access to employment is based on fair, objective and job-related criteria. The policy also sets our processes and standards towards to every employment process.		
2. Who is intended to benefit from the policy / proposal? <i>(e.g. applicants, tenants, staff, contractors)</i>	Staff team and prospective candidates.		
3. What outcomes are wanted from this policy / proposal? <i>(e.g. the benefits to customers)</i>	This policy commits the association to a robust recruitment and selection process to ensure the same process is followed and candidates receive a fair and professional application and interview experience.		

4. Which protected characteristics could be affected by the proposal? *(tick all that apply)*

Age
 Disability
 Marriage & Civil Partnership
 Pregnancy/Maternity
 Race

Religion or Belief
 Gender
 Gender Reassignment
 Sexual Orientation

5. If the policy / proposal is not relevant to any of the **protected characteristics** listed in part 4, state why and end the process here.

	Positive impact(s)	Negative impact(s)
<p>6. Describe the likely positive or negative impact(s) the policy / proposal could have on the groups identified in part 4</p>	<p>We offer an interview guarantee scheme, automatically entitling candidates to an interview if they identify as having a disability.</p>	<p>It may be that an applicant is subject to unconscious bias by those on the interview panel. Unconscious biases are social stereotypes about certain groups of people that individuals form outside their own conscious awareness.</p>
<p>7. What actions are required to address the impacts arising from this assessment? (<i>This might include: collecting additional data, putting monitoring in place, specific actions to mitigate negative impacts</i>).</p>	<p>Unconscious bias is difficult to completely mitigate against. As an organisation our EDI policy clearly sets our commitment to equality and inclusion.</p> <p>Further actions we are taking to mitigate against negative impacts in relation to the recruitment and selection policy are:</p> <ol style="list-style-type: none"> 1. Ensuring staff undertake regular equality, diversity and inclusion training. 2. Requiring at least 2 members of staff on every interview panel, with an additional member of the Management Committee for senior positions. 3. Advertising vacancies on various platforms to reach a wide range of people. 4. Blind sifting applications. 5. Following best practice guidance from EVH. 6. Clear recording and evidence of employment process. 7. Promoting an inclusive environment. 	

Signed:  Job title: Corporate Services Officer

Date the Equality Impact Assessment was completed: 18/11/22