



## RECRUITMENT AND SELECTION POLICY

Last reviewed by Management Committee: 6/12/23

Date due for review: December 2026

The information in this document is available in other languages or on tape/CD, in large print and also in Braille.

For details contact the Association on 0141 578 0200 or e-mail: [admin@hillheadhousing.org](mailto:admin@hillheadhousing.org)

本文件所載資料備有中文(廣東話)版本，也可以製作成錄音帶/光碟，以及利用特大字體和凸字印製，以供索取。  
欲知有關詳情，請聯絡本協會，電話：0141 578 0200，或向我們發送電郵，電郵地址：  
[admin@hillheadhousing.org](mailto:admin@hillheadhousing.org)

Tha am fiosrachadh anns an sgrìobhainn seo ri fhaotainn ann an Gàidhlig no air teip/CD, sa chlà mhòr agus cuideachd ann an Clò nan Dall.  
Airson tuilleadh fiosrachaidh, cuiribh fios dhan Chomann air 0141 578 0200 no cuiribh post-dealain gu: [admin@hillheadhousing.org](mailto:admin@hillheadhousing.org)

इस दस्तावेज़ में दी गई जानकारी हिन्दी में भी या टेप, सी डी, बड़ी छाप और ब्रैल में भी उपलब्ध है। विवरण के लिए एसोसिएशन को नम्बर 0141 578 0200 पर या ई-मेल के द्वारा सम्पर्क करें: [admin@hillheadhousing.org](mailto:admin@hillheadhousing.org)

ਇਸ ਦਸਤਾਵੇਜ਼ ਵਿੱਚ ਦਿੱਤੀ ਗਈ ਜਾਣਕਾਰੀ ਪੰਜਾਬੀ ਵਿੱਚ ਵੀ ਜਾਂ ਟੇਪ, ਸੀ ਡੀ, ਵੱਡੀ ਛਪਾਈ ਅਤੇ ਬ੍ਰੈਲ 'ਤੇ ਵੀ ਉਪਲਬਧ ਹੈ। ਵੇਰਵੇ ਲਈ ਐਸੋਸਿਏਸ਼ਨ ਨੂੰ ਨੰਬਰ 0141 578 0200 'ਤੇ ਜਾਂ ਈ-ਮੇਲ ਰਾਹੀਂ ਸੰਪਰਕ ਕਰੋ: [admin@hillheadhousing.org](mailto:admin@hillheadhousing.org)

اس دستاویز میں درج معلومات اردو زبان یا آڈیو ٹیپ / سی ڈی، بڑی طباعت اور بریل میں بھی دستیاب ہیں۔  
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<b>Regulatory Compliance</b>	Standard 1 – The governing body leads and directs the RSL to achieve good outcomes for its tenants and other service users.
<b>Financial Impact</b>	Low
<b>Risk Assessment</b>	Low

## **1.0 INTRODUCTION**

- 1.1 Hillhead Housing Association 2000 is committed to Equal Opportunities principles and practices, and to ensuring that all current legislation and recommended good practice is followed in all stages of the recruitment and selection process.
- 1.2 The Association acknowledges that certain people are discriminated against by employment systems. The Association is therefore committed to avoiding discrimination in recruitment and employment practices. All staff and Committee Members involved in recruitment and selection will comply fully with the procedures attached to this policy, and to the Association's Equalities & Diversity Policy.
- 1.3 The Director has responsibility for the implementation of the Recruitment & Selection Policy.

## **2.0 POLICY STATEMENT**

- 2.1 The Association will comply with all existing and relevant anti-discrimination legislation and codes of practice in all stages of recruitment and selection, and will demonstrate best practice as an employer in relation to employment rights and equal opportunities.
- 2.2 The Association will only recruit staff following Committee authorisation, and on the basis that there is a genuine vacancy which cannot be covered by existing staff within the organisation.
- 2.3 Where appropriate, all permanent posts, and in all temporary posts of a duration of 12 months or more will be advertised internally, and in the appropriate local, national, ethnic, evening and/ or professional publications, as approved by the Director. The Director may approve alternative advertising and recruitment arrangements for temporary posts of less than 12 months duration.
- 2.4 The Association will ensure that Committee members and staff involved in recruitment and selection receive equality and diversity 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.
- 2.5 The Association will seek to ensure that no-one receives less favourable treatment or is disadvantaged by conditions or requirements which cannot be shown to be justifiable.
- 2.6 The Association will seek to ensure that all applicants are treated fairly and equally, and that all decisions on recruitment and selection are based on the job criteria, as set out in the person specification.

- 2.7 The Association respects community diversity and will seek to ensure that vacancies are accessible to all sectors of the community.
- 2.8 The Association will provide all applicants for employment with full, clear and accurate information regarding the vacant post and the organisation.
- 2.9 The Association will ensure that all applications 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.
- 2.10 Successful candidates to new and vacant posts will be selected on merit through shortlist, testing (if applicable) and interview in accordance with the person specification and the Association's standard short listing process.
- 2.11 The detailed recruitment and selection procedures are described in the attached document. It is the responsibility of the Director to ensure that these procedures are followed by all staff.

### **3.0 MONITORING**

- 3.1 To comply with the Equalities & Diversity Policy, all applications will be monitored as detailed in Section 11 of the Procedures. The aims of the monitoring processes are:-
  - to confirm that the Association's Recruitment and Selection Procedures are non discriminatory;
  - to assist in identifying procedures which require to be improved;
  - to contribute to the setting of any targets the Management Committee deems necessary, arising from reviews of the Equality & Diversity Policy.

### **4.0 REVIEW**

- 4.1 A review of this Policy and of the associated procedures will be carried out by the Management Committee at least every 3 years or at lesser intervals if required.

**HILLHEAD HOUSING ASSOCIATION 2000**  
**RECRUITMENT AND SELECTION PROCEDURES**

## **INTRODUCTION**

The following procedures must be followed when recruiting an additional member of staff or appointing to an existing vacant post. Standard letters and forms should be used unless alternatives have been agreed with the Director.

### **1. PLANNING FOR INCREASES IN STAFF ESTABLISHMENT**

New and/or additional posts may be created within the organisation from time to time to cover increases in workload. In most cases the increases in workload should be foreseeable. Additional posts, therefore, should be planned at early stage - the obvious time being during the preparation of the Association's Internal Management Plan and budget. All proposed additional posts require the outline approval of the Association's Management Committee at this stage.

### **2. REPLACING EXISTING POSTS AND CREATING ADDITIONAL POSTS**

Even where a post has been given outline approval and is provided for in the budget, it should not be assumed that permission to recruit to the post will automatically be granted.

For existing posts, and new posts included in the budget, the Management Committee requires that a detailed case for the recruitment of a replacement member of staff is made to and approved by the Director (and for the Director's post, made to and approved by the Management Committee, with appropriate regulatory procedures being adhered to).

For any additional non budgeted posts, a detailed case must be submitted initially to the director, and thereafter to the Human Resources Sub Committee with the Director's recommendation. The Human Resources Sub Committee will consider the present and anticipated workload of the Association, as well as the financial implications, when considering the case for the creation of a new post.

Proposals to change the contract arrangements of an existing post (e.g. Part-Time to full time, from a temporary to a permanent contract) will be treated in the same way as in the procedure for a new post, depending on whether or not the proposal has been included in the budget.

### **3. OBTAINING PERMISSION TO RECRUIT**

The Director is responsible for the recruitment and selection of staff in the Association. To obtain permission to recruit the Director should:

- 3.1 Check whether outline Committee approval for a new post exists (in most cases it should be included in the Internal Management Plan and budget) and obtain Committee approval if it does not already exist;
- 3.2 Check whether the cost of the post and associated expenses are provided for within the Association' budget, and if not, prepare proposals for the funding of the post (e.g. through making a service charge);
- 3.3 The Director must be satisfied that:
  - there is a job to be done which cannot be covered elsewhere by existing staff within the Association, i.e. there is no spare capacity elsewhere;
  - the proposed job description, person specification, contract type and duration, grade and hours are reasonable and fit in with the existing EVH Grading Guidelines and do not result in duplication in comparison with other staff members.
- 3.4 For new posts and for changes to existing posts which increase overall staffing, which have not been included in the budget, a report should be submitted to the Human Resources Sub Committee with the following information:
  - why and when the post is required;
  - main duties and responsibilities;
  - proposed contract type and duration, hours of work, grade and salary band;
  - proposed composition of the interview and selection panel, which will consist of either 2 or 3 people depending on the grade of the vacancy, and at least 3 for the Director's post;
  - confirmation that the requirements outlined in paragraphs 3.1 to 3.3 above have been met, including details of the proposed funding for the post.
- 3.5 Following approval to recruit by either the Director or Committee, the Head of Corporate Services will work alongside the appropriate Line Manager in order to agree the following:
  - time scale for advertising, selection and appointment;
  - advertising arrangements and text of advert;
  - job description;
  - application form and other information to be sent to the candidates;
  - person specification;
  - short-listing, interview and any testing arrangements

These documents shall all be designed to elicit the information required in relation to the person specification, and to give every applicant equal opportunity to answer questions or to demonstrate that they have the necessary skills and experience.

#### **4.0 ADMINISTRATIVE ARRANGEMENTS**

The Head of Corporate Services will ensure the following:-

- placement of advertisement within appropriate publications, website etc.
- a supply of recruitment packs which will include the following information:
  - Job Description
  - Person Specification
  - Summary Terms & Conditions
  - Application Form
  - Equal Opportunities Monitoring Form
  - Background Information
  - Committee and Staffing Structures
  - Applicant Privacy Notice

The advert will feature the “Disability Confident” symbol and the recruitment pack will include information about the Association’s commitment to disability and that assistance etc will be provided for any applicant with a disability.

#### **5.0 HANDLING APPLICATIONS AND ENQUIRIES**

- 5.1 All staff involved in the recruitment and selection process will ensure that strict confidentiality is maintained at all times. Any breach of confidentiality will be regarded as a serious offence, to be dealt with in accordance with the Association’s Disciplinary Policy.
- 5.2 All returned applications will be referenced by Corporate Services staff, who will also separate equal opportunities returns and personal data forms from the main body of the application forms. Following the closing date, copies of the application forms, minus equalities and personal information will be passed to members of the interview panel.
- 5.3 Following the interview, all copies of the application forms will be returned to the Head of Corporate Services, to maintain confidentiality. The originals of each form will be retained, and all copies will be shredded.
- 5.4 The Head of Corporate Services will arrange for the original copies of the application forms from all the unsuccessful candidates to be retained in secure locked storage for 6 months from the date of interview, and thereafter ensure that they are destroyed by shredding.

#### **6.0 SHORT LISTING AND INTERVIEW**

- 6.1 A panel which may comprise staff only, or may also include Committee Members, will carry out the recruitment process for each vacant or new post. 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 short list will also participate as interviewers to ensure consistency in recruitment.

- 6.2 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.
- 6.3 During the short-listing process - if a panel member recognises a candidate's details, who is known to the panel member, they should declare this interest and exclude themselves potentially from the panel if the person is to be shortlisted.
- 6.4 The interview and selection panel will meet as soon as possible after the closing date, to:-
- discuss shortlist assessments for each candidate
  - agree the format of the interview and selection process (Chair of the panel/questions/tests/presentations etc.):
  - agree questions and tests, which should be designed to test necessary qualities and experience identified in the person specification;
  - confirm the date(s) of the interviews (allow 1 weeks notice for candidates);
  - agree time to allocated to each interviewee, time to confer, for refreshments, etc.;
  - decide which applicants will be invited for interview by discussing the shortlist assessments carried out by members of the Interview Panel. To comply with the Policy, the panel Chairperson will, after the first round of agreeing which candidates meet the essential criteria, liaise with the Head of Corporate Services handling the monitoring information, to identify any who are guaranteed an interview.
- 6.5 The Head of Corporate Services will ensure that the short listed candidates are invited in writing for interview, that they are informed about the selection process (including general information about any tests, etc.) and provided with details of the interview location, and whether interviews will be carried out in person or remotely.
- 6.6 The Head of Corporate Services will ensure that the interview arrangements are confirmed with the panel members.
- 6.7 The relevant line manager will draft the questions and comment pro-formas for use by the panel.
- 6.8 The panel will interview the short listed candidates and agree:-
- which candidate should be offered the post;
  - the salary to be offered;
  - the hours of work to be offered;
  - the proposed start date;
  - any other action to be taken.
  - The reasons for not selecting each of the other candidates which must be recorded on the individual's application form or interview notes.

The successful candidate will be contacted by the relevant line manager or Head of Corporate Services to offer the position subject to satisfactory references. This will initially be by telephone and followed up in writing.

## **7.0 OFFERING THE JOB AND FINALISING DETAILS**

7.1 The Head of Corporate Services will send an offer letter to the preferred candidate, confirming the start date, hours of work and pension arrangements. The letter will confirm the offer being subject to receipt of satisfactory references.

The offer letter will also be accompanied by:

- Terms and conditions of employment
- Declaration of Interests Form
- Staff Code of Conduct
- Employee Privacy Notice

7.2 The Head of Corporate Services will arrange for the referees identified in the successful candidate's application form to be contacted. They will be asked to complete and return a reference form (Appendix 1). A copy of the job description will also be included to allow them to comment on the suitability of the candidate for the role.

7.3 The unsuccessful interviewees will be written to, following acceptance from the preferred candidate. An unsuccessful candidate may contact the Association for "feedback" on their performance. Such requests may be responded to at the relevant Manager's discretion, but every care must be taken to protect the interests of the Association by restricting comments to points relating to the person specification and avoiding any subjective judgements or comparisons.

7.4 The relevant Manager will meet with any internal candidate who was interviewed as soon as possible after the interview. The purpose of the meeting will be to advise the staff member of the panel's decision and, where appropriate, answer any questions the staff member may have about their interview.

7.5 The relevant Manager will advise the Finance Officer of the starting date and salary details, and will advise all other staff of the appointment.

7.6 The Head of Corporate Services will ensure that the following are arranged or provided:-

- desk, computer, equipment, phone, diary, staff handbook
- induction programme, including use of attendance management system

If any element of home working is involved, the Head of Corporate Services will ensure arrangements are in place to facilitate this, and will also liaise with the Association's Health & Safety Administrator in this regard.

## **8.0 DATA PROTECTION**

Hillhead Housing Association will treat applicants' personal data in line with its obligations under the current General Data Protection Regulation and its own Privacy Policy. Information regarding how applicants' data will be used and the basis for processing data is provided in the Association's Privacy Notice.

## **9.0 EQUAL OPPORTUNITIES**

The Association will seek to ensure that in implementing this policy that no group, organisation or individual will receive less favourable treatment or be discriminated against regardless of their race, colour, ethnic or national origin, language, belief, age, sex, sexual orientation, gender realignment, disability, marital status, pregnancy or maternity. We will positively endeavour to achieve fair outcomes for all.

## **10. COMPLAINTS**

If a complaint is received about any state of the recruitment and selection process it should be resolved promptly in the first instance and verbally, where it is appropriate to do so. If the complainant wishes to pursue the matter further they should be advised to put the complaint into writing and address it to the Director who will investigate the matter and liaise with the complainant.

## **11. MONITORING AND REVIEW**

- 11.1 All applications will be monitored in accordance with the Association's Equalities & Diversity Policy. The monitoring will be undertaken by the Head of Corporate Services, who will use the data as the basis for a report to the Human Resources Sub Committee on the recruitment and selection procedures for the particular post.
- 11.2 These procedures will be reviewed at the same time the Recruitment & Selection Policy is being reviewed.

**Appendix 1**

**Reference – Strictly Confidential**

Job Title:	Applicant:
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1. Occupation of person completing form	
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2. How long have you known the applicant?	
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3. In what capacity? (employer/manager/socially etc)	
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4. Are you related to the applicant?	YES/NO delete as necessary
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5. Has the applicant been subject to disciplinary action	YES/NO – if yes please explain
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6. How would you describe the attributes of the applicant please tick appropriate box				
	<b>Excellent</b>	<b>Good</b>	<i>Satisfactory</i>	<i>Unsatisfactory</i>
Technical Competence				
Attendance				
Timekeeping				
Attitude to work				
Attitude to colleagues				
Attitude to management				
Standard of work				
Accuracy				
Learning abilities				
Personal presentation				
Personal qualities (e.g. honesty/integrity)				
I.T. Skills				

7. What are the applicant's reasons for leaving?	
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8. Would you re-employ?	YES/NO (if no please state reasons)
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9. From your knowledge and experience of the applicant, please comment on his/her suitability for the job described. Please find attached, the job description.
Please confirm the applicant's current annual salary: £

10. Name:	
Signed:	Date: