



Muirhouse Housing Association

Title of Policy:	Recruitment, Selection, and Induction Policy
Date of Adoption or Last Review:	November 2021
Lead Officer:	Governance and Compliance Manager?
Approval Date:	8 th November 2021
Review Date	November 2024

If you have difficulty with reading this policy, including any difficulties with sight or hearing, or if you require this document translated into another language, please contact us and we will be happy to provide this information in a format that suits your needs.

Our Vision, Our Mission, Our Values

Our Vision is an engaged, thriving, desirable and eco-friendly Muirhouse with high quality, truly affordable and greener homes.

Our Mission - We will provide high quality, truly affordable homes and services for residents and strengthen our engagement and partnerships to enrich the community and safeguard our environment.

Our Values - In upholding our central value of providing high quality, affordable homes and services, our behaviours and decisions will demonstrate our commitment to

Excellence: Ensuring the highest standards in all that we do and innovating to continually improve. Across the MHA Group, we are committed to providing a high quality, customer focused service that demonstrates value for money.

Caring: Being compassionate about and responding appropriately to the needs of our residents, staff, and Board.

Mutual Respect: Valuing the views, knowledge, expertise, and skills of others and collaborating to achieve good outcomes for residents, staff and the Association. We will continue to be a leading member of the local community, working with our customers and statutory, voluntary, and private sector partners.

This policy applies to

This policy applies to all managers, employees and applicants participating in recruitment, selection, and induction processes.

Policy Summary

This policy provides a clear and consistent approach to recruitment, selection and induction practices, while complying with the relevant legislation.

Equalities

Muirhouse Housing Association are committed to ensuring people or communities do not face discrimination or social exclusion due to any of the following protected characteristics: age; disability; gender reassignment; marriage and civil partnership; pregnancy and maternity; race; religion and belief; sex or sexual orientation.

This document complies with our Equality, Diversity and Inclusion Policy.

Privacy

This policy has been developed and complies with UK General Data Protection Regulation (2018) and the Data Protection Act 2018.

Compliance

SHR Regulatory Standards

Standard 1: The governing body leads and directs the RSL to achieve good outcomes for its tenants and other service users

Standard 4: The governing body basis it decisions on good quality information and advice and indentifies and mitigates risk to the organisations purpose.

Standard 5: The RSL conducts its affairs with honesty and integrity.

Standard 6: The governing body and senior officer have the skills and knowledge they need to be effective.

Additional Sources of Information

<http://www.acas.co.uk>

Related Policies

Equality, Diversity, and Inclusion Policy
EVH Term and Conditions

Contents Page

1. Introduction
2. Principles and Objectives
3. Privacy
4. Approach and Method
5. Equalities and Diversity
6. Monitoring and performance measuring reporting
7. Policy Availability
8. Policy Review

1. INTRODUCTION

- 1.1 Muirhouse Housing Association aims to recruit quality personnel in a fair, efficient and effective manner to ensure that the Association's objectives are met.
- 1.2 Recruitment is the process involved in appointing an individual or individuals to a vacant position. Selection is the process involved in ensuring that the correct candidate is offered the position after various activities have been undertaken by the Association to determine this factor.
- 1.3 The Association is committed to a fair and transparent recruitment process and will strive to achieve equality of opportunity and treatment for all. Our recruitment practices will, therefore, not be influenced by factors such as:
 - Age
 - Disability
 - Gender reassignment
 - Marriage and Civil Partnership
 - Pregnancy and Maternity
 - Race
 - Religion or Belief
 - Sex
 - Sexual Orientation
- 1.4 The Association is also committed to recruitment processes which ensure the sensitive treatment of personal and confidential information about individuals.
- 1.5 There are significant costs involved in the recruitment and selection processes, not least in advertising, general administration, staff and board time for those involved in recruiting staff. It is essential that the Association manages this process in the most efficient and cost-effective manner whilst ensuring that we manage to attract and recruit the most suitable candidates.

2. PRINCIPLES AND OBJECTIVES

- 2.1 To establish clear and consistent recruitment processes.
- 2.2 The attraction and retention of the most suitably skilled and versatile staff where appropriate
- 2.3 To involve Board of Management in the selection process, depending on level of recruitment.
- 2.4 The aim of this policy is to ensure that the Association complies with best

practice in recruitment and selection of staff, ensure that appropriate and efficient staffing structures are in place to meet the operational demands.

- 2.5 To ensure compliance with the Association's Equalities, Diversity and Inclusion policy.
- 2.6 To ensure that the Association has access to the widest possible labour market.
- 2.7 To ensure that recruitment procedures are clear and adhered to by all staff and committee members involved in any recruitment and selection process.

3.0 PRIVACY

3.1 UK General Data Protection Regulation

The Association will treat personal data in line with its obligations under data protection law and its own Data Protection Policy. Individuals are provided with information regarding how their personal data will be used and the basis for processing this in MHA's privacy notices.

4. APPROACH AND METHOD

4.1 Authority to Recruit

- 4.1.1 Muirhouse Housing Association is managed by a Board of volunteers. For each of the three areas below it details who has the authority to recruit and appoint staff. It highlights the areas where responsibility is devolved to the professional staff who manage the Association on a day to day basis.

a) New or Additional Permanent Post

The Authority of the Board of Management is specifically required to recruit additional or new permanent posts.

The Chief Executive is responsible for providing an appropriate background Report to the Board to enable an informed decision to be made. On agreement of the Board, the Chief Executive then authorises the commencement of the recruitment and selection process.

b) Replacement Staff for Existing Permanent Posts

The Chief Executive's specific agreement is required before recruitment and selection process can be undertaken.

c) **Temporary Staffing for a New or Additional Post**

The Authority of the Board of Management is specifically required to recruit additional or new temporary posts.

The Chief Executive is responsible for providing an appropriate background Report to the Board to enable an informed decision to be made. On agreement of the Board the Chief Executive then authorises the commencement of the recruitment and selection process.

d) **Replacement Temporary Staff for Existing Permanent Posts**

The Chief Executive has the delegated authority to decide on the recruitment process to undertake when any permanent posts require to be filled temporarily. These occasions normally arise during one of the following areas:

- Permanent staff members taking maternity leave.
- Permanent staff members taking adoption leave.
- Short or long term sickness absence.
- Criminal Convictions resulting in prison sentence.
- Special leave for a prolonged period, for example, jury duty in a high-profile case which is expected to last a significant period.
- Permanent staff member suspended through disciplinary procedure.
- Permanent staff members taking parental leave.
- Permanent staff member undertaking agreed Training and Development programme for a sustained / prolonged period.
- Permanent staff members taking unpaid time off from employment for a prolonged period.

4.1.2 On most occasions these vacancies will be advertised both internally and externally. Dependent on the type and length of vacancy it may be appropriate to assess our overall staffing levels and consider delegating duties or moving staff around in an 'acting-up' basis for the duration of the vacancy.

4.1.3 Under certain circumstances we may determine that it is necessary to operate out with this standard procedure. These occasions should rarely arise and will usually be intended to cover a short-term period where:

- there is no suitable internal staff that could be considered.
- the time and costs associated with the recruitment process would hinder the Association's Day to day operation.
- there is unlikely to be a suitable agency candidate.
- it is necessary for the candidate to begin undertaking the tasks immediately with minimal training.

Some examples of the types of short-term solutions we may adopt are:

- a former employee being appointed to cover post.
- a consultant being appointed to undertake the post or certain specific tasks within the posts job description.
- by using / sharing staff from another housing provider covering the post or certain specific tasks within the post job description.
- a known person with the relevant local knowledge for the post

The Chief Executive has delegated authority to operate out with the standard recruitment and selection procedure where necessary. For these instances to occur the Chief Executive will examine the options available and approve any appointment on this basis. The Chief Executive will then report to the Board of Management on the reasons for this appointment.

4.1.4 For the purposes of job-sharing posts, the recruitment and selection procedure will be the same as described in this document. Wherever possible, the prospective job share employee should meet the existing job sharer prior to employment.

4.1.5 This recruitment and selection policy and procedure relates to all contracts of employment including:

- Full-time and Part-time permanent employment
- Full-time and Part-time temporary employment
- Full-time and Part-time fixed term employment

4.2 The Role of Training

4.2.1 Any board members and staff who are involved in the recruitment and selection process are given the appropriate training in order to implement the recruitment and selection process effectively whilst complying with legislation.

4.3 Review of a Vacancy

4.3.1 The Association's Board of Management, in conjunction with the Management Team will review annually the overall staffing levels of the Association in accordance with our Business Plan and performance during the previous financial year. Dependent on the outcome of this review it may be necessary to approve and implement changes to the staffing structure in order to best meet the Association's objectives in the ever-changing environment in which we operate.

- 4.3.2 Any recommendations on changing the proposed structure will be approved by the Board of Management before progressing with implementation.
- 4.3.3 In the event that changes to the Association's Staffing Structure will have an impact on the current staff we will conduct a full and meaningful consultation with both the Union and staff affected.
- 4.3.4 When a vacancy arises within the Association the Chief Executive has the delegated responsibility for conducting a full review of the vacant post. The Chief Executive will undertake a variety of procedures prior to the decision to instigate the recruitment and selection processes.

These include:

An in-depth job analysis which involves assessing:

- 1) Does the vacancy require to be filled?
- 2) What would be the costs and benefits to the Association by not filling the vacant post?
- 3) Could the work be redistributed amongst existing staff?
- 4) Are there other methods for filling the vacancy, for example, buy in services or share resources with other Housing Associations?
- 5) A review of the requirements of the post.
- 6) A review of the grade the post should occupy.

The outcome of this review will determine how the vacancy will be filled and should have provided detailed information on the expectations of the post.

4.4. Job Description and Personal Specification

- 4.4.1 The Job Description contains information on the Job Title, Grade, Salary and who the staff member is responsible to. It also includes the key aims of the post and the specific areas of responsibility.
- 4.4.2 The Person Specification lists those attributes that are essential and those that are desirable under the following headings: -
- Experience / Qualifications
 - Knowledge
 - Skills / Abilities
 - Personal Attributes
 - Flexibility / Adaptability
- 4.4.3 The Job Description and Person Specification are accompanied by a Summary of Key Points on Statement of Terms and Conditions of Employment which provides information relating to:

- Salary
- Hours of work
- Holiday leave
- Pension
- Notice period

4.4.4 Steps will be taken to try and ensure that under-represented groups are made aware of vacancies and advertisements will include a short statement on equalities along with the Disability Confident Employer Symbol and must be registered to use this.

4.5 Recruitment Process/Procedure

4.5.1 The Standard Procedure would be as follows:

- Advertise Post
- Set closing date for receipt of applications
- Panel meets to begin short listing (if appropriate)
- Agree interview format
- Fix date of interview
- Finalise shortlist and invite candidates to interview
- Interview and test (if appropriate)
- Inform successful applicants
- Offer successful candidate the job
- Write to others after acceptance received
- Provide feedback to unsuccessful applicants (if appropriate)

4.6. Advertising of Vacancies

4.6.1 The key to getting the right applicant is to choose the method of attracting applicants most appropriate to the job you are trying to fill.

4.6.2 On most occasions' vacancies will be advertised both internally and externally. The only time that this may not be suitable is when:

- There is a need to avoid potential staff redundancies. When a vacancy arises, those who are available for redeployment will be considered for this post. If there is not any staff suitable for this post, then external recruitment will commence.
- As indicated earlier it may be suitable on occasions to consider delegating duties or moving staff around in an 'acting-up' basis for the duration of a temporary vacancy. On these occasions we will advertise both internally and externally to relevant agencies to ensure staff skills meet the requirements of the post.

4.6.3 The advertising of vacancies is intended to create a demand and quality of applicants for the particular post. We will therefore ensure that we advertise in areas that are appropriate to the sector and are fair with no direct or indirect discrimination towards a group(s) of potential applicants.

- **Permanent Recruitment**

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.

- **Internal Recruitment**

All existing staff will be notified of permanent and long term vacancies, especially if on sick leave, maternity leave or holidays and will be eligible to apply for any post.

- **Temporary / Fixed Term Recruitment**

Short-term appointments of less than a year e.g. maternity leave cover, may be advertised internally and filled by internal transfers, where appropriate to do so, or by candidates engaged from suitable employment agencies. Temporary posts more than a year should be advertised internally and externally simultaneously.

4.6.4 Depending on the type of vacancy, the Chief Executive will determine where the position will be advertised.

4.6.5 In some circumstances, especially where there is a need for particularly fast recruitment, a recruitment agency may be preferable to an employer recruiting staff directly. Recruitment agencies which are members of a trade Association are subject to a code of practice and can provide effective recruitment.

4.6.6 Advertisements will contain a short introduction to the Association including the following: -

- Post title
- Grade and salary
- Brief description of job
- Details of how to apply
- Details of the Association address, telephone number and e-mail address.
- Closing date

4.6.7 The Chief Executive must check the wording of the advert to ensure that it meets the requirements of current legislation and the Association's Equality, Diversity and Inclusion Policy.

4.7. Job Applications

4.7.1 The Association will provide all interested applicants with an application pack which includes:

- Job Description
- Person Specification
- Application Form
- Equalities Monitoring Form
- Job Applicant Privacy Notice
- Key Points on Statement of Terms and Conditions of Employment
- Details of closing date
- Whether the post will be subject to Disclosure Scotland

4.7.2 The application form will be split into two areas:

- Application form – Section 1 (Personal Information). This form is purely for employment administration purposes and equalities monitoring. It will NOT be viewed by the shortlisting / interview panel when deciding appropriate candidates for the post.
- Application form – Section 2 (Suitability to Post). This form is used by the shortlisting / interview panel to determine the applicant's suitability for the post. It focuses on the applicant's qualifications, relevant training, current and previous employment and how the applicant matches the person specification.

4.7.3 Modern Apprenticeships

Candidates for modern apprenticeships will also be required to submit application form, which will be subjected to fair short listing procedures. Successful shorts listed candidates will be invited to attend an interview and the most suitable candidate will be selected.

4.8. Supplementary Information

4.8.1 All applicants will be requested to complete an Equalities Monitoring Form which seeks information relating to the ethnic origin, sex, disability (if any) etc of the applicant. Completion of this form is optional and applicants do not have to complete every section.

4.8.2 All applicants will be required to complete a Declaration of Interest section which seeks information relating to any conflict or interests and/or any relationship that they may have to Board Members or staff of Muirhouse Housing Association.

4.8.3 The Association's application form asks candidates to state whether they have had any criminal convictions within the terms of the Rehabilitation of Offenders Act.

- 4.8.4 A Disclosure Scotland check will be carried out for all applicants and depending on the nature of the post, the appropriate type of disclosure will be applied.
- 4.8.5 All successful candidates will be appointed subject to satisfactory references, any necessary PVG checks relevant to the post and verification of relevant qualifications and identity. Where EVH have proposed candidates for interview, references and verification of qualifications will already be in place.
- 4.8.6 All supplementary information such as personal details, equal opportunity and reference details provided will remain private and confidential and will not form part of the information provided to the interview panel.

4.9. Interview panel and Short-listing

- 4.9.1 The Chief Executive and Governance and Compliance Manager will select the interview panel. The interview panel will also serve as the short-listing panel.
- 4.9.2 Prospective employees will normally be interviewed by either two or three people comprising of staff or staff and board. Due to organisational resources, it is not feasible to have interviews conducted by three people on all occasions, but we will ensure for all posts Grade 8 and above that this is the case.

The general guide to who will interview for the grades is detailed below:

(a) EVH Grades 1 – 7

These posts range from Trainee through to Professional Officer.

On most occasions two staff will interview for these posts.

The interview panel will comprise of Governance and Compliance Manager and Housing Officer Services team leader (if appropriate). If these staff members are not available another Line Manager or the Chief Executive will assist in conducting these interviews.

(b) EVH Grade 8

This post relates to a Senior Professional Officer.

On most occasions the interview panel will comprise of three staff / committee members.

Chief Executive, Governance and Compliance Manager, or another appropriate Manager and a Board Member should conduct these interviews.

(c) EVH Grade 9

These posts relate to the Senior Managers within the Association

Interviews for this post will be conducted by three or four staff / board members.

The interview panel will normally comprise of Chief Executive, Chairperson and another Committee Member.

(d) EVH Grade 10

This post relates to the Chief Executive within the Association.

Interviews for this post will be conducted by at least three Board Members, inclusive of two officer bearers and their advisor. Their advisor will normally be another Senior Staff Member from another housing organisation, a recruitment consultant or an EVH representative.

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.

All applicants will be assessed against the person specification developed for the post. The staff / board member will thoroughly read through the relevant application form and identify if, how and to what extent the applicant meets the essential and desirable criteria in the person specification.

- 4.9.3 Each application will be scored against this criterion with the total recorded for essential criteria, desirable criteria and a combined overall score.
- 4.9.4 This process will be conducted separately by at least two staff and / or committee to ensure that each applicant is fairly assessed against the criteria laid down in the person specification. After each staff / board member has reviewed the applications individually they will then discuss their choices and reach agreement on the candidates that should be selected for interview. The reasons for the rejection of each applicant will also be noted on the shortlisting form.
- 4.9.5 On all occasions the same panel that agreed the person specification and intend to carry out interviews for the post will conduct the shortlisting process.
- 4.9.6 As part of the Association's commitment to the 'Disability Confident Employer Symbol' all applications who have indicated that they have a disability and meet the minimum criteria, will be offered an interview for the post.
- 4.9.7 On completion of the short-listing process all candidates will be contacted in writing and advised that they are being offered an interview for the position or that they have been unsuccessful.

4.9.8 Where any member of the interview panel intimates that they have a conflict of interest, another staff or committee member with similar skills or experience will take their place.

4.10. Interviews/Making the Selection/References

4.10.1 Applicants invited to attend an interview will be advised of the date, time and venue of the interview along with details of any presentations or tests required.

4.10.2 The purpose of the interview is to examine in more detail the applicant's suitability to the post. All questions asked by the interview panel are based on the person specification or to supplement or clarify information given by the applicant on their application form.

4.10.3 Each response by the candidate will be scored (normally out of 5). During the interview notes of the responses provided by the candidates will be taken to allow the completion of the Interview Assessment Form which will act as a record of the interview.

4.10.4 At the end of each interview the panel will complete an Interview Assessment Form which looks at the essential and desirable criteria on the person specification. It is used to assess how the candidate demonstrated they met the person specification.

4.10.5 On completion of the interviews the successful applicant will be contacted by a member of the recruitment panel, generally by telephone, and a conditional offer of employment made. This offer will be made subject to suitable references and any other relevant information being received.

4.10.6 On occasions a candidate may intimate either at the application stage or on receipt of their invitation to attend an interview letter that they have a disability that may require special requirements, for example, braille, audio tape, accessibility issues.

When this occurs, we will endeavour to ensure that appropriate adjustments are made to ensure each candidate competes for the vacancy on an equal basis.

4.10.7 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 may be asked to provide an alternative referee.

4.10.8 Applicants reasonable travel expenses incurred whilst attending for interview will be reimbursed.

4.11. The appointment / Unsuccessful applicants / Feedback

4.11.1 Once the appointment panel has made a decision; a conditional offer will be issued to the successful candidate subject to:

- Receipt of satisfactory references
- Original qualification certificates
- Proof of eligibility to work in the UK
- A satisfactory Disclosure Scotland / PVG membership check

The 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.

In line with EVH Conditions of Service an employee moving from another member organisation on the same grade will be placed on their current salary spinal point.

The terms of a written contract of employment will be confirmed and issued subsequently once the aforementioned conditions have been satisfied.

4.11.2 The unsuccessful applicants would then be informed, although the interview panel may request a reserve to be held back in case the offer was not accepted.

4.11.3 In the event that no suitable appointment could be made, Chief Executive. will report to the board with a recommendation on re-advertising the post. Examination of the reasons for a suitable applicant not having been identified in the first instance should be carried out and any required alterations should be made in the next recruitment process.

4.11.4 It can be very helpful to unsuccessful applicants to offer constructive feedback on interview performance. If any applicants request further information, this could be provided based on facts only, which are detailed in the candidate's interview assessment form which is completed during interview. This closure of the recruitment process assists applicants to prepare for future jobs and also promotes good public relations for the Associations.

4.12. Records

Application forms and recruitment documentation must be stored confidentially for a minimum of six months and up to a maximum of one year for unsuccessful applicants. The application form and recruitment documentation for the successful applicant will be held within their personnel file.

4.13. Induction

All new employees will be required to undertake an induction. This will consist of a tour of MHA stock and offices, receiving information on the organisation (Salary details, brief history of the Association, procedures within the Association, Terms and Conditions of Employment, staff structure, UK GDPR and Access to Information training session and Health & Safety briefing). During the first six months, the employee will be invited to meet with the Chief Executive and/or Manager for various discussions to highlight any necessary changes or improvements in the recruitment process.

4.14. Exit Interviews

Exit interviews will be carried out by Chief Executive or Manager when an employee leaves. This may give an insight into consideration or requirement of which the Association may be unaware. Exit interviews may also generate good ideas for useful changes, as well as giving the organisation a better understanding of why staff leave and if any steps might be taken to retain them. A leaving employee will also be asked to sign an Exiting Employee Declaration regarding confidential information and personal data belonging to the Association to which the employee had access during their employment with the Association.

5.0 Diversity & Equalities

5.1 The Association shall adhere to legislation and good practice guidance governing equality and equal opportunities in recruitment and selection. The Association will ensure that it will not discriminate on the grounds of race, colour, nationality, ethnic or national origins, religion, disability, marital status, gender, age, sexual orientation or political beliefs or in the case of internal applicants, length of service.

5.2 The Association shall not discriminate either directly (i.e. will not make assumptions about the characteristics and ability of persons belonging to a particular group) or indirectly (i.e. apply conditions to various people that would have a disproportionate effect on various groups).

6.0 MONITORING AND PERFORMANCE MEASUREMENT REPORTING

6.1 The following areas also will be subject to monitoring and evaluation:

- Risks
- Impacts and outcomes
- Financial and regulatory implications
- Compliance with policy requirements and procedures

These will be actively monitored by the Chief Executive and the Governance and Compliance Manager.

7.0 POLICY AVAILABILTY

- 7.1 This policy will be made available to all staff members within the “Policies” folder and made available on our website.

8.0 Policy Review

This policy will be reviewed every three years, the next review being due in November 2024, or sooner if legislative or best practice.