

Recruitment and Selection Policy

We will provide this policy on request at no cost, in large print, in Braille, on tape or in another non-written format.

We can produce information on request in large print, Braille, tape and on disk. It is also available in other languages. If you need information in any of these formats please contact us on Freephone 0800 479 7979.

如果你向我們提出要求，我們可以為你提供本資訊的其他語言的版本，或者是盲文或磁帶。如果你需要本資訊的任何一種這些版式的版本，請聯繫我們，電話號碼是 0800 479 7979。

Si vous nous le demandez, nous pouvons vous remettre ces informations en d'autres langues, en braille ou sur cassette. Si vous souhaitez que ces informations vous soient fournies sous l'un de ces formats, contactez-nous en composant le 0800 479 7979.

چنانچه مایل باشید می‌توانید این مطالب را به فارسی یا زبان‌های دیگر و همچنین بریل و یا بر روی نوار کاست دریافت دارید. در صورت نیاز خواهشمندیم با شماره تلفن 0800 479 7979 با ما تماس بگیرید.

ਜੇ ਤੁਸੀਂ ਸਾਨੂੰ ਬੇਨਤੀ ਕਰੋ ਤਾਂ ਅਸੀਂ ਤੁਹਾਨੂੰ ਇਹ ਜਾਣਕਾਰੀ ਹੋਰ ਭਾਸ਼ਾਵਾਂ, ਬ੍ਰੇਲ (ਨੋੜਹੀਣਾਂ ਲਈ ਭਾਸ਼ਾ) ਵਿੱਚ, ਜਾਂ ਟੇਪ ਉੱਪਰ ਦੇ ਸਕਦੇ ਹਾਂ। ਜੇ ਤੁਹਾਨੂੰ ਇਨ੍ਹਾਂ ਵਿੱਚੋਂ ਕਿਸੇ ਰੂਪ ਵਿੱਚ ਚਾਹੀਦੀ ਹੋਵੇ, ਤਾਂ ਕਿਰਪਾ ਕਰਕੇ ਸਾਡੇ ਨਾਲ 0800 479 7979 ਨੰਬਰ ਤੇ ਸੰਪਰਕ ਕਰੋ।

Na Pana/Pani życzenie możemy zapewnić te informacje w innych językach, alfabetem Braille'a lub na kasecie. Jeśli chciał(a)by Pan(i) uzyskać te informacje w którejś z tych form, prosimy skontaktować się z nami pod numerem telefonu 0800 479 7979.

Haddii aad na weydiisato waxaanu warbixintan kugu siin karaa iyadoo ku qoran luuqad kale, farta ay dadka indhaha la' akhriyaan ama cajalad ku duuban. Haddii aad jeclaan lahayd in warbixintan lagugu siiyo mid ka mid ah qaababkaas, fadlan nagala soo xidhiidh telefoonka 0800 479 7979.

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Approval body	<i>Executive Team</i>
Date of approval	<i>27 September 2022</i>
Review Year	<i>October 2025</i>
Customer engagement required	<i>No</i>
Trade union engagement required	<i>Yes - For Consultation</i>
Equality Impact Assessment	<i>No</i>

1. INTRODUCTION

- 1.1 Wheatley Homes South Limited (WHS) is committed to the continuous practice of promoting equal opportunities in recruitment and selection and the aim of this policy is to ensure that WHS appoints the most suitable candidates to vacant positions without unfair discrimination. We believe that it is essential to eliminate unfair discrimination and to promote good relations and equality of opportunity in order to utilise to the full, the skills and talents of the entire workforce.
- 1.2 The Policy is designed to both guide and instruct employees and Appointing Officers as to how they can best undertake their responsibilities in accordance with the policies promoting equal opportunities and complying with employment legislation.

2. SCOPE

- 2.1 This Policy applies to all employees, candidates and job seekers undertaking WHS's recruitment process.
- 2.2 The principles and practices described in this Policy apply to the internal and external recruitment of temporary, substantive, and fixed term appointments, both part and full time, in all employment groups and grades.
- 2.3 The procedure incorporates the equality requirements as stated in the Equality Act 2010, Rehabilitation of Offenders Act 1974, Asylum and Immigration Act 1996, Part Time Workers Regulations 2000, Fixed Term Employees Regulations 2002, the Employment Act 2008, The Employment Act 2002, the Employment Rights Act 1996, as amended.
- 2.4 This Policy is non-contractual and may be amended or withdrawn at any time at the discretion of WHS.

3. BASIC PRINCIPLES

- 3.1 For each post there should be identified:
- **An Appointing Officer** – normally the most senior line manager from the proposed Interview Panel.
 - **The direct line manager** - of the potential new employee (who may also be the Appointing Officer).
 - **An HR representative** – where appropriate, to advise the Appointing Officer and attend interviews.

In addition to the above, there may also be a need for a peer representative or a customer representative to sit on the panel. This will be at the discretion of the Appointing Officer.

- 3.2 WHS is committed to Equal Opportunities in employment. This policy is supported by principles outlined in the Group Equality, Diversity and Human Rights policy, which aims to ensure:

- All employees and job applicants are treated fairly and are not subject to unjustifiable requirements or conditions.
- No person is treated less favourably than others on grounds of any protected characteristic as defined by the Equality Act 2010.
- All applicants for employment are selected, and all employees are promoted, solely on the basis of ability to perform the job and are given equal opportunities for training / advancement at WHS.

3.3 Within equality legislation there are limited circumstances in which a stipulation could be made for someone of a particular racial group or sex (an “occupational requirement”) and would apply where, for example, an appointment required someone of a particular sex for reasons of privacy or decency.

i. 3.4 The following principles will apply whenever recruitment or selection for positions takes place:

- Individuals will be screened against the job requirements as laid out in the job descriptions and person specifications.
- Any qualifications or requirements applied to a job that have or may have the effect of inhibiting applications from certain groups of the population should only be retained if they can be justified in terms of the job to be done.
- Information on ethnic origin, sex, disability, and nationality will be collected for monitoring purposes only. This information will not be made available to the selection panel and will not be used in the selection process or for any other use.
- Selection tests should be specifically related to job requirements and should measure the person’s actual or inherent ability to do or train for work. Tests should be reviewed regularly to ensure they remain relevant and free from bias, either in content or in scoring mechanism.
- All recruiting managers and HR team members taking part in recruitment and selection will have been trained in Recruitment and Selection as well as equal opportunities.
- WHS will ensure regular opportunities for such employees to access such training on this process (either in a formal setting or on a one-to-one basis).
- Written records of interviews, reasons for decisions made at each stage of the process and reasons for appointment or non-appointment will be kept by HR for twelve months in compliance with the General Data Protection Regulations and WHS’s Document Retention Policy. Records will then be disposed of confidentially.
- All information held about a candidate must be used only for the purpose for which the information has been collected.
- All candidates will be asked to provide documentary evidence of their right to live and work in the UK, to ensure compliance with the Immigration, Asylum and Nationality Act 2006.
- Reasonable adjustments should be made to reduce any disadvantage faced by any person with a Protected Characteristic as defined by the Equalities Act 2010, including to disabled job applicants who may require a reasonable adjustment to be made when making an application in response to an advertisement.
- The recruitment and selection process for disabled candidates should take into account such adjustments to working arrangements or

physical features of the workplace/station/premises as are reasonable to accommodate their needs and be such that they are not placed at a substantial disadvantage compared with non-disabled candidates.

- Permanent vacancies will need to be advertised externally as well as internally to comply with the requirements of the Scottish Housing Regulator.
- Vacancies may also be restricted to WHS employees for example, when an employee or employees is/ are at risk of redundancy or if ill health prevents an individual from carrying out their current role but are potentially suitable for redeployment.
- If a position becomes vacant within a job share post, then the opportunity to increase working hours will be offered to the other job sharer.

4. RESPONSIBILITIES

General responsibilities are outlined in this section for:

4.1 Responsibilities of EMT and / or Board

The Board and Executive Management Team's responsibilities include, but are not to be limited to:

- Ensuring appropriate training and guidance to all Appointing Officers to promote awareness of the recruitment and selection process.
- Taking into account WHS's Business Plan when considering a vacancy. The need to reduce the establishment must be considered using the guidelines outlined in the Procedures section of this policy.
- Dealing with any breaches of this Policy and / or Equality and Diversity policy as deemed appropriate.
- Reviewing this Policy in line with the policy review dates and ensuring that it is reflective of WHS values and practice.

4.2 Responsibilities of the Appointing Officers

The Appointing Officers' (and other members of the panel involved in the recruitment process) responsibilities may include, but will not be limited to:

- Ensuring that they are trained to take part in the recruitment and selection procedure.
- Demonstrating effective selection and recruitment techniques by applying equal opportunities and keep detailed records of all recruitment activity.
- Being aware of the principles and practices as outlined in the Equality and Diversity Policy.
- Complying with the WHS Code of Conduct, Staff Remuneration Policy and Entitlements Payments and Benefits Policy.
- Raising any behaviour in breach of this Policy to the attention of the Human Resources department.

4.3 Responsibilities of the Employees

The employees' responsibilities may include, but will not be limited to:

- Raising any behaviour in breach of this Policy to the attention of the line manager or where appropriate to the Human Resources department.
- Where applying internally, to follow the procedure outlined in this policy.

5. POLICY

5.1 Filing a vacancy

Recruitment should be thoroughly planned and there should be no assumption that any vacancy will be replaced. It is the responsibility of the relevant Director and Appointing Officer to consider the Business Plan where a vacancy arises within their department. The Director and Appointing Officer should consider the following factors:

- If the post has changed significantly.
- What changes can be made to the role to best suit the needs of the organisation.
- If it is necessary to fill the post.
- If the work can be reorganised or filled part time / with a job share.
- The use of a secondment (for example in the case of covering maternity leave).

5.2 Job Descriptions

Every post must have a job description which should be written in a clear and concise way that is reflective of the role requirements, purpose, and responsibilities of the post. The content of the job description should be reviewed as part of the recruitment process. Any changes to the existing job description should be made in consultation with the Human Resources department.

If the vacancy is a new post; a job description should be written and forwarded to the Human Resources department who will arrange for it to be evaluated under the Job Evaluation process (please see Job Evaluation Policy for further details) to ascertain the pay grade as well as consideration being given to WHS's Staff Remuneration Policy.

5.3 Person Specifications

A person specification ensures that the appropriate criteria are consistently applied in the selection of candidates. It translates the job description into the necessary qualifications, skills, experience, and other attributes required by an applicant to undertake the duties of the post.

Every job description should have an accompanying person specification, which stipulates essential (cannot do the job without them) and desirable (would ideally have) qualities. These qualities should be justifiable and measurable through the application form, assessment tests or interview, and should be:

- *Job Related:* there should be a direct link between the job description and person specification

- *Ability Based*: define clearly the competencies and abilities needed to do the job
- *Measurable*: the specification should be described in terms of measurable or observable factors
- *Objectively Weighted*: more important aspects of the job will be weighted accordingly
- *Specific in Requirements*: stating clearly and objectively what is required

Criteria contained in the job description and person specifications should be strictly relevant to the requirements of the post. The criteria should not be restrictive so as to exclude any particular groups without justification, since this may be viewed as indirect discrimination and therefore unlawful.

5.4 Authorisation to recruit

Authorisation to recruit in the following situations:

- The creation of new permanent posts or temporary posts lasting more than twelve months - Board approval
- The filling of existing posts - Chief Executive, Functional Director, Director of Finance and HR Manager approval
- The recruitment of temporary and fixed term posts of up to twelve months - Chief Executive, Functional Director, Director of Finance, and the HR Manager approval

The Appointing Officer will need to complete an Employee Requisition Form (with the attached job description/person specification) through HR system. The form needs to be authorised by the Chief Executive, the Functional Director, the Director of Finance, and the Director of People Services. The Appointing Officer should allow sufficient time for this process to be completed.

5.5 Advertising vacancies

The aim of advertising is to attract suitable applicants for the post advertised. A post may only be advertised once the Human Resources department has an authorised Employee Requisition Form. All Employee Requisition Forms should be prepared and forwarded to the Human Resources department at least one week in advance of advertising to allow sufficient time for approval and for publication of the advertisement.

WHS is committed to being an Equal Opportunities employer and welcomes all applications from all sectors of the community. Recruitment for every post will usually be advertised to:

- *Internal applicants*: via an email to all staff and posted to the WHS website.
- *External applicants*: via the WHS website and may be placed in a variety of local and national newspapers, journals and websites depending on the target audience of the position.

The advertisement will include a description of WHS, the post title, grade and location, a short description of the job including duties and

responsibilities, key experience, skills, and qualifications required, and notification of required Disclosure Scotland application level.

The use of a recruitment agency may only be considered for positions where there is an urgent and immediate requirement for the position or where WHS recruitment processes have failed to attract appointable candidates. The expense of agency appointments should mean that they are made in the short term (up to a maximum of 12 weeks). Agency appointments should go through the same authorisation process.

5.6 Applications

Applications for all posts will be made via the WHS online recruitment platform and all supporting documentation will be posted on the site by Human Resources department. All applications will be acknowledged via the system. Hard copies of the application pack will be made available if required.

5.7 Shortlisting

The short listing must take place as soon as possible and be carried out by at least two people (who will normally be involved in the interviews) using the online Recruitment platform. The shortlisting procedure is to select the people who best evidence the Essential and Desirable Criteria. The reason for rejection will be recorded and the Appointing Officer should give feedback to applicants not selected for shortlisting if required.

To avoid discrimination, shortlisting must be based only on the information contained in the application form, using the job description and person specification as the criteria, with the purpose of obtaining the best match. In order to fulfil the commitment with regard to meeting Positive about Disability standards, all applicants with a disability who meet the essential criteria will be guaranteed an interview.

When the shortlisting has been completed, the HR department will co-ordinate interview arrangements and communicate with the shortlisted and unsuccessful candidates.

5.8 Entitlements, Payments, and Benefits

WHS has implemented the Scottish Federation of Housing Association's policy on Entitlements, Payments, and Benefits. All aspects of recruitment and selection must comply with this policy. In particular special rules must apply to:

- Employees, members of the governing body and people who have been governing body members or employees within the previous 12 months;
- Close relatives of members, employees or members or employees who have left in the previous 12 months are also included;
- If the recruitment involves one of these people, then the Appointing Officer must consult with the HR Manager prior to making any offer of employment.

Details are available from the Human Resources Department.

5.9 Selection process

Consideration should be given to the desired selection method prior to interview. These may include a job competency based structured selection interview, a presentation, a role based written test or a psychometric test. Selection methods should be appropriate to the position. An interview process is still acceptable without recourse to further processes if it is structured around job competencies.

5.10 Interviews

Candidates will receive an invite to interview that clearly outlines the selection process and whether there will be any presentations, tests, or other methods of selection. The invitation will request the applicants to provide evidence indicating they are eligible to work in the UK under the Asylum and Immigration Act. Applicants will be asked if they have specific requirements, which would enable them to attend the interview. In such cases, reasonable adjustments should be made to accommodate these requirements.

The Interview Panel should consist of a minimum of two people, one of whom should have managerial responsibility for the post, and may include a representative from HR. All panel members should have received recruitment training. Where there are interviews for the Chief Executive or Director level posts, the Interview Panel will be the Board or delegated Sub-Committee of the Board.

The Appointing Officer will put together a series of standard interview questions based around the Job Description and Person Specification, which focus on providing opportunities for candidates to exemplify the job competencies required. All candidates will be asked the same questions, with relevant subsequent questions if appropriate. Interviewers should agree in advance the detailed structure of the interview including respective roles and areas of questioning.

5.11 Ensuring a discrimination free recruitment process

Interview panels should ensure that they do not ask questions related to any of the Protected Characteristics, as identified by the Equalities Act 2010, To do so could be taken to imply that take these factors may be taken into account and thereby unfairly discriminate against a candidate. A candidate may raise these matters (e.g., by asking about child-minding facilities) and a member of the panel may reply. It is essential that every question is lawful.

If a post requires special working arrangements (e.g., unsocial hours) candidates may be asked if they can meet these requirements but all the shortlisted candidates must be asked the same question. Care must be taken to phrase questions clearly and unambiguously, avoiding jargon, which may not be readily understood.

5.12 Appointment

After the interview and any other selection methods have been completed, an evaluation of each candidate should be made taking into account information from all elements of the process. The preferred candidate will be the one who performs best against the specified criteria. The Interview Decision Form should be used to record the decision and the reasons. Written comments regarding interviewees should be clear, concise, and relevant as candidates have a legal right to request access to interview notes. Handwritten notes made by Interview Panels should be attached to the Interview Decision Form and forwarded to the HR department together with the photocopied documentation proving eligibility to work in the UK.

The Chair of the Panel, or designated person, should telephone the successful applicant as soon as practical after the interview to advise them of the outcome. A conditional verbal offer to the preferred candidate should be made on the clear understanding that it is subject to satisfactory medical clearance, references, and Disclosure Scotland (if relevant).

The unsuccessful candidates will be notified of the outcome in writing by the Human Resources department.

Feedback to unsuccessful candidates will be provided if requested. It is normally given by the chair of the Panel, or designated officer, by telephone.

The appointed salary should be at the minimum point of the advertised scale unless a higher placing is required to achieve acceptance by the preferred candidate or where placing is linked to qualifications and experience in WHS's salary structure. If a negotiated placement within the scale is required in order to secure the chosen applicant, then approval will be required by the Director of Finance.

A conditional "offer of appointment" letter will be sent to the preferred candidate.

5.13 References

The HR department will take up written references only if candidates have been selected for appointment. An offer may be made 'subject to the receipt of satisfactory references being received prior to commencement of the position'. References are given in confidence, and this must be observed by all those involved in the recruitment and selection process.

5.14 Disclosure Scotland

Employees will generally not be able to commence employment until a satisfactory disclosure process is completed. The Disclosure Scotland Policy outlines the process and what levels of checks are required.

5.15 Occupational Health Screening

Preferred candidates will be required to complete a medical questionnaire, which will be assessed by an Occupational Health professional who will make a recommendation on the medical suitability for employment.

Preferred candidates may be asked to attend an appointment with an Occupational Health professional.

5.16 Relocation

Please refer to the Relocation Policy for what posts / situations that relocation allowance are applicable.

5.17 Monitoring

Upon completion of the recruitment process, a Monitoring Report is produced using information from the Equal Opportunities Monitoring Form, and outlines the composition of all applicants, shortlisted applicants, and successful candidates, in the following areas:

- The position applied for
- Where the post was advertised
- Gender of applicants
- People with disabilities
- Ethnic origin

WHS maintains a record of the results from each Monitoring Report in an anonymised format.

5.18 Induction

The line manager and the HR department will be responsible for arranging details of the new starter's induction. Please see the Probation Policy for details about induction process.

5.18 5.19 Complaints

Internal applicants who have concerns about any aspect of this policy or its operation should refer to the WHS Grievance Policy. External applicants with concerns about this policy or its operation should refer to the WHS Complaints Policy.

6. GOVERNANCE AND REGULATION

6.1 This policy is the responsibility of the Human Resources Department.

6.2 The policy is due for formal review every three years.

7. SANCTIONS

7.1 Any breaches of this policy may be subject to disciplinary action under WHS's Disciplinary Policy.

8. RELATED / REFERENCED POLICIES

- WHS Disclosure Scotland Policy
- WHS Grievance Policy
- WHS Job Evaluation Policy
- WHS Probation Policy
- WHS Redundancy Policy
- WHS Recruitment of Ex-offenders Policy
- WHS Training Policy
- Scottish Housing Regulator Requirements

