

Dartington Housing Association

Recruitment and Selection Policy and Procedure

See also:

- Equality and Diversity Policy
- Disability Discrimination Strategy

1. Policy Statement

- 1.1. Dartington Housing Association recognises the importance of equality in its Recruitment and Selection Policy. We aim to recruit recruiting the best staff on a basis of fair and equal treatment in such areas as gender, age, ethnic origin, disability, culture, religion or sexual orientation. Our recruitment and selection policy and procedure reflect this commitment.
- 1.2. The Association has an obligation to monitor the recruitment process at all stages from application to selection. By such monitoring, we also ensure our policy achieves its aims of promoting equal opportunities and diversity.

2. Policy Detail

2.1. Reviews

- 2.1.1. Whenever a vacancy occurs, the Chief Executive or Care Manager must take the opportunity to review the post and decide whether any change is required. A review resulting in changes in any post which may affect the grade or pay will require approval by the Board. The Board, aided by suitable consultants, will always recruit the Post of Chief Executive. The Chief Executive or Care Manager as appropriate will recruit all other approved posts.

2.2. Job Specification

- 2.2.1. The Job Description and Person Specification are the documents which describe the job, and the skills and experience needed to fulfil its responsibilities. The Job Description and Person Specification are used as the basis for recruiting new staff.

2.3. Advertising

2.3.1. All vacant posts must be advertised except in the following circumstances:

2.3.2. when senior managers or officers are moved between different posts to build management experience and capacity to cope with future demands on the organisation;

2.3.3. when restructuring produces redundancies, in which case advertising may be suspended while redeployment options are explored in accordance with the redundancy policy;

2.3.4. The Chief Executive will decide on the most appropriate method of advertising based on previous results from advertising and the method most likely to get the best results. Vacancies should also be notified to the local Employment Services Office.

2.4. Application Forms

2.4.1. There are two application forms in use within the Association:

- Dartington Housing – for office-based staff.
- Forder Lane House – For Forder Lane House Registered Care Home staff

2.4.2. Forms should have a unique number which must be used for monitoring purposes at each stage of the recruitment process.

2.5. Equal Opportunity Monitoring

2.5.1. All returned applications should include a completed equal opportunities monitoring form. This is crucial to our equality monitoring standard requirements. Each set of forms should be given a unique number, which must be used as part of the monitoring process.

2.5.2. The monitoring form must however be separated from the application form prior to short listing and filed separately with the job reference number on file to retain identification. A Recruitment Analysis Spreadsheet is to be completed for every recruitment exercise, whether or not it results in an appointment.

2.6. Resident Involvement

2.6.1. The Association seeks to create an environment in which residents can be involved in the recruitment process. However, this has to be facilitated in a practical way, given the size of the organisation and low turnover of staff. Where tenant board members have the required experience or have undergone recruitment training, they can be selected as a member of a recruitment panel. For the purpose of the Association recruitment training can be attained by attending not less than two recruitment and interview sessions, participating as an observer.

2.7. Shortlisting and Selection

2.7.1. Short-listing should take place within 5 working days of the closing date, on the following basis:

- a minimum of 2 staff will carry out the short list
- the Short-listing and Interview Assessment Form will be used for short-listing applicants for interview and/or assessment
- the same staff will be involved through all the stages of the selection process

2.7.2. Usually all those involved must have completed recruitment and selection training, or have substantial experience where this is not possible.

2.7.3. At least one senior member of the recruitment panel must meet the requirements set out above.

2.7.4. Panel members must declare any knowledge of a candidate at each stage of the process.

2.7.5. Short-listed candidates should be informed of the arrangements for the interview within 5 working days of the short-listing.

2.7.6. The elements of the selection process may vary from time to time, but must always include:

- an interview
- references check
- police check (where applicable)

2.7.7. Where aptitude and ability testing or assessment centres are used, they must be administered by properly qualified personnel. Notes must be kept of all candidates at each stage of the Selection Process using the Short-listing and Interview Assessment Form. A copy of these notes can be requested by the candidate, as part of disclosure under the Data Protection Act 1998 and code of practice.

2.8. Appointing a Candidate

- 2.8.1. The most suitable candidate should be appointed, based on the person specification criteria. The selection decision must be supported with selection documentation and notes taken at interview. The appointment must be supported by the Board or Senior Officer in accordance with Standing Orders.
- 2.8.2. The successful candidate should be informed verbally of the conditional offer ideally within two days. When making the verbal offer a candidate must be informed this offer is subject to receiving satisfactory references, a police check (if applicable) and evidence of their legal right to work in the United Kingdom. Unsuccessful interviewees should either be informed verbally as soon as possible and/or confirmed in writing within 5 days of the interview. Feedback should be given to external candidates on request.

2.9. Impact of Schedule 1.

- 2.9.1. Schedule One of the Housing Act introduces legal measures to prevent a conflict of interest arising when officers of a Housing Association are conferring a 'benefit'.
- 2.9.2. For the purpose of the Act, a benefit can include a contract of employment. Specifically there are restrictions on the employment of
- relatives of existing members of staff
 - former employees within 12 months of leaving
 - Association members
 - people who have worked for us previously on a self-employed basis.
- 2.10. Before anyone in any of these categories is interviewed, advice must be taken from our legal advisors to see whether it is possible to seek an exemption from these restrictions. Such an exemption would require the approval of the Board. This procedure should be used for all stages of the recruitment and procedure

Recruitment and Selection Procedure

This procedure should be used for all stages of selection of new staff to vacant or new posts, and current staff applying for new jobs. There are three procedural stages in the process with a number of steps to follow for each stage. Officers should follow each step and keep appropriate paperwork. The process will be subject to monitoring.

Recruitment

When staff leave the organisation, the Chief Executive should use the opportunity to review the vacant post.

The Job Description and Person Specification is the source of all the key information relating to a job and is used at every stage of the recruitment procedure. It is used:

- to draw up the recruitment advertisement.
- by the candidate to complete the application form and by the panel to assist in the short- listing for interview.
- by the panel to form the basis of the interview and selection decision

Recruitment Pack

Details of the main terms and conditions of the post must be prepared and attached to the Job Description and Person Specification for candidates. This information should state;

- pay and conditions including details of pay review process;
- where the post is based;
- hours of work;
- any travelling requirements;
- relocation arrangements as appropriate;
- any other non pay benefits such as the final salary pension scheme.

Common papers in every recruitment pack for the same job. These will always include:

- copy of the Job Description and Person Specification
- appropriate application and monitoring form
- application folder which outlines equal opportunity and diversity information
- statement on main terms and conditions of employment.

Other supporting information sent in the pack should be, relevant to the post and help the prospective candidate to:

- complete the application form;
- self select on the basis of their suitability;
- understand The Association and its work;
- understand the housing sector;
- date, time and location of interview including a map if necessary;
- details of any resident involvement;
- number of members on the interview panel;
- use of any other assessment tool including any tests.

It is crucial that the recruitment information does not discriminate or exclude any section of the community

Media Advertising

The Chief Executive will determine the most appropriate method of advertising based on previous results from advertising and the method most likely to get the best results. Vacancies should also be notified to the local Employment Services Office. All adverts will be approved by the Chief Executive.

Application Forms

Identify and use the correct application form for the post. Each applicant must complete a separate equal opportunities monitoring form. This form should have the same number as that on the application form. CV's will not be considered and this must be made clear in the advertisement and on response to requests for application packs. Monitoring forms must be removed from the application forms by someone not involved in the recruitment process. Monitoring forms play no part in the short-listing process. Information from these forms must be recorded on the recruitment monitoring and analysis spreadsheet even if the outcome is unsuccessful. **Appendix x**

Short-listing

At least two recruiting officers must be involved and they should go through the application forms matching information against the Person Specification and recording this on the Recruitment Assessment Form. This process should take place within five days of the closing date. Candidates should be invited for interview within five days of this process. Standard letters have been produced to invite or regret applicants **Appendix xx & xx**. The following information must be sent to all short-listed candidates:

Invitations for Interview

Information sent to candidates who are invited for interview should include:

- Date, time and location of interview including a map;
- Details of any resident involvement;
- Names of members on the interview panel;
- Use of any other assessment tool including any tests, with details;
- Evidence required of qualifications;
- Documentation required as legal entitlement to work in the UK – details must be given;
- Special requirements or arrangements at interview for candidates at interview as requested.

Making an appointment

When assessing suitability for appointment record marks against criteria on the appropriate form. The results should be simple to follow and understood by panel (and if necessary) by the candidates. The most suitable candidate should be offered the post. Any offer should be made verbally and subject to completion of the procedures, which include obtaining suitable outcomes of the following:

- references
- police checks
- eligibility to work in UK

References should be sought immediately an offer is made and the candidate has been informed. No candidate should take up post until at least one reference has been obtained either verbally or in writing first. If verbal references are obtained complete the appropriate form and ensure that confirmation follows in writing. Where employment cannot later be confirmed, the recruiting manager will notify the employee concerned verbally and confirm this in writing with full reasons.

Appointment and Document Retention

This is triggered by the recruitment paperwork being passed with the Staff Movement Form (SMF), **Appendix xx** to the Office Administrator for action.

In cases of new appointments the following documents are required with the SMF form:

- Application Form;
- Monitoring Form;
- Job Description and Person Specification;
- Evidence of eligibility to work in UK;
- References (completed pro-forma if obtained verbally);
- P45;
- Recruitment Analysis Form;

All documentation relating to unsuccessful candidates will be kept in a secure and confidential place. This will be retained for a minimum of 4 months but not longer than 6 months.

Police Check Form is completed by the candidate and relevant documents obtained prior to authorising and sending it to the Criminal Records Bureau for consideration. The manager will be kept informed and be notified when the disclosure document is received from the CRB. Where this may affect the decision to confirm appointment If the decision is not to confirm appointment then that part of the procedure will apply (see section above).

There is a probation period of 6 months on appointment for permanent staff. Where an appointment is as a result of a transfer, promotion and/or redeployment, terms and conditions will be agreed in principle between the candidate and manager but will require authorisation from the Board. Where the post requires a police check and one has not been required for the employees previous post, they will be expected to comply with a request for a police check but will be allowed to start in their new post.

Induction

An induction and training plan must be devised for all new members of staff and staff moving to new posts within the organisation. The induction programme should be comprehensive and specific to the particular post. All training and induction requirements necessary to assist the employee become competent within the agreed probationary period. All induction programmes should include standard training elements as shown below:

Job Type	Training Requirement	How Delivered
All Office Staff	<ul style="list-style-type: none"> • Health & Safety • Diversity • Risk Assessments (Housing Officer) • Lone Worker (Housing Officer) 	H&S Officer ?? H&S Officer Policy
Support (Not Care Home)	<ul style="list-style-type: none"> • Introduction to Supporting People • Needs Assessments • Risk Assessments • Lone Worker • Elder Abuse 	Chief Executive ?? H&S Officer Policy Policy
Care Staff	<ul style="list-style-type: none"> • Xxx Induction Model 	Care Manager/Senior Carer