



Recruitment and Selection policy

Introduction and Background

The Association requires to employ and recruit professional staff to implement the organisation's business operations in accordance with legal requirements and standard good practice.

Unless otherwise stated, all positions and appointments within the scope of this policy are in accordance with EVH salaries, grading levels and conditions of service.

1. Policy Purpose and Scope

1.1 This policy reflects the Association's aim to operate a consistent professional approach to recruitment and selection and applies to internal and external applicants.

1.2 The policy applies to all staff positions within the organisation except the Senior Officer. This position is required by Regulatory Guidance to be recruited by appropriate external sources. **(see Appendix 1)**

1.3 The policy aims to ensure compliance with the eight principles of the Data Protection Act 2018

1.4 In setting this policy the Association's Governing Body has sought to mitigate or remove the following risks:

- Inappropriate appointments
- Inconsistent grading or salary arrangements
- Direct or indirect discriminatory recruitment practice

1.5 This policy meets the requirements of the following Regulatory Standards:

RS1.1 The governing body sets the RSL's strategic direction. It agrees and oversees the organisation's business plan to achieve its purpose and intended outcomes for its tenants and other service users.

RS3.6 The governing body ensures that employee salaries, benefits and its pension offerings are at a level that is sufficient to ensure the appropriate quality of staff to run the organisation successfully, but which is affordable and not more than is necessary for this purpose.

RS4.1 The governing body ensures it receives good quality information and advice from staff and, where necessary, expert independent advisers, that is timely and appropriate to its strategic role and decisions. The governing body is able to evidence any of its decisions.

RS5.1 The RSL conducts its affairs with honesty and integrity and, through the actions of the governing body and staff, upholds the good reputation of the RSL and the sector.

2. Recruitment Responsibilities

- 2.1 The Chief Executive has delegated authority from the Management Committee to implement this policy up to and including Grade 7.
- 2.2 Positions at Grade 8 and above require Committee approval prior to the start of recruitment proceedings.
- 2.3 All recruitment proposals will be discussed and recorded at Senior Staff Meetings.
- 2.4 All staffing appointments will be reported to the Management Committee.
- 2.5 The Chief Executive may approve temporary agency staff appointments for short term periods. (up to a maximum of six months)
- 2.6 While the Chief Executive has overall responsibility for implementation of this policy, certain responsibilities and duties may be delegated to named members of staff.
- 2.7 All staff members are responsible for ensuring that personal information from applicants is handled and stored appropriately.

3. Recruitment and Selection Stages

3.1. Identification and Definition of Staffing Requirements

Staffing requirements may be identified in various ways:

- following the resignation or retirement of an existing member of staff
- to cover for long term absences
- in response to a review of staffing resources

The identification of a recruitment requirement or opportunity is the first step in the process. Vacant posts should never be automatically refilled on a 'like for like' basis. A review of organisational resources should be undertaken to ensure that all current and future business objectives are fully considered. This review will be carried out by Senior Staff and subsequently reported to Committee.

3.2. Agreeing Job Descriptions and Person Specifications

Once the post has been agreed, the Chief Executive and/or appropriate manager will develop the Job Description and Person Specification.

3.2.1 The **job description** has several purposes:

- Along with the letter of appointment, it forms the basis of a legal contract between employer and employee
- It should define the title, grade, salary scale and status of the post

- It should define the post's objectives clearly and concisely
- It should describe the level of responsibility attached to the position with precise details on accountability
- It should contain clear information on the general nature of the job with specific details on key areas and tasks
- It should reflect the role of the position in relation to the organisation's operations and those of the section.

3.2.2 The **person specification** has two main purposes:

- It defines selection criteria relevant to the requirements of the post, thereby minimising subjective judgments on the part of the selection panel.
- It provides specific information to applicants on qualifications, experience, skills and abilities required for the job, thereby encouraging relevant responses and reducing the number of inappropriate applications received.
- The person specification should list the range of criteria to be considered with a clear indication of whether the standard indicated is considered to be essential or desirable.

The range of criteria may vary depending on the position, but most specifications will normally include a minimum of: *experience, qualifications/training, specific skills and abilities, disposition and motivation.*

3.3 Advertising

All positions will be advertised online.

The Association will use appropriate online recruitment resources, for example: EVH's job page and S1 jobs.

The recruitment package posted online will comprise:

- The advertisement – to include closing date
- Application form
- Person specification
- Job description
- Information on YHA to include proposed shortlisting and interview dates
- Equal opportunities monitoring form
- Where appropriate, PVG /Disclosure information
- Where appropriate, YHA policy on recruitment of ex-offenders
- Employee Privacy Statement

3.4. Administration of Applications

One named individual will be responsible for administering the applications. This individual will not participate in selection or interviewing. The designated person will be the only one to have access to applicants' personal information until interview stage.

- Applicants will have the choice of downloading the recruitment package or requesting hard copies from the Association
- Returned applications will be recorded by the named administrator, who will separate the personal information (name and address) from the rest of the form.
- Completed applications will be numbered
- Hard copies of the anonymised applications will be printed for shortlisting by the interview panel
- Monitoring forms will be retained by the administrator and used at the end of the process to summarise applicants' age, gender and ethnic origin

3.5 Selection of candidates for interview

The shortlisting process will normally be undertaken by the interviewing panel.

The administrator will provide copies of the completed applications forms with front page personal information removed.

A recording sheet will also be provided to enable each panel member to note their comments and selection decision for each applicant.

The panel members will use the person specification and applicants' responses to assess their suitability for interview. They may use other information on the completed form to assist their choices.

Once the selections have been made and agreed, the panel will advise the administrator of the applications chosen for interview.

The administrator will contact the applicants accordingly and establish an interview schedule.

3.6 Interview

3.6.1 For positions at Grade 7 and above, there will normally be three people interviewing; comprising the Chief Executive and two senior staff members.

3.6.2 Grade 6 posts and below may have two or three on the interview panel. One of these will normally be the Chief Executive.

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- 3.6.3 All candidates should be asked the same questions, and be assessed by the same methodology. The Chief Executive is responsible for ensuring that the panel is aware of any scoring system to be used.
- 3.6.4 The administrator will provide hard copies of the application forms and scoring sheets for all panel members.
- 3.6.5 Interviews should cover all the criteria included within the assessment process, but should not last more than one hour.
- 3.6.6 If there are any practical tests to be undertaken as part of the process, they should be completed prior to the interview. Candidates must be given prior notice of the nature of such tests, preferably with the interview invitation.
- 3.6.7 References will normally be sought if the applicant is first or second choice for the position. Referee contact details should be confirmed during the interview.
- 3.6.8 Panel members should ensure that scoring sheets and notes are completed for each candidate before the next one is interviewed.

3.7. Final selection

When all interviews are completed, the interview panel will compare scores and observations. It is acceptable to postpone making a final decision, but the choice should be made within one or two working days.

3.8. Appointment

The Chief Executive or alternative authorised person may make an initial offer by phone, but this must be followed up with a formal written offer of employment.

The offer must clearly state if it is conditional (e.g satisfactory references or PVG disclosure)

It must also include the following details:

- Title, grade and salary of post
- Status - temporary or permanent
- Hours of work, including additional hours or days expected as part of job
- Copy of EVH conditions of service
- Pension information
- Annual leave and public holiday entitlement
- Documentation requirements to confirm entitlement to work in UK

3.9 Retention of Information

When the offer has been accepted, one copy of the successful applicant's completed application form should be made into a personnel file and put in the locked cabinet with the other staff files. Written references should also be filed, this includes those provided via email.

One copy of each of the remaining applicants' files should be retained in a locked cabinet for one year, then destroyed.

All other forms should be destroyed immediately.

3.9. Recording and reporting of relevant information

Once the appointment has been made, the Administrator will compile a summary report based on the monitoring information collected from all applicants. This report is statistical in nature and does not identify any individuals.

This report will be submitted to the Management Committee or Governance and Finance Sub-Committee.

3.10 Induction

The induction process has the following core objectives:

To welcome new employees to the organisation

- To provide a supportive introduction to the organisation and the post
- To help maximise the effectiveness of the appointment by ensuring that sufficient guidance and training are provided in the early stages

To achieve these objectives, the senior staff team will establish a detailed induction programme for every new employee which will include:

- A tour of the office premises , introductions to all staff , demonstration of key systems
- A presentation by the Director or Line Manager on the structure, objectives and constitution of the Association
- An introductory discussion with the Line Manager on the section's current Management Plan and any recent review exercises
- Specific training sessions on key systems and duties
- Provision of key staffing policies with follow up discussion, for example: training , health and safety , time recording , leave and absence procedures etc

- Provision of key operation policies with follow up discussion including committee servicing and reporting requirements
- Planned review sessions to identify further training or guidance needs

Where possible, the Line Manager will provide standard protocol or practice manuals for regular significant processes.

Each stage of the induction programme will have a designated supervisor.

The length of the induction process will vary depending on the role and the individual, but the minimum period for the majority of appointments at all grades will be one week.

Progress will be monitored and discussed at senior staff meetings, with Line Managers reporting to the Director during interim periods.

Temporary staff are included in the objectives of this policy, but where reception assistance is arranged for short periods of less than one week, the induction process will be amended accordingly.
