



PORT OF LEITH
HOUSING ASSOCIATION

**RECRUITMENT & SELECTION MANAGEMENT
POLICY AND ASSOCIATED PROCEDURES
2019**

FULL REVIEW TRACKING

A “Full Review” refers to a point when the whole document is reconsidered by appropriate stakeholder to establish if it is still fit for purpose and this is formally signed-off at the appropriate management level. This acts as assurance the Association’s position on key matters is up to date with legislation, regulation and good practice.

Approval Level Required	PoLHA Board
Date Last Approved	December 2018
Full Review Cycle	3 years
Next Review Date	July 2021
Communication & Training Methods	Distribution to all Managers and Supervisors Made available on Connect for all Staff
The Policy has a direct link to the following Group/Quay policies and procedures	N/A
This policy complies with the requirements of these legal and/or regulatory documents	N/A
Equality & Diversity Impact (EI) Assessment Status	This document was EDI Assessed by Lisa Haddow and Ian Treger using the organisation’s set procedure in (September 2018) and is considered to be free of anything which may lead to any unfair discrimination in its application. EI Assessment records are held by the Chief Executive’s Office and can be accessed on request to the Head of Corporate Services.

REVISION TRACKING

Revisions are minor changes which are made between Full Reviews which might be needed because of new ideas or changes

Revision Date	Part of doc revised	Reason for revision	Approved by

1. POLICY STATEMENT

- 1.1 Successful recruitment depends upon finding people with the necessary skill and expertise to deliver organisational objectives, and with the ability to make a positive contribution to the values and aims of the PoLHA Group.
- 1.2 The Group is committed to pursuing equal opportunities for everyone. The overall policy objective is to ensure that individuals are selected, based on aptitude, skills and the ability to carry out the requirements of a job, and are not discriminated against on the grounds of gender, marital status, disability, race, colour, nationality, ethnic origin, religion, age or sexual orientation.
- 1.3 The recruitment and selection process is a key opportunity to promote the PoLHA Group's brand and maintain its strong reputation. All candidates will be treated fairly, equitably and efficiently, with respect and courtesy, aiming to ensure that the candidate experience is positive, irrespective of the outcome.
- 1.4 The PoLHA Group will translate any of its documents into alternative formats and will translate documents into other languages on request.
- 1.5 The PoLHA Group will ensure that its approach to recruitment and selection is compliant with current employment legislation.
- 1.6 This policy applies to people taking up volunteer positions within the Group.
- 1.7 All documentation relating to applicants will be treated confidentially in accordance with the General Data Protection Regulations. Applicants will have the right to access any documentation held on them in accordance with the GDPR.

2. RESPONSIBILITIES UNDER THE POLICY

- 2.1 Management are accountable for ensuring the application of this policy and following the procedures in a consistent manner.
- 2.2 The Corporate Services Team is responsible for providing advice, guidance and support to Managers in the application of this policy and procedure.
- 2.3 The Corporate Services team will be responsible for placing recruitment advertisements, negotiations with recruitment agencies, approving amendments to job descriptions and person specifications and providing administrative support throughout the process.

3. POLICY FRAMEWORK

3.1 Authority to Appoint

- 3.1.1 Individuals may only be recruited on a permanent basis to posts established by the Board of Management. Group Audit and Remuneration Committee approval is required for the creation of a new permanent posts and temporary posts for over two years.
- 3.1.2 The Group Directors will have delegated authority to agree to the creation of, and appointment of staff to temporary contracts of up to two years where the addition of

such costs can be met within the company's annual budget.

- 3.1.3 Grades 1 to 8 can be appointed by the Departmental Manager and Supervisor/Senior Officer or above.
- 3.1.4 Grades 9 to 11 can be appointed by members of Leadership Team and above.
- 3.1.5 For Grades 12 to 13, the Chief Executive and Board will be responsible for appointment.
- 3.1.6 For appointment of roles above Grade 13, the Board will be responsible for the selection and interview process. If considered appropriate a recruitment consultant may be appointed to assist with the process.
- 3.1.7 A member of the Corporate Services Team should form part of the interview panel where appropriate.
- 3.1.8 No employees or Board Members should participate in a recruitment panel unless they have had appropriate training.

3.2 Level of Advertising

- 3.2.1 The aim of the advertising process is to attract the right number of candidates of suitable calibre and qualifications at reasonable costs. All permanent vacancies and temporary vacancies of over one year should be advertised externally and internally. Minimum external advertising is the Group website.
- 3.2.2 Corporate Services are responsible for placing all recruitment adverts.
- 3.2.3 Where there is a need for short term cover, for under a year, the appropriate method of recruiting should be discussed with Corporate Services.
- 3.2.4 Vacant posts are normally advertised internally and externally at the same time except in the following circumstances where the vacancy may be advertised internally only.
 - a. At least one internal candidate who meets the minimum criteria for the post applies and is shortlisted following at least one week of internal advertising.
 - b. When a temporary post or secondment is expected to last less than 24 months in duration.
 - c. Where vacancies would result in a change of hours for an existing post-holder in the same type of post and the same department. These vacancies may be initially advertised to employees in the same type of post in that department. If there is only one applicant a formal interview is not required.
 - d. Where vacancies have been covered by an employee for at least six months and that employee meets the performance requirements for the post.
 - e. During a restructuring or collective redundancy situation (appropriate vacancies would first be advertised internally to at risk employees (ie employees who have been served formal at risk of redundancy notification). If no suitable employee at risk of redundancy is appointed after interviewing, vacancies will then be advertised in the normal way.
 - f. On the decision of Leadership Team in order to meet operational needs

and/or budget restrictions.

- 3.2.5 A vacancy may be filled without advertising in the following circumstances only:
- g. When there is an organisational need to provide urgent temporary cover due to sick or other leave.
 - h. Where a vacancy has been covered by an employee for at least six months on the basis of a temporary or fixed term appointment, and that employee meets the performance requirements of the post, providing also that the original vacancy was at least advertised internally.
 - i. If an employee, casual worker or speculative applicant expresses an interest in a difficult to fill post (ie a post that has been unsuccessfully advertised). NB The requirement to interview the candidate for the post remains.
 - j. On the decision of Leadership Team in order to meet the operational requirements of the PoLHA Group.
 - k. During a restructuring or collective redundancy situation appropriate vacancies would be first opened out to employees at risk of redundancy.
 - l. Casual worker vacancies
- 3.2.6 Vacancies in paragraphs a, d, i, and k should first be discussed with Corporate Services prior to making any commitment to an employee.
- 3.2.7 A closing date is generally set for two weeks but should be no less than one week from latest date of insertion of the advertisement.

3.3 Job Descriptions and Person Specifications

- 3.3.1 All posts must have a written Job Description (JD) and Person Specification (PS). The PS and JD which clearly define the nature of the job and the abilities, knowledge and other characteristics required by the job holder. This assists in attracting candidates with the appropriate levels of skills and qualification and who identify with the Group's objectives and values and who can make a positive and innovative contribution towards them.
- 3.3.2 If a new type of post is to be advertised, the job description is drawn up by the Recruiting Manager, using the standard template, and will be evaluated in accordance with the Group's job evaluation.
- 3.3.3 The Corporate Services Manager must approve any proposed changes to job descriptions so that any potential issues of pay claims / disputes are identified and discussed by Leadership Team before being agreed.
- 3.3.4 All JDs are reviewed annually at the Joint Performance Review meeting.

3.4 Carrying Out the Selection Process

- 3.4.1 An appropriate Manager will be assigned the role of "Recruiting Manager" by the Departmental Director (this may be themselves). A Recruiting Manager must have had appropriate training in recruitment and selection skills.
- 3.4.2 The Recruiting Manager will establish appropriate mechanism for assessing the suitability of candidates for the role being recruited to and will be required to create

an appropriate audit trail that these mechanisms have been effectively and fairly applied throughout the selection process.

3.5 Authority to Offer an Appointment

3.5.1 The Recruiting Manager will have the delegated authority to verbally offer the successful candidate the post. In most cases the salary offered will be the start point of the relevant grade. If another point is requested, this must be authorised by the Operational Manager (incremental point) or appropriate member of Leadership Team (top point).

3.6 Pre-Employment Checks

3.6.1 All offers of appointment are provisional until all pre-employment checks have been carried out.

3.6.2 The following must be received before the appointed candidate is able to start employment:

1. Satisfactory Occupational Health Check
2. One employment reference from the candidates most recent employer

3.6.3 Other checks which should be made include:

- One further reference, preferably employment but character reference from a reliable source will be acceptable.
- A relevant criminal record check (where appropriate)

4. RECRUITMENT & SELECTION PROCESS

4.1 Step 1 - Reviewing the Need to Recruit

4.1.1 When a vacancy occurs, the Department Director and / or Manager will first review the changing requirements of their department and determine whether to appoint a replacement or to adopt an alternative solution. This review should include the need for any changes in hours and / or tasks taking into consideration present and future needs. A post can only be advertised with the approval of the Department Director.

4.1.2 A 'request to advertise' form (available on Connect) should be completed by the Department Manager or Director and emailed to the HR Inbox. On receipt of the form, the Corporate Business Co-ordinator will commence the recruitment campaign.

4.2 Step 2 – Form Recruitment Panel

Members of the recruitment panel should be agreed, in accordance with Section 3 of this policy, and in conjunction with the Corporate Services Department.

4.2 Step 2 – Consider Selection Method

4.2.1 In addition to interviews, other appropriate selection methods should be considered in order to select the correct employee for the role in terms of skills, knowledge and values. Examples include:

- Presentation
 - Written case study
 - Practical assessment
- 4.2.2 This list is not exhaustive. Advice can be sought from the Corporate Services Team.
- 4.3 Step 3 – Seeking Candidates**
- 4.3.1 Timetable**
- 4.3.1.1 A timetable of the recruitment process should be agreed by the Recruiting Manager and confirmed to the appropriate Corporate Business Co-ordinator. This should include the closing date and proposed interview dates.
- 4.3.2 Advert**
- 4.3.2.1 A scope of advertising / advertising methods should be decided by the Recruiting Manager, in conjunction with the Corporate Services team. A full review of the most appropriate and cost-effective method of advertising should take place. The review should include considering advertising method and response from previous similar roles within the Group. It is also considered best practice to research advertising in the current market prior to proceeding to advertise the post.
- 4.3.2.2 Once the advertising method has been agreed, an advert will be compiled by the Corporate Services team and sent to the Recruiting Manager for input / approval. The Corporate Services team will aim to provide the advert within five working days of receipt of the request to advertise being received.
- 4.3.3 Application Pack**
- 4.3.3.1 The Corporate Services Co-ordinator will produce an application pack which will include an application form, job description and person specification. The application pack will be placed on the Group website by the Corporate Services team.
- 4.4 Step 4 – Receipt of Applications and Shortlisting**
- 4.4.1 Receipt of Application Forms:**
- 4.4.1.1 All completed application forms will be returned to the Corporate Services team.
- 4.4.1.2 On receipt of the application, the Equal Opportunities Monitoring Form will be detached from the application form and filed separately.
- 4.4.2 Shortlisting:**
- 4.4.2.1 The Corporate Services Business Co-ordinator will provide recruiting managers with a shortlisting spreadsheet and copies of completed application forms. The shortlisting panel will include those who will actually take part in the interview process.
- 4.4.2.2 The shortlisting panel will include those who will take part in the interview process. The panel should complete the relevant shortlisting spreadsheet.

4.4.2.3 The shortlisting spreadsheet must be completed and the reasons for rejection of candidates must be recorded to form a record in order to address any complaint of unfair treatment.

4.4.2.4 The completed shortlisting spreadsheet must be returned to the Corporate Services Department. The Corporate Services Co-Ordinator will contact candidates by email to make arrangements for interviews.

4.5 Step 5 – Interviews

4.5.1 Arranging Interviews:

4.5.1.1 When the shortlist has been agreed, the Recruiting Manager will advise candidates of the outcome of their application and arrangements for interviews.

4.5.2 Legal Right to Work in the UK

4.5.2.1 All candidates invited for interview will be advised that they must bring with them original qualifications, driving licence (if essential for the job) and proof of their right to work in the UK. A photocopy of the original documents should be taken and signed by the Recruiting Manager at interview stage. The list of acceptable forms of ID to evidence legal right to work in the UK is attached as Appendix 1.

4.5.3 Carrying out a Selection Interview

4.5.3.1 The interview provides an important opportunity to gather further information and to assess the suitability of candidates against the job description profile and person specification. It also enables the candidate to obtain additional information about the organisation and the job in order to decide whether to accept the appointment if offered.

4.5.3.2 Before the interview, Recruiting Manager / Selection Panel must prepare a list of pre-set questions to test the degree to which shortlisted candidates meet the selection criteria. The questions should be framed around the Job Description and person specification and should be consistent from one applicant to the next.

4.5.3.3 The Recruiting Manager / Selection Panel must ensure that they ask questions which will produce evidence of the candidates' knowledge, skills and attitudes and avoid asking questions which could be construed as discriminatory.

4.5.3.4 The decision to offer the role, or not, to a particular candidate will be made based on all relevant information gathered from the process. The Recruiting Manager / Selection Panel will keep assessment records for each candidate they interview.

4.5.3.5 The Recruiting Manager/Selection Panel review results of the interviews once all interviews have concluded to agree which applicant(s) meet the selection criteria most closely. If the Recruiting Manager/Selection Panel find they cannot separate two or more candidates objectively then they need to agree what the next steps are they will take to explore these candidates more closely.

4.5.3.6 Copies of assessment records, legal right to work in the UK and any relevant qualifications must be returned to the Corporate Business Co-ordinator for filing in line with legislative timescales.

4.6 Step 6 – Offer of Appointment

- 4.6.1 The Recruiting Manager should contact the successful candidate by telephone to make a provisional offer of employment subject to satisfactory pre-employment checks - references, occupational health check and appropriate criminal record checks (basic disclosure / PVG etc where appropriate).
- 4.6.2 Once the provisional offer of appointment has been made, a new appointment request form should be completed and sent to the HR Inbox. A provisional contract will be issued to the successful candidate directly from PoLHA Corporate Services with a copy being sent to the Recruiting Manager. This will be issued within three working days of receipt of the new appointment form.
- 4.6.3 No new employee can take up a post prior to receipt of one satisfactory reference and completing the organisation's occupational health check.

4.7 Step 7 – Informing Unsuccessful Applicants

- 4.7.1 The Corporate Business Co-ordinator will send a letter and / or email to all candidates who have been unsuccessful in securing employment with the organisation.

4.8 Step 8 – Completing Pre-employment Checks

4.8.1 References:

- 4.8.1.1 The Corporate Business Co-ordinator is responsible for obtaining employment references for each new appointment and will inform the Recruiting Manager once a satisfactory reference has been received. Where there are issues contained within references, this will be reviewed by the Corporate Services Officer.

4.8.2 Pre-employment Health Questionnaire:

- 4.8.2.1 A link and password will be provided to the successful candidate by the Corporate Business Co-ordinator to enable them to complete a pre-employment health questionnaire online. The questionnaire is submitted straight to the Group's occupational health support service provider and the outcome sent to PoLHA Corporate Services team within two working days.
- 4.8.2.2 Corporate Services will notify the Recruiting Manager when a certificate of fitness for work has been received.
- 4.8.2.3 In cases where the results of an occupational health check questionnaire mean an OH consultation is required, this will be arranged by Corporate Services and the Recruiting Manager will be notified. Once the completed OH report has been received a copy will be sent to the Recruiting Manager. A meeting should be convened with the individual to discuss the content of the report and any actions as appropriate. This should be done in conjunction with the Corporate Services Officer.

4.8.3 Criminal Record Checks:

- 4.8.3.1 A number of positions within the group require to be Disclosure or PVG checked. The Corporate Business Co-ordinator will arrange for the forms to be completed and sent to Disclosure Scotland. The Recruiting Manager will be made aware

when the certificate has been received. Where there are issues disclosed within a Disclosure or PVG certificate, this will be investigated by the Recruiting Manager and Corporate Services Officer.

4.9 Step 9 - Confirming a Start Date

- 4.9.1 Once necessary satisfactory pre-employment checks have been received, the Recruiting Manager can arrange a start date with the successful candidate. The Recruiting Manager should notify the Corporate Business Co-ordinator as soon as a start date has been agreed.
- 4.9.2 The Corporate Business Co-ordinator will provide a letter confirming start date within three working days of notification. If at this point, there are any outstanding checks required, this should be detailed in the letter.

LEGAL RIGHT TO WORK IN THE UK

The following are lists of the documents which could be requested to ensure that the Company is not employing anyone who should not be working in the UK.

Lists for proof of right to work in UK

If the worker has indefinite right to work in the UK, the following rules must be followed for proof of that right

- You must be provided with one of the documents or combination of documents in List A or List B below as proof that someone is allowed to work in the UK.
- You must only accept original documents.

LIST A

1. A passport showing the holder, or a person named in the passport as the child of the holder, is a British citizen or a citizen of the UK and colonies having the right of abode in the UK.
2. A passport or national identity card showing that the holder, or a person named in the passport as the child of the holder, is a national of a European Economic Area country or Switzerland.
3. A residence permit, registration certificate or document certifying or indicating permanent residence issued by the Home Office, the Border and Immigration Agency, or the UK Border Agency to a national of a European Economic Area Country or Switzerland.
4. A permanent residence card or a document issued by the Home Office, the Border and Immigration Agency, or the UK Border Agency to the family member of a national of a European Economic Area country or Switzerland.
5. A current Biometric Residence Permit issued by the UK Border Agency to the holder which indicates that the person named in it is allowed to stay indefinitely in the UK, or has no time limit on their stay in the UK.
6. A current passport or other travel document endorsed to show that the holder is exempt from immigration control, is allowed to stay indefinitely in the UK, has the right of abode in the UK, or has no time limit on their stay in the UK.

7. A current Immigration Status Document issued by the Home Office, the Border and Immigration Agency, or the UK Border Agency to the holder with an endorsement indicating that the person named in it is allowed to stay indefinitely in the UK or has no time limit on their stay in the UK **together with** an official document issued by a previous employer or Government agency with the person's name and National Insurance number (a P45, National Insurance card, or letter from a Government agency).
8. A full birth or adoption certificate issued in the UK which includes the name(s) of at least one of the holder's parents **together with** an official document issued by a previous employer or Government agency with the person's name and National Insurance number (a P45, P46, National Insurance card, or letter from a Government agency).
9. A birth **or** adoption certificate issued in the Channel Islands, the Isle of Man or Ireland **together with** an official document issued by a previous employer or Government agency with the person's name and National Insurance number (eg P45, National Insurance card, or letter from a Government agency)
10. A certificate of registration or naturalization as a British citizen **together with** an official document issued by a previous employer or Government agency with the person's name and National Insurance number (eg P45, National Insurance card, or letter from a Government agency)

LIST B Group 1

1. A **current** passport endorsed to show that the holder is allowed to stay in the UK and is allowed to do the type of work you are offering.
2. A **current** Biometric Residence Permit issued by the Home Office to the holder which indicates that the person named in it can stay in the UK and is allowed to do the type of work you are offering.
3. A **current** residence (including an Accession Residence Card or Derivative Residence Card) issued by the Home Office to a non-European Economic Area national who is a family member of a national of a European Economic Area country of Switzerland or who has a derivative right of residence.
4. A **current** immigration Status Document containing a photograph issued by the Home Office to the holder with a valid endorsement indicating that the named person may stay in the UK and is allowed to do the type of work in question, **together with** an official document giving the person's

permanent National Insurance number and their name issued by a Government agency or previous employer.

Group 2

5. A Certificate of Application which is **less than 6 months old** issued by the Home Office under Regulation 17(3) or 18A(2) of the Immigration (European Economic Area) Regulations 2006 to a family member of a national of a European Economic Area country or Switzerland stating the holder is allowed to take employment which is **less than 6 months old** together with a **Positive Verification Letter** from the Home Office Employer Checking Service.
6. An Application Registration Card (ARC) issued by the Home Office, the Border and Immigration Agency stating that the holder is permitted to take the employment in question **together with** a positive verification letter from the Home Office Employer Checking Service.
7. A Positive Verification Notice issued by the Home Office Checking Service to the employer or prospective employer which indicates that the person named on it can stay in the UK and is allowed to do the type of work you are offering

For both lists

You must in all cases see the original document, **take) a photocopy or scan (and retain** and be satisfied that it relates to the individual in question (by checking names, photographs, dates of birth etc) and that the expiry dates of any limited leave to enter or remain in the UK have not passed. You should also check any UK government endorsements to check that the documents allow the person to do the work in question. If the family name is different on the two documents, another document showing the reason for the name change will need to be checked and recorded (eg marriage certificate, divorce decree, deed poll or statutory declaration).

When making copies of passports and travel documents, the front cover and any page containing the holder's personal details should be copied, including pages which include details of nationality, photograph, date of birth, signature, date of expiry, biometric details and any endorsements.

Any national from the countries listed below are entitled to work in the UK without any restrictions:

- Austria
- Belgium
- Bulgaria

- Croatia
- Cyprus
- Czech Republic
- Denmark
- Estonia
- Finland
- France
- Germany
- Greece
- Hungary
- Iceland
- Ireland
- Italy
- Latvia
- Liechtenstein
- Lithuania
- Luxembourg
- Malta
- Netherlands
- Norway
- Poland
- Portugal
- Romania
- Slovakia
- Slovenia
- Spain
- Sweden
- Switzerland

The immediate family members of nationals from the above countries can also work freely in the UK whilst their adult family member is legally residing and working here.

The following are also permitted to work in the UK:

- Commonwealth Citizens born in the UK before 1983
- holders of passports bearing the following endorsements:
Certificates of Entitlement to right of abode
"Given leave to enter/remain in the UK for/until _____ (date)".