



Recruitment and Selection Policy

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Related Documents

- Equality and Diversity Policy
- Policy on Secure Handling
- Employee Data Policy
- Recruitment of ex-offenders
- ICT Security Framework Policy
- Computer Use Policy

Translation Statement

If you have any difficulties reading this information or need further help understanding our processes please contact us. We can make this document available in a variety of formats. All you need to do is let us know what you need and we will try to assist.

Compliance

This policy has been drafted to ensure that it complies with current legislation and industry good practice.

Equality & Diversity

Fyne Homes is committed to providing services which embrace diversity and which promote equality of opportunity. As an employer we are also committed to equality and diversity within our workforce. Our goal is to ensure that these commitments, reinforced by our Values, are embedded in our day-to-day working practices.

Openness & Confidentiality

Fyne Homes believes that its members, tenants and other interested parties should have access to information on how it conducts itself. This means that unless information requested is considered commercially sensitive or personally confidential it will be made available on request.

Data Protection

Fyne Homes recognises the importance of data protection legislation, including the General Data Protection Regulation, in protecting the rights of individuals in relation to personal information that we may handle and use about them, whether on computer or in paper format. We will ensure that our practices in the handling and use of personal information during the processes and procedures outlined in this policy comply fully with data protection legislation. More information is available from our Data Protection Officer.

1. Introduction

- 1.1. This statement is Fyne Homes' policy in regard to recruitment and selection, to encourage good practice and equal opportunities to which all staff are required to adhere.
- 1.2. Fyne Homes seeks to hire only the best candidates for appointments approved by our Management Committee and Staffing Sub Committee or equivalent.
- 1.3. We conduct business following the spirit and the intent of Equal Opportunities legislation and strive to maintain a diverse staff. We encourage excellence at all levels in our organisation and are not influenced by age, disability, gender reassignment, marriage & civil partnership, pregnancy & maternity, race (including colour, nationality ethnic or national origins and citizenship), religion/belief, sex and sexual orientation nor any other factor irrelevant to achieving successfully and performing our jobs.
- 1.4. In recruiting for newly created or vacant posts Fyne Homes will ensure that it complies with legislative requirements and demonstrates best practice as an employer in relation to employment rights and equal opportunities.

2. Aim.

- 2.1. In the recruitment process Fyne Homes' aims;
 - 2.1.1. To attract comprehensive applications from a sufficient number of candidates with appropriate skills, qualifications and experience for consideration for employment with Fyne Homes
 - 2.1.2. To use fair and effective methods for the appointment of candidates consistent with Fyne Homes' policy on Equal Opportunities.
 - 2.1.3. To ensure that recruitment procedures are clear and adhered to by all staff and committee members involved in any recruitment and selection processes.
 - 2.1.4. To develop an excellent workforce committed to the aims, values and service delivery requirements of Fyne Homes.

3. Links to vision and strategic priorities

- 3.1. Fyne Homes is committed to respecting its staff and approaching its business activities with openness and integrity as stated in its Vision and Values.
- 3.2. The Human Resources Strategy and People Plan 2020-25 commits to providing a working environment which attracts, recruits and retains talent.

4. Legal framework

- 4.1. EU discrimination legislation
 - 4.1.1. European Directives dealing with inequality and less favourable treatment, which may have an impact on recruitment and selection in the UK, include:
 - Equal Treatment Framework Directive (2000/78/EC)
 - Equal Treatment Amendment Directive (2002/73/EC)
 - Race Directive (2000/43/EC)
 - Directive implementing the principle of equal treatment between men and women in the access to and supply of goods and services (2004/113/EC)
 - Directive on equality between men and women in matters of employment and occupation (2006/54).

4.2. Other discrimination legislation

- Fixed-term Employees (Prevention of Less Favourable Treatment) Regulations 2002 (SI 2002/2034)
- Part-time Workers (Prevention of Less Favourable Treatment) Regulations 2000 (SI 2000/1551)
- Agency Workers Regulations 2010 (SI 2010/93).

4.3. Ex-offenders

- Legislation covering convicted offenders and the vetting and barring scheme for people working with children and vulnerable adults:
- Rehabilitation of Offenders Act 1974
- Rehabilitation of Offenders 1974 (Exceptions Order) 1975
- Safeguarding Vulnerable Groups Act 2006.

4.4 Eligibility to work in the UK

- The main Act dealing with eligibility to work in the UK is the Immigration, Asylum and Nationality Act 2006. The following EU and national legislation may also be relevant:
- Immigration (European Economic Area) Regulations 2006
- Freedom of Movement Directive (2004/38/EC)
- Commonwealth Immigrants Acts 1962 and 1968
- Immigration Act 1971
- Immigration and Asylum Act 1999
- UK Borders Act 2007
- Borders, Citizenship and Immigration Act 2009.

5. Managing and Reporting

- 5.1. Workforce and succession planning is overseen by the Staffing Committee. The Human Resources Director consults with colleagues and produces an up to date Workforce and Succession Plan for review and approval every six months.
- 5.2. Approved Workforce Plans and Staffing Complement relieve the requirement for each post to be ratified by Staffing Committee if/when a vacancy occurs. Subject to process specified at Section 8.
- 5.3. Recruitment activity is reported to Staffing Committee quarterly.

6. Equal Opportunities

- 6.1. Equal Opportunities are aimed at removing barriers to access and opportunity, with positive results for individuals and Fyne Homes. Equal Opportunities refer to equality in recruitment, promotion, training or transfer and terms and conditions of employment. In seeking suitable candidates for new or vacant posts, Fyne Homes will not discriminate on the grounds of age, disability, gender reassignment, marriage & civil partnership, pregnancy & maternity, race (including colour, nationality ethnic or national origins and citizenship), religion/belief, sex and sexual orientation nor any factor irrelevant to the ability to do the job.

- 6.2. It is Fyne Homes' goal that all recruitment decisions will be based completely on the merits and abilities of candidates alone and no other criteria will be used. In order to achieve this, equality and diversity practices will be integrated into every stage of the recruitment and selection process.
- 6.3. A fair recruitment process will remove barriers where possible to the employment of people from different backgrounds. This will enable the organisation in recruiting from the widest pool of talent, potentially raising the standard of their intake and therefore increasing the opportunity of a more diverse workforce which reflects the community it is serving. A more diverse workforce should improve the organisation's service delivery, as it will include staff with more knowledge and experience about meeting the needs and aspirations of service users and potential service users.
- 6.4. To highlight Fyne Homes' commitment to promoting equality and diversity from the beginning of the employment relationship, all vacancies will be aimed at as wide a group as possible and any advertisement for a vacancy within Fyne Homes will state that an equality and diversity policy is in place. In addition the advert will also display any signs of equality bodies that Fyne Homes is affiliated with.
- 6.5. The information contained in the advert and all vacancy literature will be clear and accurate in order to attract the most appropriate candidates from all groups across society, to allow them to decide their own suitability for the vacancy and whether they wish to proceed with applying.
- 6.6. For those that wish to apply Fyne Homes will ensure that all applications will have clear instructions for completion and application forms will be free from personal questions that are not relevant to the vacancy and that may lead to discrimination.
- 6.7. Fyne Homes will ensure that all staff involved at any stage in the recruitment and selection process receive equality and diversity awareness training and /or will be supported by Human Resources. This will ensure that those involved in the recruitment process will not discriminate either knowingly or unknowingly by asking any questions which may lead to discrimination.

7. Exit Interviews

- 7.1. The line manager will conduct exit interviews personally with any permanent member of staff who has tendered his/her resignation. This is to identify why an individual wishes to leave, to receive insight into the role that has been performed and to thank the individual for his/her contribution to the organisation.

8. Job Analysis and Advertising

- 8.1. When recruiting for new or vacant posts Fyne Homes will conduct a job analysis with reference to the Workforce Plan. This will be conducted by the line manager, relevant Director and Human Resources Director with reference to the plans agreed by Staffing Committee.
- 8.2. In each case this involves assessing whether or not the post has to be filled and how it could be filled, what would be the adverse effects of not filling it or if the work could be distributed amongst existing staff.
- 8.3. If decided that the post should be filled a suitable job description, person specification and application form will be compiled by the manager and Human Resources and an advertisement will be composed and placed into appropriate advertising media.
- 8.4. If the post is assessed as being particularly difficult or challenging to fill there is the facility to engage a recruitment specialist to assist. Costs will need to be identified and agreed by the senior management team in advance.

9. Permanent Recruitment

- 9.1. 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.
- 9.2. The position will be advertised at a minimum and simultaneously;
 - 9.2.1. Internally
 - 9.2.2. in the local press – or local press recruitment portal
 - 9.2.3. on our website
 - 9.2.4. Job Centre Plus / Government portals
 - 9.2.5. Other recruitment websites e.g. Indeed.com
 - 9.2.6. and appropriate sector specific media e.g. SFHA, EVH Bulletin/website,
- 9.3. Depending on the type of role other recruitment mediums, such as specialist websites, publications and agencies/head-hunters may be used.
- 9.4. An exception to this will be in cases of internal restructuring or threat of redundancy where it may be necessary to appoint candidates into posts through redeployment, without advertising the vacancy.

10. Internal Recruitment

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

11. Temporary Recruitment

- 11.1. 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 in excess of a year should be advertised internally and externally simultaneously.
- 11.2. For very short term posts of a few weeks internal advertising will not normally take place but rather suitable employment agencies will be approached to provide a candidate.

12. Recruitment Information to Candidates

- 12.1. All candidates will receive an information pack that will include
 - 12.1.1. a job description,
 - 12.1.2. person specification,
 - 12.1.3. Information on accessing the website
 - 12.1.4. Fyne Homes' Transparency & Privacy statement
 - 12.1.5. An application form
 - 12.1.6. Information on main terms and conditions
 - 12.1.7. Equal Opportunities Monitoring form
- 12.2. Successful candidates to new and vacant posts will be selected on merit through shortlist, testing and interview in accordance with the person specification and Fyne Homes' short listing and interview assessment forms.

13. Short listing

- 13.1. A panel, recommended to be three individuals, comprising the recruiting manager, another relevant member of staff and Human Resources Director (If appropriate) will carry out the shortlisting processes for each vacant or new post.
- 13.2. This panel will include the Chief Executive for senior manager / Director posts; and may also include the Chair and/or a Staffing Committee Member when recruiting for a

senior manager / Director. Exception will be to follow the recommended recruitment process if outsourced as per section 8.4.

- 13.3. Only individuals who have received recruitment and selection training will be able to participate in short listing.
- 13.4. At least one panel member (usually the recruiting manager) must possess skills or experience most closely related to the post for which candidates are to be short listed and interviewed.
- 13.5. Panel members who short list will also participate as interviewers to ensure consistency in recruitment. There may be exceptional circumstances preventing this – and if so the changes and reasons will be documented.
- 13.6. Essential criteria will be applied in the first instance to shortlist candidates. Candidates who do not match all the essential criteria will not be called to interview. Candidates who do not possess all the desirable criteria may still be called to interview. However, desirable criteria will be applied, secondly, in a large response, to reduce fairly the number of candidates called for interview.
- 13.7. Each panel member must complete a short listing assessment form appropriately for each applicant. If a panel member recognises a candidate's details, and is known to the panel member, they should declare this interest and potentially exclude themselves from the panel if the person is to be shortlisted and depending upon the nature of the relationship.
- 13.8. Candidates invited to interview and unsuccessful candidates will be informed simultaneously of the result of their applications. Unsuccessful candidates may be offered the opportunity for feedback on their applications.

14. Modern Apprenticeships

- 14.1. Candidates for modern apprenticeships will also be required to submit application documents, which will be subjected to fair short listing procedures. Successful short listed individuals will be invited to attend an interview and the most suitable individual/s will be selected.

15. References

- 15.1. 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.
- 15.2. If a referee happens to be a panel member then the candidate may be asked to provide an alternative referee.

16. Interview

- 16.1. The interviewing panel, recommended to be three individuals, should reflect the same membership as the short listing panel and only individuals who have received interviewing skills training should be able to participate.
- 16.2. All short listed candidates should be offered an interview, at which the same questions, based on the job description and person specification, will be asked in the same order to all candidates. This may also include a suitable test(s) and presentation topic where appropriate.
- 16.3. Interviews will be typically of 30-60 minutes' duration depending on the nature of the post.
- 16.4. Any requested, appropriate, information which has been provided by Fyne Homes to an interviewee will be made available to all other candidates invited to interview.

17. Assessment

- 17.1. Panel members must complete interview assessment documentation, appropriately, based on evidence for each candidate. Fyne Homes' policy on Equal Opportunities C.05 will apply to all matters of recruitment and selection.
- 17.2. Where candidates are judged to be equal, they may be called back for a second interview.
- 17.3. Panel members must use the standard scoring process to assess candidate responses and document justifiable reasons for the rejection of each unsuccessful interviewee.

18. Job Offer

- 18.1. Once the appointment panel has made a decision, a conditional offer will be issued to the successful interviewee subject to:
 - 18.1.1. the receipt of satisfactory references,
 - 18.1.2. original qualification certificates,
 - 18.1.3. proof of eligibility to work in the EU
 - 18.1.4. a satisfactory PVG membership/Disclosure Scotland check where appropriate.
- 18.2. 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.
- 18.3. The initial offer can be verbal and followed up in writing.
- 18.4. The terms of a written contract of employment will be confirmed and issued subsequently once the aforementioned conditions have been satisfied. Day one statement of terms and conditions will be met – or contract and statement of terms and conditions will be issued in advance of start date.
- 18.5. If the job offer is declined, and if agreed by the interview panel, the second highest scoring suitable candidate may be offered the post subsequently. If there is not a suitable reserve candidate the recruitment process should be revised and a rerun of the whole recruitment process should be considered.
- 18.6. Once the job offer has been accepted then interview outcome notification should be issued to unsuccessful interviewees. It is the intention of Fyne Homes where possible, to inform candidates of the outcome of the interview as quickly as possible and within a few days of the interview having taken place.

19. Feedback

- 19.1. All interviewees will be advised typically of the outcome of their interviews by telephone/email or letter and constructive feedback on their performance can be made available to them, if requested.

20. Interview Expenses

- 20.1. Reasonable travel expenses will be reimbursed to candidates for non-local journeys. Any reasonable interview travel expenses paid to candidates for new or vacant posts will be in accordance with Fyne Homes' expenses and finance policies and procedures.

21. Equal Opportunities Monitoring

- 21.1. As part of Fyne Homes' recruitment process, equal opportunities monitoring will be undertaken and reported.

22. Records

- 22.1. Application forms and recruitment documentation must be stored confidentially for a minimum of six months and up to a maximum of 1 year's duration.
- 22.2. Any undertaken PVG membership records/Disclosure Scotland checks must be stored in accordance with the Data Retention and Destruction Policy C.22.

23. Personnel File

- 23.1. The successful candidate's recruitment documentation should be made into a personnel file and retained as per Fyne Homes Data Retention and Destruction Policy C.22.

24. Induction

- 24.1. Fyne Homes' staff will welcome a new post holder by providing initial induction training in the organisation, which will be organised in advance of occupancy of the new post holder by the manager. This will help to settle the new staff member, convey our aims, objectives, policies and procedures thereby encouraging the individual to settle, stay and make a valuable contribution to our work.

25. Failure to Recruit

- 25.1. Should the full recruitment and selection procedure fail to recruit a suitable candidate, reasons for this should be identified and considered, appropriate alterations made and recruitment should be rerun where appropriate to do so.

26. Complaints

- 26.1. If a complaint is received about any stage of the recruitment and selection process it should be resolved promptly in the first instance and verbally where appropriate to do so.
- 26.2. If the complainant wishes to further pursue the matter they should be advised to put the complaint into writing and address it to the Human Resources Director who will investigate the matter and further liaise with the complainant.

27. Reviewing process

- 27.1. This policy will be reviewed in line with the respective current Fyne Homes' policies, and/or where a change in legislation arises.
- 27.2. If there is a procedural delay in the policy revision then the relative legislation in force at the time will prevail.

Version number	Revision Date	Part of doc revised	Reason for revision	Approved by
06	April '19	ALL	Review schedule, house style & GDPR statements	ManComm
07	August 2022		Review schedule – no material adjustments	ManComm