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Policy Name	Recruitment Policy
Policy Author	Director
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West Whitlawburn Housing Co-operative will provide this policy on request at no cost, in larger print, in Braille, in audio or other non-written format, and in a variety of languages. Please contact the office.



Registered with the Scottish Housing Regulator No. 203
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1. Introduction

West Whitlawburn Housing Co-operative (WWHC) recognises its staff are fundamental to fulfilling the strategic aims and supporting the core values of its business. WWHC seeks to recruit the best candidates with the necessary skills and attributes to fulfil the roles. WWHC conducts business underpinned by Equal Opportunities legislation and strives to maintain a diverse staff team. 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.

This policy should be read in conjunction with the most up to date EVH guidance and templates for recruitment found [here](#)

2. Purpose

WWHC encourages good practice and equal opportunities in line with legislative requirements to which all staff are required to adhere to. During the recruitment and selection process, the aims of WWHC are:

- To attract candidates with the appropriate skills, knowledge and experience for consideration for employment with WWHC.
- Ensure that access to employment opportunities are based on fair, objective and consistent criteria in line with WWHC's Equalities Policy.
- To ensure that recruitment and selection procedures are clear and adhered to by all staff and committee members involved.
- To develop a suitably qualified workforce committed to the aims, values and service delivery requirements of WWHC.

3. Equal Opportunities

3.1 Equal Opportunities are aimed at removing barriers to access and opportunity, with positive results for individuals and WWHC.

In the context of recruitment and selection, equal opportunities refer to equality in the attraction and selection of candidates, promotion or training in line with terms and conditions of employment. In seeking suitable candidates for new or vacant posts, WWHC 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 nor any other factor irrelevant to achieving successfully and performing our jobs.

- 3.2 WWHC's recruitment decisions will be based completely on the merits and abilities of candidates in line with those set out in the job description and person specification 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.
- 3.3 A fair recruitment process will remove barriers where possible to the employment of individuals from different backgrounds. This will enable WWHC to recruit from the widest pool of talent, thus raising the standard of candidates and therefore increasing the opportunity of a more diverse workforce which reflects the community it is serving. A more diverse workforce should improve WWHC's service delivery, as it will include staff with varied knowledge and experience about meeting the needs and aspirations of service users and potential service users.
- 3.4 To highlight WWHC's 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 WWHC will state that an equality and diversity policy is in place.
- 3.5 The information contained in the advert and all vacancy literature will be clear and accurate, 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 apply.
- 3.6 For those that wish to apply, WWHC will ensure that all applications will have clear instructions for completion and application forms are free from personal questions that are not relevant to the vacancy and that may lead to discrimination.
- 3.7 WWHC will ensure that all staff involved at any stage in the recruitment and selection process receive equality and diversity awareness training. 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.

4. Job Analysis

- 4.1 When either a job becomes vacant or a new job is created, WWHC will

fully consider what the organisation requires. A job analysis will be carried out by the Section Head in liaison with Senior Management with the following considerations:

- Is there a requirement for the post to be created or filled?
- Temporary or permanent?
- Could the the work be distributed amongst existing staff?
- What the adverse effects would be of not filling the post?
- What future changes may impact the need?
- If the post is to be filled, is this required on a like for like basis or are there alternative considerations?
- Does this vacancy provide an opportunity to look at the wider team roles?

4.2 Any proposal not to fill the post or change the remit should be agreed by the Staffing Sub Committee or Management Committee. Permanent changes to the staff structure, must be referred to the Management Committee for consideration and approval.

4.3 If it is agreed that the vacancy will be filled or a new job is created, the procedure below will be followed prior to the recruitment and selection process taking place:

- A job description and person specification will be developed for the role detailing the duties, skills, knowledge and experience required. If a current job description and person specification exist, these will be reviewed by the line manager to ensure it accurately reflects the role.
- If this is a new role or if an existing role has significantly changed, job evaluation may be carried out to determine the correct salary/ grade for the role. WWHC may seek to engage specialists such as EVH to carry out this work prior to the recruitment process taking place.
- A recruitment panel will be identified and have delegated authority to make an appointment to the post.
- A reasonable timescale for the entire recruitment and selection process should be agreed by the recruitment panel. This will take account of selection checks and notice period for the successful candidate.
- All paperwork required during the recruitment and selection process – the job advert, application paperwork, shortlisting and interview paperwork will be agreed by the recruitment panel.
- The same people should be involved throughout unless a conflict of interest arises at any point during the process. In this circumstance, the recruitment panel will discuss if it is appropriate for an alternative individual to join the recruitment panel.
- The recruitment panel will identify the most suitable individual to support with the administration of the process.

- 4.4 For the most senior post in the organisation; a recruitment advisor will be engaged to provide assistance to the Management Committee throughout the recruitment process. The analysis, job description and person specification will be undertaken by the Management Committee, with delegated authority where appropriate to the Staffing Sub Committee and to the specialist adviser. The Committee will decide who will be involved in the process alongside the Chair.

Management Committee will refer to the SHR's notifiable events guidance and policy for further instructions in such circumstances.

5. Permanent Recruitment

- 5.1 If it is deemed necessary to recruit another staff member or fill a vacant post permanently, the position will be advertised simultaneously internally and externally, in advertising media appropriate to the post such as the national press, on our website in the EVH and / or SFHA Bulletin / website or other website as appropriate.
- 5.2 An exception to this will be in cases of restructuring or redundancy where it may be necessary to appoint candidates into posts without advertising the vacancy.

6. Internal Recruitment

- 6.1 All existing staff will be notified of permanent and long-term temporary vacancies. WWHC will ensure that those employees on sick leave or any type of other leave are notified and will be eligible to apply for any post advertised.

7. Temporary Recruitment

- 7.1 Short-term appointments of less than a year e.g. maternity leave cover, may be advertised internally and filled by internal secondments, where appropriate to do so, or by candidates engaged from suitable employment agencies. Temporary posts in excess of a year may be advertised internally and externally simultaneously.
- 7.2 For very short-term posts of a few weeks, internal advertising will not normally take place as line managers have discretion to seek a temporary candidate from an employment agency if there is no suitable internal candidate identified.
- 7.3 Temporary recruitment can be delegated by Management Committee to the Director subject to reporting and approval of staffing requirements.

8. Modern Apprenticeships

- 8.1 Candidates for modern apprenticeships will 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.

9. The Recruitment Panel

- 9.1 A recruitment panel of three people where possible, will be established for each recruitment exercise according to the vacancy to be filled:

Director post Management Committee members including the Chairperson, and recruitment adviser.

Senior Manager Management Committee members and the Director/Deputy Director.

All other posts Director, Deputy Director, line manager as appropriate to the post.

- 9.2 Individuals serving on a recruitment and selection panel will have relevant recruitment and selection experience / training along with equality and diversity awareness training.
- 9.3 The panel will agree the job description, person / behaviour specification, application form and advertising approach.

10. Attracting Candidates

- 10.1 WWHC understands the importance of attracting suitable candidates through the most appropriate and cost-effective means. The recruitment panel will discuss the best internal and external advertising methods in line with the agreed advertising budget. The knowledge and skills required for the job should ensure suitable candidates are attracted to apply for the job and the advert should outline the main details of the post:

- Job title
- Salary / Grade
- Hours per week
- Location
- Nature of the contract – permanent, fixed term
- Main duties
- Closing date and proposed interview date
- Information on how to apply and any other relevant information.

11. Recruitment Information to Candidates

11.1 All candidates will receive an information pack that will include:

- an application form
- an equal opportunities monitoring form
- a job description
- a person specification
- a summary statement of conditions
- a fair processing notice
- any other appropriate information for the post

12. Shortlisting

12.1 Once the post has closed to applications, shortlisting will be carried out by the recruitment panel.

12.2 At least one panel member must possess skills, experience or knowledge most closely related to the post for which candidates are to be shortlisted and interviewed. If this is not possible, the panel may appoint an appropriate independent advisor.

12.3 Sections of the application forms which identify the applicants and their personal details, including equal opportunities monitoring forms, will be removed from the forms prior to circulation to the recruitment panel for shortlisting.

12.4 Each panel member must complete a short-listing assessment form independently for each candidate. If a panel member can identify a candidate through the information contained in the application form, resulting in a conflict of interest, they should declare this to the other members of the recruitment panel. That recruitment panel member should exclude themselves from the panel if the candidate is to be shortlisted. This decision will be made by the panel before progressing to the next stage and where possible, another person will be appointed to the recruitment panel. This will not apply to internal candidates.

12.5 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 only be applied, where there has been a large response to the advert, to reduce fairly the number of candidates called for interview.

- 12.6 The recruitment panel will meet collectively after completing their own shortlist and then decide on the final shortlist of candidates for interview. The recruitment panel will record their collective reasons for those candidates who have not been shortlisted.
- 12.7 Those candidates shortlisted will be invited to interview. WWHC will also contact candidates not shortlisted to advise that their application will not progress to the next stage of the process. Those candidates not shortlisted for interview have the right to request feedback on their application and the reason/s for not being shortlisted.
- 12.8 Any requested or appropriate, information which has been provided by WWHC to a candidate will be made available to all other candidates invited to interview.

13. Skills Assessment

- 13.1 As part of the recruitment and selection process, WWHC may ask candidates to carry out a test / skills assessment. This is not applicable for every role, but the recruitment panel will decide what is necessary to determine suitability for the role. This may take the form of a practical exercise, management test or presentation to the recruitment panel. Where this is required, candidates will be informed in advance of their interview to allow suitable time to prepare as necessary.

14. Interviews & Assessment

- 14.1 All shortlisted candidates will be offered an interview. The recruitment panel will decide if interviews are to be held face to face or remotely. The interview process will consider the following:
- Each candidate will be asked the same questions, based on the job description and person specification.
 - Each candidate will be asked the questions in the same order by the relevant members of the recruitment panel.
 - If appropriate candidates will carry out a suitable skills test and / or presentation topic.
 - Typically, interviews will be 30-60 minutes duration depending on the nature of the post.
 - Each recruitment panel member will complete an interview assessment form for each candidate, recording brief notes to assist with panel deliberations upon the conclusion of the interviews.
- 14.2 The recruitment panel will decide which panel member will Chair the interviews on the day. The Chair of the recruitment panel will be

responsible for:

- Introducing the panel members to candidates.
- Explaining the format of the day, ensuring timings are adhered to.
- Informing candidates about when they should expect to be contacted about the outcome of their interview.
- Completing an overall assessment form combining all panel member scores for each candidate interviewed.
- Ensuring panel members state and document justifiable reasons for the rejection of each unsuccessful candidate.
- All interview paperwork being accurately completed.

14.3 Interview panel members must complete interview assessment documentation, based on evidence for each candidate.

14.4 On conclusion of the interviews, the recruitment panel will score each candidate and discuss them in turn to identify if they have an appointable candidate.

14.5 Where candidates are judged to be equal, or if the panel wishes to explore some criteria in more depth, they may be called back for a second interview.

15. Selection Checks

References

15.1 References will normally be sought after a conditional offer of employment has been accepted. These may be sought after final interview and before a formal offer with the candidate's agreement.

15.2 Two references will be required, one from the candidate's current / most recent employer and another from a previous employer. Academic / voluntary / good character references may be acceptable, who must not be related to the candidate.

15.3 References will be requested in writing along with a copy of the job description. This will provide the referees with the knowledge and skills required for the post to allow them to give an informed opinion about the preferred candidate.

15.4 All references will be checked on return to ensure employment dates match those stated on the application form of the preferred candidate and there is no information which would make the reference unsatisfactory.

15.5 If a referee happens to be a panel member then the candidate will

be asked to provide an alternative referee unless the candidate is an internal applicant.

Right to Work in the UK

- 15.6 WWHC has a responsibility to prevent illegal working therefore we will carry out a right to work check before confirming employment for the successful candidate. This will ensure the candidate is not disqualified from carrying out the work in question by reason of their immigration status. The successful candidate will be informed what is required to satisfy this check.

The EVH guidance should be followed [here](#)

Disclosure Scotland Criminal Records Checks

- 15.7 The successful candidate will be asked to complete a criminal convictions declaration form.
- 15.8 Depending on the nature of the role, the successful candidate may also be asked to undergo a PVG / Disclosure Check. If following these checks, information arises which the candidate has not disclosed or raises concern with WWHC, we will discuss this with the candidate prior to a decision being made about whether the selection check has been satisfied.

16. Job Offer

- 16.1 Once the appointment panel has made a decision, a conditional offer will be issued to the successful candidate subject to the following terms:
- the receipt of satisfactory references
 - original qualification certificates stated in the application being verified
 - proof of eligibility to work in the UK
 - and a satisfactory PVG membership / Disclosure Scotland check where appropriate
- 16.2 Appointment will normally be made at the bottom of the salary scale; otherwise, an appointment will be made on a suitable salary within the scale paying due consideration to a candidate's skills, experience and current job role. Such placements will be approved by the Director. The initial offer can be verbal and followed up in writing. A probationary period may be included if appropriate, and EVH guidance on this will be followed.

- 16.3 The terms of a written contract of employment will be confirmed and issued noting that the aforementioned conditions must be satisfied before confirmation of the job offer can be issued.
- 16.4 If the job offer is declined, the recruitment panel should indicate if the second highest scoring candidate was suitable and 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.
- 16.5 Once the job offer has been accepted then interview outcome notifications should be issued to unsuccessful candidates. It is the intention of WWHC, to inform candidates of the outcome of the interview as quickly as possible and within a few days of the interview having taken place.

17. Feedback

- 17.1 The recruitment panel will record their collective reasons for unsuccessful candidates and agree the feedback at the end of the interview process.
- 17.2 All candidates will be advised of the outcome of their interviews by telephone / email or letter and constructive feedback on their interview can also be made available to them, if they desire via telephone.

18. Equal Opportunities Monitoring

- 18.1 As part of WWHC's recruitment process, equal opportunities monitoring will be undertaken from any completed equal opportunities forms and reported. WWHC will analyse the report to inform future recruitment.

19. Interview Expenses

- 19.1 Reasonable travel expenses may 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 WWHC's Expenses and Finance Policies and Procedures.

20. Data Protection/ Retention

- 20.1 Candidates will be entitled to access any notes taken during the recruitment process, presuming that they contain personal data which will relate to them. If any candidate asks for access to this information, their enquiry should be directed to the Director.

- 20.2 All recruitment documentation associated with the vacancy, will be stored confidentially for a period of 6 months. After this time, all documents will be confidentially shredded.
- 20.3 The successful candidate's recruitment documentation and all associated paperwork will be made into a personnel file and retained in line with our Privacy Policy.
- 20.4 Special consideration will be given to storing the results of any criminal record check or health questionnaire / medical report. WWHC will make a record of all checks and whether the result was or was not satisfactory. The original will then be promptly destroyed. The record of the results will then be stored in accordance with our Privacy Policy. There may be exceptional circumstances where this information should be kept if it is clearly related to the ongoing employment relationship.
- 20.5 WWHC's Employee Privacy Notice outlines how we process your personal data.

21. Induction

- 21.1 WWHC will welcome a new post holder by providing initial induction training in the organisation, which will be organised by the line manager in advance of the successful candidate taking up their post. This will help to settle the new staff member, convey our aims, objectives, policies and procedures thereby encouraging the individual to make a valuable contribution to our work.

22. Exit Interviews

- 22.1 Exit interviews will be carried out by a manager who is not the line manager of the departing employee. Exit interviews will be carried with employees who have resigned from their post where required.
- 22.2 The purpose of the exit interview is to allow WWHC to gain further information about the employee's reason for leaving. Furthermore, it can provide additional information in relation to:
- The employee's perception of the organisation in relation to its employment practices.
 - Management style and treatment perceived by employees as being unsatisfactory or unfair.
 - Identifying reasons for turnover and improvements the organisation can make in the future.
 - Whether there are any learning points or improvements the organisation can make on the working environment and culture.

Employees who have resigned from their post will be invited to attend an exit Interview prior to their termination date.

23 Complaints

- 23.1 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.
- 23.2 If the complainant wishes to further pursue the matter, they should be advised to put the complaint into writing and address it to the Director or Chairperson who will investigate the matter and further liaise with the complainant.

24. Review

This policy will be reviewed 5 yearly or when required by legislation.