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# RECRUITMENT & SELECTION POLICY

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**1. AIM OF POLICY**

Milnbank Housing Association aims to recruit quality personnel in a fair, efficient and effective manner to ensure that the Association’s objectives are met.

The aim of this policy is to ensure that the Association complies with best practice in recruitment and selection of staff, ensure that appropriate and efficient staffing structures are in place to meet the operational demands and that appointments are made on a fair and equitable basis complying with the Association’s Equal Opportunities Policy.

**2. STAFFING REQUIREMENTS**

The Directorate is responsible for advising the Management Committee on the staffing needs of the Association. The assessment of staffing needs is an on-going process led by the Management Team and will form part of the staff structure that is review on an annual basis.

The Association in keeping with its commitment to the principles contained in the Investors in People Standard may decide to develop and assist an existing member of staff into a vacant position. This will also apply where changes in the staff structure result in additional duties and responsibilities being undertaken by a member of staff.

**3. DELEGATED AUTHORITIES FOR RECRUITMENT**

The Management Committee has responsibility for the recruitment and selection of staff; however the recruitment process will be delegated as follows:

<b>POST</b>	<b>RECRUITMENT</b>
Director	Management Committee & appropriate advisors
Officer level to Depute Director	Management Committee & Director
Trainee to Supervisor Grade	Directorate
Temporary Staff	Directorate

For recruitment on a temporary basis, the Association reserves the right not to adhere to the following process or amend it as required to meet our business needs.

**4. RECRUITMENT & SELECTION PROCESS**

When it is identified that there is a need for additional staff as part of the staffing needs, the following recruitment and selection process will be implemented.

a) Job Description

Every post must have an accurate, up to date job description, the main purpose of this being to provide context, major tasks, job activities and other tasks and activities of the post. For existing staff, the job description review will form part of the job review process. For the purpose of selecting new staff the job description provides a basis for establishing the Person Specification.

All job descriptions shall contain the job title, purpose of the job, principle responsibilities, relationship/position within the Association and the main tasks of the post.

b) Person Specification

The Person Specification details the job's requirements in terms of human characteristics like skills and abilities, experience, knowledge, training, qualification and any other relevant requirements. These requirements are designated as essential or desirable needs. The Association uses a standard Person Specification format for all posts and aims that it is relevant to the job, fair, justifiable and consistently applied.

The Person Specification will be reviewed and updated to reflect any changes to the job description after review.

c) Advertising the post

The purpose of the advert is to attract a pool of suitably qualified candidates whilst discouraging those without the right skills and experience to apply for the job.

The advert will contain: the Association's name and logo, title of post, salary, grade, details about the post and a closing date for applications.

The Association will advertise vacancies both internally and externally. Internal advertising will be via email, staff newsletter and staff notice board. For external recruitment, a variety of different advertising media will be used including: job centre, dissemination to MHA closes and the office notice board, EVH, any relevant local newspaper or professional periodicals. Posts of a specialist nature may be routed through specialist recruitment agencies.

d) Application Package

All interested candidates shall be issued with an application pack containing: a covering letter, job description, person specification, application form, equal opportunities monitoring form, information booklet on MHA, the latest edition of the Milnbank Messenger. For posts within the Housing with Support section, a Disclosure Scotland Application will also be included.

e) Short Listing for Interviewing

After the closing date for returned application forms, the short listing process will take place. All application forms are opened and logged by a member of staff who is not involved in the selection process. It is Association practice that the front page of the application form is removed once logged, the equal opportunity monitoring form is also removed at this point. It is not Association practice to accept Curriculum Vitae unless specified in the advert.

Using the person specification suitable candidates are short listed. Although not essential, the panel who short list applicants will normally be the same people who form the interview panel. If any of the candidates are friends or relatives of any panel member, in the interests of fairness, that member shall exclude him/herself from any further involvement in the selection process.

The panel will select, using the Person Specification Assessment Form those applicants who meet the criteria. The order of selection will be to disregard those applicants who fail to meet the minimum requirements then to short list the remaining candidates. From the remaining candidates a short list should be formed from those who meet the essential requirements, then the desirable requirements will be taken into account. If a high number of applicants meet the essential requirements, those with the highest points will form the short list. Unsuccessful candidates will be advised in writing.

Internal applicants - all internal applicants who meet the essential job criteria for a vacancy will be guaranteed an interview. The Directorate will meet with any internal candidate who was interviewed as soon as possible after the interview. The purpose of this being to advise the staff member of the panel's decision and, where appropriate, answer any questions the staff member may have about their interview.

Applicants with a Disability – Milnbank Housing Association is accredited to the 'Positive about Disabled' Scheme and is formally registered as a Disability Symbol user. The definition of disability, as outlined in the Equality Act 2010 is "A physical or mental impairment, which has a substantial and long term adverse effect on a person's ability to carry out normal day-to-day activities". The Association will ensure that applicants with a disability are not treated any less favourably than other applicants and all applicants with a disability who meet the essential criteria will be invited for an interview.

f) Selection Methods

The Association shall select through an interview process together with a combination of presentations, written reports, case study or practical tests. The method used will be relevant to the job and the Association objectives.

It is not standard Association practice to use formal testing (e.g. psychometric tests) as part of the selection process, however there may be occasions where this is considered for certain posts. If used, testing will not be used in isolation,

will not disadvantage any group and will be administered and interpreted by a formally trained person.

All appointments for the Housing with Support section and the in-house team will be required to complete a Medical Assessment Form and undertake an independent Medical Assessment arranged and paid for by the Association. Other prospective employees would only be required to undertake an Assessment if deemed relevant.

g) The Interview

Prior to the interview – the panel will prepare a short list of questions and agree the structure of asking the questions, agree what test will be used, have information pertaining to the post and the applicant and arrange the interview room.

Interview Panel – the panel should consist of no less than two people and no more than four. These members should be a mixture of Management Committee and relevant staff, normally the line manager. A Chairperson shall be appointed to chair the interviews. An HR advisor will always be in attendance to ensure that the correct process is carried out to ensure that all candidates are treated equally.

Anyone involved in the recruitment and selection of employees will receive the relevant training and guidance including the importance of equality of opportunity and the avoidance of discrimination.

Conducting the Interview – the aim of the interview is to get information from a candidate to help make a selection decision and giving information to the candidate to allow them to assess their suitability. All panel members will use an Interview Assessment Record to record their findings and use as an aid to make a selection.

Applicant's reasonable travel expenses incurred whilst attending for interview will be reimbursed.

h) The Appointment

Successful candidate - when agreement is reached on the successful candidate being selected, a member of HR will telephone the applicant to advise that the job is being offered subject to two satisfactory references being received using the Association's standard form, proof of qualification, proof of eligibility to work in the UK and, if relevant, subject to a satisfactory Disclosure Scotland Check. If, in exceptional circumstances, references cannot be obtained the Directorate will determine whether it is appropriate to offer the post and will record their decision accordingly.

A written offer of the job will be sent in duplicate and the candidate is asked to sign the copy document and return to signify acceptance of the post. A copy of

the Conditions of Service is also issued at this point. The aim is to offer all appointments on a permanent contract of employment; however there are occasions when a Fixed Term Contract or a Casual Contract may be offered.

Unsuccessful candidates – the unsuccessful candidates will be informed in writing and offered post interview feedback. Feedback to unsuccessful candidates will be based on facts contained in the Interview Assessment Record.

No candidate selected – in the event that no suitable appointment could be made, this will be reported to the Management Committee with a recommendation on re-advertising the post. An examination of the reasons for a suitable candidate not having been identified will be carried out and any required alteration will be made in the next recruitment phase.

HR is responsible for ensuring that all justifiable documented reasons for decisions are provided and copies of materials used during the recruitment and selection process are gathered. All duplicate information will be destroyed with the original application forms and supporting documentation stored in accordance with the Data Protection Act 1998 for a period of six months after the interview date.

i) Induction

All new employees will be required to undertake an induction. This consists of a tour of MHA stock and office, receiving information on the organisation (staff structure, MHA Mission Statement, health & Safety issues etc), the employee's rights, responsibilities and benefits (e.g. salary, hours of work etc) and on-going development (e.g. job reviews). Time spent in all sections of the Association forms part of the induction. After being in the Association for six months, the employee is asked to complete a post induction feedback to enable any necessary changes or improvements to be implemented.

**5. MONITORING THE RECRUITMENT PROCEDURES**

Upon completion of the recruitment and selection a report shall be presented to the Management Committee. This report shall consist of: the number of enquires received, completed application forms, where the post was advertised, gender of applicants, people with disabilities, ethnic origin, age groups and post codes. This report will cover the total applicants who applied for the post.

**6. DIVERSITY & EQUAL OPPORTUNITIES**

The Association shall adhere to legislation and good practice guidance governing equality and equal opportunities in recruitment and selection. The Association will ensure that no job applicant is subject to unlawful discrimination, either directly or indirectly, on the grounds of gender, gender reassignment, race (including colour, nationality, caste and ethnic origin), disability, sexual orientation, marital status,

part-time status, pregnancy or maternity, religion or belief, political belief or affiliation or trade union or in the case of internal candidate's, length of service.

The Association shall not discriminate either directly (i.e. we will not make assumptions about the characteristics and ability of persons belonging to a particular group) or indirectly (i.e. apply conditions to various people that would have a disproportionate effect on various groups).

The Association is exempt under Section 7 (ii) of The Sex Discrimination Act 1975 when recruiting workers for the Walpole and Circus Drive Housing Projects due to the nature of the clients who receive this service.

## **7. COMPLAINTS**

All applicants have the right to make a complaint relating to any stage of the recruitment and selection process. Internal applicants who wish to make a complaint should refer to the Association's grievance procedure. A complaint by an external applicant should be made in accordance with the Association's Complaints Procedure Policy.

A complainant will suffer no future disadvantage in respect of promotion or employment, regardless of the outcome of the complaint. Where a complaint regarding the recruitment process is proven, the policy and procedures will be reviewed and amended accordingly.

## **8. POLICY REVIEW**

The Management Committee will review the Recruitment and Selection Policy annually or as otherwise deemed necessary.

## **9. DATA PROTECTION**

MHA controls the personal information that we collect, this means that we are legally responsible for how we collect, hold and use personal information. It also means that we are required to comply with the General Data Protection Regulations (GDPR) when collecting, holding and using personal information.