



RECRUITMENT AND SELECTION POLICY

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Rochdale Boroughwide Housing Limited is a charitable community benefit society.

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1 Introduction and Context

- 1.1 RBH is committed to ensuring the effective recruitment and selection of employees who demonstrate the organisational competencies to support our business objectives. By having high quality employees in appropriate roles, RBH will be able to deliver high quality services and achieve its Vision and Mission.
- 1.2 This Policy sets out the aims and objectives of RBH's recruitment and selection activity and is supported by the Recruitment and Selection Procedures, along with an on going Learning and Development Programme. The Recruitment and Selection Policy forms an integral part of the overall HR Strategy.

2 Methodology

- 2.1 The current policy has been developed through a number of consultations, workshops and feedback sessions reviewing the whole process from advert stage to completing induction. Some of the employee groups that have been consulted include:
 - recently appointed employees
 - employees trained in recruitment and selection procedures
 - employees from the disability group
 - employees from the BME group
 - tenants on the Disability Working Party.

3 Aims

- 3.1 RBH seeks to recruit and retain high quality employees, selecting effective people for identified vacancies, in order to ensure that all employees make a positive contribution to RBH's vision, values and mission
- 3.2 Responsibility – All employees involved in recruitment and selection will be appropriately trained so that they are enabled to make effective selection decisions and appoint candidates who demonstrate the organisational competencies and have the attitude, enthusiasm and skills that mean they are most likely to succeed in the post.
- 3.3 Caring – RBH is committed to safeguarding and promoting the welfare of vulnerable adults, children and young people, and expects all staff to share this commitment.
- 3.4 Championing – Successful applicants are expected to work to their potential, with access to opportunities via the annual performance development scheme and benefits which allow staff to value their employment with RBH.

3.5 Equity – This policy has been developed to ensure that fair and unbiased recruitment decisions are made.

4 Objectives

4.1 In recruiting and selecting employees, the objectives of this policy are to:

- Ensure that the nature and type of job vacancy is established, e.g. duties, grade, hours, agile working element and duration (permanent, fixed term, temporary or casual)
- Ensure methods of recruitment and selection appropriate to the role are used
- Fill vacancies within an optimum timescale, efficiently and with the best use of available resources
- Ensure each candidate has appropriate time to demonstrate their capability and suitability for the role
- Ensure recruiters are appropriately trained and provided with adequate guidance and advice to make effective recruitment decisions
- Appoint candidates who are most likely to succeed in the role
- Adhere to relevant legislation and the spirit of the law / codes of practice and RBH policies particularly in relation to equality of opportunity and discrimination
- Actively work in partnership with local agencies, including the Job Centre Plus, in relation to local workforce / supported employment issues
- Embrace Employee/Customer/Tenant representation in the selection process when considered appropriate
- Promote a positive image of RBH as an efficient and inclusive employer and service provider.

5 Scope of the Policy

5.1 The policy and related procedures apply to the recruitment and selection of all employees to RBH. All employees involved in any stage of the recruitment and selection process should adhere to the contents of the policy and guidance throughout the recruitment section.

6 Policy Statement

6.1 All vacancies and new posts must have the approval of a Committee/Management Team (as appropriate) prior to being channelled through the HR Team for advertisement. The Executive Management Team appointments are subject to Board approval and are normally recruited to via an appointed external recruitment agency.

6.2 A Job Profile outlining the main areas of work and key competencies must support each vacancy (see Appendix A).

- 6.3 Where vacancies are subject to ring fenced recruitment i.e. to a clearly identified group of employees, or only advertised internally, applicants only need to submit a letter outlining how their experience and skills met the required key competencies outlined in the Job Profile.
- 6.4 However, when vacancies are advertised externally, all candidates (including internal) are normally required to submit:
- a short RBH application form which requests specific information and declarations regarding the eligibility to work in the UK and that the accompanying information is accurate. (see Appendix B)
 - a Curriculum Vitae
 - a covering letter outlining how their experience and skills meet the required key competencies outlined in the Job Profile
 - standard recruitment monitoring information.
- 6.5 Applications received after the specified closing date and time will not be considered unless there are exceptional circumstances.
- 6.6 Recruitment will be solely on the basis of the applicant's abilities and individual merit as measured against the competencies for the post. Qualifications, experience, attitude, potential and skills will be assessed at the level that is relevant to the post.
- 6.7 Recruitment and Selection shall be in accordance with employment legislation, the Recruitment Procedures and other relevant HR Policies. Short listing, assessment, interviewing and selection will always be free from bias and carried out without regard to gender (including gender reassignment), sexual orientation, marital status, ethnicity, nationality, religion or belief, disability, age or trade union membership.
- 6.8 Any RBH employees who are considered "at risk" and on the redeployment register for medical reasons or in a potential redundancy situation should have precedence for consideration of appropriate opportunities in accordance with the Redeployment Policy.
- 6.9 In line with RBH's developing Talent Management Strategy in HR Strategy 2015/16, where it has been clearly demonstrated and supported by Personal Development Agreements and any career development discussion that existing employees are suitable for promotion or development, e.g. sideways move; some promotional vacancies may be specifically targeted at such identified employees to encourage the retention of high performing employees and any temporary employees who have been employed through employment initiatives for entry level positions such as Apprentices, Trainees and appropriate government supported placements etc.

- 6.10 Temporary vacancies will normally be advertised internally first and will only be recruited externally once internal efforts to recruit have been exhausted. However, it is recognized that there may be occasions where a technical specialism is required or sufficient development support would not be available when it may be more appropriate to go straight to external recruitment.
- 6.11 With the exception of points 6.8, 6.9 and 6.10, all vacancies will be advertised both externally and internally simultaneously to promote competitiveness, bring new skills and ensure that the best applicants are appointed.
- 6.12 RBH employees applying for temporary vacancies for up to 18 months duration can request a secondment from their current post to another post within or external to RBH. However, whilst RBH will always seek to support such development opportunities, if there is a risk that the proposed secondment arrangement might place detrimental risks to the service that RBH provides, then the request may be declined. Therefore, to avoid a situation of disappointment, employees are advised to initially discuss their intention to request a secondment with their line manager and complete a secondment request form 5 days **prior to** submitting their job application. Any appeal/grievance arising from this decision will need to be submitted in writing and will be considered in accordance with the Society's grievance procedure.
- 6.13 Where a Fixed Term appointment was originally advertised and either the post is subsequently confirmed on a permanent basis, or another post with the same job title is established or becomes vacant, then the fixed term contract post holder can be considered for assimilation into the vacancy. In such circumstances, records of attendance and performance (e.g. 1 to 1's, PDR's) can be taken into consideration before confirming a permanent appointment.
- 6.14 RBH is committed to supporting access to employment from our estates. Through our Worklessness and Volunteering Strategies, we will open up access to employment.
- 6.15 The organisation's appointed Recruitment Agencies may occasionally be used for short term temporary appointments of up to 12 weeks with prior approval from the relevant Management Team.
- 6.16 For more senior or specialist roles, then the assistance of other appropriate Recruitment Agencies/Consultants may be used, who may use their companies own designed recruitment processes and forms. Use of these agencies will require EMT approval.
- 6.17 Where justified and with the prior agreement of the relevant Director and Head of HR & Learning, RBH may engage in special targeted recruitment initiatives in response to under-representation of particular groups and individuals. This is in relation to achieving a workforce that broadly reflects the local community which will help RBH understand and respond more effectively to community needs.

Parts of the process may be adjusted; however the main underlying principals will remain.

- 6.18 All recruitment and selection panels members must have been trained in recruitment and selection processes and undergone a half day refresher training every four years. In the event of a panel member needing to be involved in recruitment before a scheduled training course is available, or an external panel member (e.g. from another organisation, a tenant etc) is to be invited to support the process, that individual cannot chair the panel and will be briefed prior to the interviews by a member of the HR & Learning Team. Arrangements will then be made for them to attend the training if they are likely to be participating in future recruitment.
- 6.19 The recruitment panel must also be proportionate to the post being recruited to, with a minimum of two people and generally with three panel members to avoid difficulties with split decisions. Wherever possible, one impartial manager, employee or other nominated trained person will be on the panel and the panel will be representative in terms of gender.
- 6.20 To ensure that the process is supported with separate objective methods of assessment of competencies, there must be at least one other form of objective assessment of the competencies besides the standard short listing from the initial application/CV and interview. The type of assessment will be determined by each particular job role and could include a practical skills test as well as another assessment and will be delivered by trained administrators. The panel will ensure that all selection decisions are supported by objective and auditable evidence. An assessment centre report will be produced for each appointed candidate which will be used to support the setting of targets under the Performance Development Review and the satisfactory completion of any required probationary period.
- 6.21 Any disabled applicant who meets the competencies measurable at application stage will be guaranteed an interview. Reasonable adjustments to the recruitment process will be made to ensure that no applicant is disadvantaged because of their disability e.g. additional time for undertaking assessments, a support worker accompanying the candidate at interview etc.
- 6.22 Any disabled applicant who is appointed will be invited to meet with the recruiting manager before commencement to ensure any relevant reasonable adjustments are identified, considered and put in place ready for commencement or at the earliest alternative date. External funding for adjustments will be accessed wherever possible.
- 6.23 All appointments will be subject to a range of pre employment checks and a comprehensive induction programme. Reference checks for internal appointments may include referring to recent Personal Development Review, 1 to 1 and attendance records. Any appointments where the post falls within the

definition of a regulated activity, working closely and regularly with children/vulnerable adults will be subject to the Disclosure and Barring Service checking process.

- 6.24 Feedback to candidates will be available on request at either short listing or interview stages. The aim is for a member of the recruitment panel to give feedback within 5 days of the request, or where this is not practical an alternative reasonable response date will be given.
- 6.25 Assessment centre scores are valid for 6 months. Therefore applicants reapplying within the 6 months period will normally not be allowed to undertake same assessment centre exercises, unless in exceptional circumstances.
- 6.26 Where an appointed candidate decides not to take up post or leaves within 6 months of being appointed, the post may be offered to a suitable reserve candidate who met the relevant selection criteria.
- 6.27 Under the Equality Act we have a duty to monitor and report our workforce profiles. Therefore, monitoring of all applications will be reported annually, helping to highlight employment trends in relation to recruitment and retention.
- 6.28 All documentation relating to recruitment will be retained in line with the Data Protection Act for one year and then destroyed.
- 6.29 As official signatories of the Armed Forces Corporate Covenant RBH is committed to honour the Armed Forces Covenant and support the Armed Forces Community.

7 Responsibility for implementing the Policy

- 7.1 The responsibility for implementing the Policy will lie with the Chair of the Recruitment Panel and all selection panels must be able to justify the steps they take and decisions made.
- 7.2 The HR Team will be happy to give advice and support as required. The Head of HR and Learning has overall responsibility for ensuring the Policy is adhered to and will arrange ad hoc audits of the processes.

8 Concerns in respect of the application of the Policy

- 8.1 Any applicant can register a concern about the application of this policy through the Complaints, Comments and Compliments Policy.

9 Confidentiality

In line with the Data Protection Act this policy is bound by the principles of confidentiality. The Code of Conduct for Employees, Confidentiality Policy and Data Protection and Information Security Policy provide more detail in relation to

these principles. The principles of confidentiality must be followed on all occasions when dealing with issues under this policy and any breach(es) of confidentiality by employees and/or managers will be dealt with in line with the Society's Disciplinary Policy.

10 Monitoring and Review

- 10.1 All RBH strategies, policies and procedures are reviewed on a regular basis in order to ensure that they are 'fit for purpose' and comply with all relevant legislation and statutory regulations.
- 10.2 This policy, including any other related procedures will be reviewed annually in order to ensure its continued appropriateness and formally reviewed and submitted to the appropriate 'approving body' at least every three years.

11 Links to other RBH Policies and Procedures

- 11.1 This policy also links to other policies and procedures including, but not limited to Performance Development Review, Probation and Capability.