



Recruitment and Selection Policy & Procedure

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1. Introduction

The success of any organisation depends on the quality of its workforce. To provide quality and effective services to the people of Wythenshawe, Wythenshawe Community Housing Group (“the Group”) requires a highly skilled, flexible, and motivated workforce.

The Groups Recruitment and Selection processes are efficient and effective. This is to ensure we recruit individuals with the right competencies that fit into our culture, believe and demonstrate our values and behaviours and possess appropriate skills, knowledge and, where appropriate, qualifications. The Human Resources (HR) team will ensure prompt advice on recruitment methods to ensure vacancies are kept to a minimum.

2. Scope and Application

Recruitment and selection methods will;

- Meet the needs of the Group’s operational and strategic requirements;
- Embrace the Groups commitment to equality and diversity in line with UK Employment Legislation;
- Attract the right calibre of candidate and ensure the best candidate for is post is appointed based on merit;
- Provide a framework for decision making where variation to standard process is necessitated
- Ensure appointments are made of the basis of the candidates suitability for the position based on job specific criteria
- Help promote a good image of the Group as an employer of choice;
- Provide a quality service to jobseekers that is consistent, fair and transparent.

HR will provide internal training, guidance and support to staff with responsibilities for recruitment and selection.

3 The Recruitment and Selection Procedure

3.1 Evaluating the Vacancy

Before embarking on the process to populate a vacant post within the structure, the post will be carefully evaluated by the recruiting manager and in consultation with their appointed HR Business Partner to ensure there is an ongoing requirement for the post based upon organisational needs. The Group Leadership Team will consider a report to populate the role and will then advise on the decision.

Key questions that will be considered are;

- Is the job still needed?
- Is it fulfilling its purpose?
- Can the duties be better distributed to other roles within the new structure?

- Does the job design reflect future service / organisational requirements?
- Is the Job Description and Person Specification up to date?
- Are there any financial implications?
- Are the working hours and working arrangements of a particular post still appropriate?

3.2 Reviewing Job Description / Person Specification/Behaviour Based Competencies

Job Descriptions will be presented in a clear, concise and positive way. Job Descriptions will be critically reviewed in order to ensure that they are fit for purpose.

Job Descriptions will be:

- short and succinct, containing clear, crisp statements that encapsulate the main purpose, duties and expected achievements of the job;
- plain, jargon free and easily understood;
- performance standards, responsibilities and outputs rather than a list of tasks and duties;
- properly aligned to operational and strategic service requirements; and
- incorporate organisational values, equality and diversity and employee development.
- Incorporate competency based behaviours required in the role

The person specification forms the basis for assessment and decision-making at every stage of the recruitment process. It sets out the skills, behaviours, and underlying competencies, which enable a person to perform a job successfully and in accordance with the organisation's values. It also identifies where there are essential qualifications required for the post. No criteria listed as a protected characteristic within Employment Legislation will act as a barrier to employment, unless the criteria is fundamental to the job, clearly justifiable and meets the legal requirements.

3.3 Request to populate a vacant post

The 'request to populate a vacant post form', will require completing by the respective manager and forwarding to their Assistant Director who will request authorisation from the Group Leadership Team.

3.8 Recruitment Panel / Interview

Every appointment will be made by a recruitment panel of officers, specifically brought together to make objective decisions on who may best fit the role. Detailed documented evidence will be kept on the process undertaken. The panel will have;

- Knowledge of the Groups vision, values, and behaviours;
- Knowledge of the relevant service, its current and future direction;
- A representative from HR will provide advice, ensure consistency and compliance with relevant legislation;
- A panel chair (the recruiting manager).

The choice and number of panel members will be appropriate to the vacancy and each member shall add value to the process.

All interviews will have a clear structure to assist the panel in remaining objective, and focused throughout. The process allows flexibility and the necessary freedom for skilled interviewers to probe and use supplementary and additional questions as required. A consistent scoring system is used. Individual panel members assign a score for each candidate against a set of agreed interview questions.

3.9 Outcome of the Interview

An offer will be made to the successful candidate both verbally and in writing. Line Managers should seek guidance from HR before making an offer of employment.

3.10 Reserve List

Where there is more than one appointable candidate identified, the details of the other appointable candidates may be held in our reserve list for up to a period of six months. Where applicable the HR team will write to inform the candidates that their details have been stored in our reserve lists to be considered if a suitable vacancy arises during that time.

When a suitable vacancy becomes available, the Group would endeavour to contact the candidate on our reserve list to discuss a potential offer.

3.11 Feedback to Unsuccessful Candidates

Feedback is a very important part of the process and is key in terms of the Group's reputation regardless of whether a candidates application has been unsuccessful or not. Where feedback is requested, a nominated panel member will liaise with HR and provide agreed objective feedback to the candidate, providing an overview of the results of any tests and exercises as well as assessments from the interview. The feedback will be accurate, factual and helpful. Feedback may be provided verbally or in writing.

4 Pre-employment Checks

All offers of appointment are conditional subject to receipt of:

- Two satisfactory references in writing (one of which should be the most recent employer)
- Evidence of the right to work in the UK
- Evidence of qualifications where specified in the person specification (copies of these will be taken)

If any of the above criteria are not met, the conditional offer will be withdrawn. Where the criterion has been met, then the offer of employment will be confirmed.

In addition to the above, where a panel has concerns over a potential candidate's previous record of sickness, they reserve the right to refer the candidate to pre-employment health check.

4.1 References

For all posts references are only considered for appointable candidates. HR will pursue references promptly, following an offer of employment.

4.2 Disclosure and Barring Service (DBS) Checks

The Criminal Records Bureau (CRB) and the Independent Safeguarding Authority (ISA) merged in December 2012 to become the Disclosure and Barring Service (DBS).

In addition to the pre-employment checks, there are certain posts which are identified as "high risk", where our employees, by virtue of their job, come into contact on a regular one to one basis with vulnerable adults and children, including contact in tenants' own homes. In order to ensure the Group complies with its statutory obligation and is able to discharge its full duty of care towards its tenants and customers, these posts would likely be subject to DBS checks.

Where this is the case the employment offer will be conditional on receipt of a satisfactory DBS checks.

Whilst waiting for receipt of a satisfactory DBS check, individuals will not be permitted to work alone with vulnerable adults or children. The HR department regularly reviews vacancies as to whether they should be subject to a standard or enhanced DBS check.

5 Methods of Assessment

The assessment methods to be used in the selection process will be carefully considered by the panel to determine the methods to be utilised in addition to an interview.

Job simulation exercises, personality and job relevant ability tests will improve the quality and quantity of information available as the basis for selection decisions. The use of a range of assessment tools will prove to be a cost effective investment. In all cases, assessment methods will be relevant, reliable and valid. HR can support recruiting managers in the development of an appropriate assessment centre.

6 Recruitment Schemes

The Group is committed to providing solutions to worklessness within the community.

This policy will support the work of other teams within the Group in relation to apprenticeships, traineeships and Wythenshawe Futures and other work based initiatives. Ring fencing entry level positions in the first instance to employment schemes prior to advertising the post externally and utilising secondments where appropriate.

7 Executive Search

For more senior posts within the Group structure, a reputable consultancy firm may be used to assist in attaining a good shortlist from the widest pool of suitable candidates, in addition to using online recruitment advertising, the national press and relevant trade journals. All candidates whether they are internal or external will be assessed in the same way and the panel will arrive at a decision based on merit.

8 Secondments / Acting Up

Consideration will be given to the use of secondments / acting up, to be utilised on a short-term basis and to assist with employee development initiatives. A number of factors will need to be considered before deciding to temporarily populate a post in this way, such as the level of post, whether the need for the post is of a permanent nature, level of knowledge required, qualification, and associated risks.

9 Talent Management and Succession Planning

The Group will identify through its Performance Management Framework, business critical roles and key talent as part of Resources and Succession Planning for the future. The Executive team reserves the right to appoint (either permanently or on a fixed term basis) individuals to roles within the business to avoid redundancy, for development purposes or for the purposes of succession planning.

10 Disability Confident Employer

The Group is committed to promoting equal opportunities for all and does not discriminate against any applicant on the grounds of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief (or lack of belief) sex, sexual orientation, at any stage of the recruitment process.

The Group has been accredited with the Disability Confident symbol and is positive about disability, and is committed to ensuring all disabled applicants, who meet the requirements of the person specification of the advertised post, would be offered an interview.

Reasonable adjustments will be made at all stage of the recruitment process, where possible, to facilitate a disabled candidate to participate fully in the process, and in order for a successful disabled candidate to undertake the post.

11 Record Keeping and Data Protection

Accurate record keeping is an essential part of recruitment for the following reasons:

- to assist in monitoring the Groups adherence to best practice;
- to enable accurate and objective investigation of complaints as speedily as possible;
- to enable an accurate and speedy response in cases where complainants invoke their statutory rights under discrimination and data protection legislation.

The following documents are vital for achieving these objectives;

- the application form and related documents;
- short listing forms;
- copies of assessment tests and exercises;
- candidate's written exercise responses, test score sheets, presentation handouts;

panel members' notes.

All applications will be treated confidentially in accordance with the Data Protection Act 1998. All personal information provided by candidates will be treated as confidential, and will only be considered by those staff with a legitimate interest in the appointment.

The Group will not permit an applicant to view references that are given in confidence without the referees permission.

12 Responsibility, Consultation Monitoring and Review

It is the ultimate responsibility of the HR Team to ensure fair application of the recruitment and selection procedure across the Group and that the policy is adhered to at all times.

The policy has been reviewed and consulted with the Recognised Trade unions, and the Board.