



## **Recruitment and Selection Policy and Procedure**

### **Statement of Intent**

Railway Housing Association (RHA) recognises the importance that our colleagues play in delivering high levels of service to our residents.

Recruitment and selection is the process of searching for, selecting, and hiring the candidate who best meets the requirements of the specific job role, the needs of the association and whose values align with our own.

The purpose of this policy is to ensure that our approach to recruitment is consistent with current legislation and good HR practice. This policy is non contractual and may be amended at any time.

Effective recruitment should produce the most suitable candidate using the most cost-effective search methods. Recruiting managers should ensure that the recruitment process is conducted in a fair, objective and professional manner - this helps to maintain RHA's reputation with current colleagues and potential recruits.

All applicants for employment, and all colleagues applying for alternative positions or promotion within the association will be assessed according to their skills, experience and ability to do the job, and to ensure that their values match those of the association.

### **Decision to recruit**

To ensure value for money, line managers should review the need for the role within their team before commencing the recruitment process. All jobs must be designed to meet the needs of the association. This includes drafting or updating the job description for the position

### **Advertising**

Once the decision to recruit has been made by the appropriate line manager, the Corporate Support Manager, with the recruiting line manager, will assess the recruitment market and may choose to advertise the vacancy in any of the following channels to try and attract a wide range of applicants from different backgrounds:

1. Internal advertising
2. Our website
3. Social media methods including Facebook and LinkedIn
4. Online recruitment sites - Indeed etc
5. For senior and specialist roles, the association may decide to engage the service of recruitment agencies/consultants
6. Personal recommendations and word of mouth
7. Advertising in the community to residents

All posts will be advertised internally. All applicants will be treated equitably and assessed solely on their skills, experience and suitability for the role.

Exceptions to the advertising of posts may include the following circumstances for reasons of employment law, good practice and to manage the association's business effectively:

- Restructuring or redundancy where a colleague is deemed to be 'at risk' of redundancy or is subject to a formal redeployment process where the post may be deemed 'suitable alternative employment'
- An existing post is amended and retitled, and the post-holder meets the performance requirements of the post
- Ring-fencing of posts during restructuring situations to the area affected by the restructure
- Where a vacancy has been covered by a colleague for at least 6 months and that colleague meets the performance requirements of the post

There may also be circumstances when a vacancy may only be advertised internally. These circumstances may include

- When a post is available on a temporary basis and existing colleagues may wish to apply for the post under a secondment arrangement i.e. for the colleague's current post to be held open to facilitate a return after completion of the secondment. Secondment arrangements will not be refused unreasonably; however, service delivery requirements will take priority.
- Where a vacancy would result in a change of hours for an existing post. These vacancies may be initially advertised to colleagues in the same type of post. If there is only one applicant a formal interview will not be required.
- Where the decision is made by the executive team and Chief Executive (and Board Members if the vacancy is at executive team level) to meet the operational needs of the association.

If, within six months of appointment, a post becomes vacant again, applicants for the original vacancy may be re-considered without re-advertising.

### **Selection Process**

Candidates will be asked to submit a CV and covering letter outlining their skills and experience relevant to the role.

All applications will be sifted initially by the recruiting manager. Candidates who meet the essential criteria on the job description for the role will then be scored by the interview panel. In the event of a large volume of applications being received the recruiting manager will also be the key desirable criteria.

The interview panel will comprise the line manager for the role, and their line manager or another member of the leadership team. Board members will be involved in the recruitment for vacancies at executive team level.

All applications will be sifted separately by the interview panel, to ensure a fair objective approach.

Railway housing association, in line with our disability confident employer status is committed to interview any applicant that declares they have a disability and who meets the essential criteria of the person specification for the post.

All applicants will be asked to declare any close connection within their application. 'Closely connected' would include a relative, spouse or partner, or a close friend. Their application will be considered on its merits along with all the other applications. However, the person(s) to whom they have a close connection will not take any part in the recruitment process. Any applicant who knowingly fails to disclose a relationship with an employee or Board member may be disqualified from the recruitment process or, if appointed, may be liable for dismissal.

Any offer of employment to an applicant who is closely connected to a Board member or current employee must be approved by the executive team, or in the case of the close connection relating to a member of the executive team approval will be approved by the board. The person(s) to whom they are closely connected will take no part in the decision-making process.

Any colleague involved in the recruitment and selection process who knowingly fails to disclose a relationship with an applicant will be subject to disciplinary action. Any Board Member involved in the recruitment and selection process who knowingly fails to disclose a relationship with an applicant will be dealt with in accordance with the NHF Code of Conduct and may have their appointment terminated.

The Association will not consider applications for employment from anyone who is currently, or has been within the preceding twelve months, a Member of the Board of Directors.

### **Interview**

Our general approach to the interview process is to invite all candidates to attend an informal interview with a stakeholder panel comprising residents and colleagues. This will then be followed by a formal interview with the recruiting manager and a member of the operational management team/executive team (as appropriate).

A typical process would include:

- General introductory questions
- Competency based interview questions relating to the role
- Value and behaviour-based interview questions
- Questions about team working

Candidates will be scored against each of the essential criteria for the role.

Candidates may also be asked to undertake technical tests or deliver a presentation as part of their interview, so that they can demonstrate the skills, experience and knowledge which will be required in the post.

Other approaches to interviewing and shortlisting candidates may also be used for some roles, for example where there are a large number of candidates meeting the essential criteria. Other approaches may include

- an assessment day approach may be used with group sessions to shortlist for the formal interview stage based on applicants' values and behaviours at the assessment day
- initial informal Teams interviews to shortlist prior to progressing to the formal interview stage.

We will provide all interview candidates with the outcome. All unsuccessful interview candidates will be offered verbal feedback from the recruiting manager.

### **Offer of employment**

All offers of employment with the Association are subject to the following:

1. confirmation of and satisfactory evidence that the candidate is eligible to work in the UK
2. receipt of 2 satisfactory references covering the two years prior to the interview, one of which must be the most recent employer
3. sight of the original copies of any qualifications that the post holder for the position requires
4. A satisfactory DBS check, where required for the role

## **Confidentiality**

Only those employees involved in the recruitment process will have access to recruitment documentation. All documents related to the recruitment procedure will be securely stored and access will be limited to those involved in recruitment. Documents will only be kept for as long as necessary and relevant in line with our Data Protection policy.

Candidates will be asked if they would like their details kept on file for future vacancies.

## **Training**

The association will endeavour, through appropriate training, to ensure that managers and Board members making recruitment decisions are aware of current employment legislation and regulatory requirements in relation to the recruitment process, and that they will not discriminate whether consciously or unconsciously in making these decisions.

## **Disclosure and Barring Service (DBS)**

Railway Housing Association meets the requirements in respect of exempted questions under the Rehabilitation of Offenders Act 1974. Please refer to RHA DBS policy for more detailed information.

The Association is committed to equality of opportunity for all job applicants and aims to select people for employment based on their individual skills, abilities, experience, knowledge and, where appropriate, qualifications and training. Therefore, the association will consider ex-offenders for employment on their individual merits.

Roles that involve regulated activities, safeguarding responsibilities or direct contact with residents will require a satisfactory enhanced DBS check. All checks will be carried out in accordance with the Associations Disclosure and Barring Checks Policy.

## **Equality**

This policy will be implemented in accordance with our Equality and Diversity policy.

## **Responsibility**

The Chief Executive is responsible for the effective implementation of this policy.

## **Review**

This policy will be reviewed every three years or sooner if there are any changes in legislation or the Association's staffing structure.