

# Recruitment & Selection Policy

*We will provide this policy on request at no cost, in large print, in Braille, on tape or in another non written format.*

## 1. INTRODUCTION

Recruitment and selection plays a fundamental and crucial role in the continuing success of Cube Housing Association Limited. The Association recognises that it can only operate effectively if it has the right people in the right place at the right time and this can only be achieved by having robust recruitment and selection procedures. Recruitment and selection are often seen as the one single activity – however, there is a distinction between these processes. Recruitment is the part of the process concerned with finding the applicants; it is a positive action by management going out into the labour market, communicating opportunities and information, and generating interest. Selection is the part of the process which involves choosing between applicants for jobs, by selecting and using techniques that will identify the most suitable candidate for the vacant post. These selection techniques used should be both reliable and valid to the post.

Successful recruitment is an important factor in contributing to the Association's ability to attract and retain its employees. The ability of the Association to adapt to new technology, changing markets and organisational restructuring is dependent upon the recruitment of employees who are flexible, adaptable and committed to the success of the organisation. It is also important that the recruitment process is both efficient and cost effective. There are also benefits to individuals gained by an effective recruitment process as this should ensure that people are put forward to jobs which are appropriate to them and their skills and aptitudes.

Successful recruitment depends upon finding the applicants with the appropriate level of skills and qualifications who will identify with the objectives, values and aims of the Association and will see themselves as making a positive and innovative contribution towards them. The recruitment process is an important exercise and a realistic representation of the organisation and will also attract the appropriate candidates. It is in the interests of candidates and prospective employees that accurate information is given at all stages of the recruitment & selection process.

## 2. OBJECTIVES OF THE POLICY

- To work with our partners in GHA to retain job opportunities for existing Cube and GHA staff by restricting external recruitment, except in exceptional circumstances such as the recruitment of specialist posts, to all organisations in the GHA Group. The retention of internal vacancies as redeployment opportunities will be required due to the formation of joint services as committed in the Group Business Plan. All vacancies, permanent or secondment opportunities, will be advertised throughout the Group through internal communications.
- To ensure that Cube Housing Association Limited carries out a systematic approach to recruitment & selection – achieving the desired result, i.e. recruiting the right person for the job. The full systematic approach is contained within the revised Recruitment and Selection Procedures Manual.
- To avoid discrimination and promote equality of opportunity in recruiting employees through using non-discriminatory advertising mediums, endorsing relevant selection methods and undertaking “positive action” initiatives.
- To ensure all recruitment & selection procedures and processes are carried out in line with current employment legislation, including compliance with the requirements of the Equality Act 2010.
- To ensure that the Association's Managers receive training in recruitment and selection techniques and methods on a regular basis to ensure that best practice is maintained at all times.
- To ensure that the Association obtains best value through managing the recruitment and selection process in a cost effective way.

### **3. EQUAL OPPORTUNITIES IN RECRUITMENT AND SELECTION**

The Association is committed to the principles and practice of equality of opportunity in employment. Equal Opportunities are aimed at removing barriers to access and opportunity, with positive results for individuals and the Association. It refers to equality in recruitment, promotion, training, and terms & conditions of employment, which is free from unfair and unlawful discrimination. The Association will ensure that no applicant or member of staff is subject to less favourable treatment on the grounds of gender, marital status, race, colour, nationality, ethnic or national origins, religious beliefs, age, sexual orientation, responsibilities for dependants, physical or mental disability, or offending background, or is disadvantaged by any other condition which cannot be shown to be relevant to performance.

Cube actively promotes equality of opportunity for all with the right mix of talent, skills and potential, and welcomes applications from a wide range of candidates, including those with criminal records. The selection of candidates for interview will be based on skills, qualifications and experience.

### **4. DISCLOSURE SCOTLAND REQUIREMENTS IN RECRUITMENT AND SELECTION**

As the Association is providing services which are registered with the Care Commission for Scotland regulations, it complies fully with the Code of Practice, issued by Scottish Ministers. This Code refers to the use of information provided to registered persons and other recipients of information by Disclosure Scotland under Part V of the Police Act 1997, for the purposes of assessing applicants' suitability for positions of trust. The Association undertakes to treat all applicants for positions fairly and not to discriminate unfairly against the subject of a Disclosure on the basis of conviction or other information revealed.

The Association will comply with its duty to obtain an Enhanced Disclosure from the successful candidate only where this is considered proportionate and relevant to the particular position. This will be based on a thorough risk assessment of that position. Where an Enhanced Disclosure is to form part of the recruitment process, Cube will encourage all applicants selected for interview to provide details of any criminal record at an early stage in the application process. The information may be provided under separate, confidential cover, to a designated person within Cube and will only be seen by those who need to see it as part of the recruitment process.

For all other posts, a Basic Disclosure will be sought in co-operation with the successful applicant. All application forms, job adverts, careers literature, website and any other appropriate literature will contain a statement that a Disclosure will be required and the level of Disclosure for the particular post in the event of the individual being offered the position.

### **5. EQUAL OPPORTUNITIES MONITORING**

Equal Opportunities monitoring will be carried out at recruitment stage through the use of a monitoring form, which will be sent to candidates, independent of the Job Application Form. Candidates responding to vacancies will be asked to complete the Equal Opportunities Form and return it with their application, where the monitoring information will be detached and collated, ensuring that it does not influence the selection process. This information will be used to check and report progress on achieving a workforce which is representative of the diverse community it serves.

## **6. EMPLOYMENT LEGISLATION AND POSITIVE ACTION**

Cube recognises that discrimination may be indirect or direct. Indirect discrimination occurs when a requirement or condition applied has a disproportionately adverse effect on one sex or group. Discrimination is unlawful even where there is no intention to discriminate. Through regular training for managers on recruitment and selection methods, discrimination, either direct or indirect, will be avoided.

To pursue the aim of having a workforce which reflects the diverse community it serves, Cube may undertake positive action programmes to overcome under-representation of a particular group and in doing so will take advice from the appropriate statutory bodies dealing with sex, race and disability discrimination, eg The Equal Opportunities Commission (EOC), The Commission for Racial Equality (CRE) and The Disability Rights Commission (DRC).

## **7. MONITORING & REVIEW**

The Association will put in place relevant monitoring and reviewing mechanisms to measure the effectiveness of its Recruitment & Selection Policy, specifically on equal opportunities, use of Disclosure and selection methods.

## **8. REVIEW OF THIS POLICY**

The Association's Management Committee and the Joint Consultative Committee will review the Recruitment & Selection Policy every 3 years, but reserve the right to make any additions or alterations considered necessary in the interim as a result of changes in legislation or best practice.