



Recruitment and Selection Policy and Procedures

	Page No.	
Section 1	Introduction	2
Section 2	Objectives of Policy	3
Section 3	Wider Framework	4
Section 4	Authority to Recruit	9
Section 5	Review of Vacancy	12
Section 6	Job Description and Person Specification	13
Section 7	Advertising	14
Section 8	Recruitment Pack	15
Section 9	Selection / Shortlisting	17
Section 10	Interviewing	18
Section 11	Other Selection Methods	21
Section 12	References	21
Section 13	Appointment	22
Section 14	Monitoring	23
Section 15	Appraisal	24
Section 16	Exit Interview	24
Section 17	Training	24
Appendix 1	Application Form Covering Letter	25
Appendix 2	Application Form	27
Appendix 3	Guidance Notes on Completing Application	43
Appendix 4	Short Listing Assessment Form	45
Appendix 5	Invitation to Interview Letter	48
Appendix 6	Interview Assessment Form	49
Appendix 7	Reference Request	52
Appendix 8	Offer Letter	54
Appendix 9	Unsuccessful Interview Candidate Letter	60

1. Introduction

- 1.1 Recruitment is the process involved in appointing an individual or individuals to a vacant position. Selection is the process involved in ensuring that the correct candidate is offered the position after various activities have been undertaken by the Association to determine this factor.
- 1.2 Selecting and recruiting the correct individuals for any vacant post is an important task for Linstone Housing Association. Successful recruitment is an essential factor in contributing to our ability to retain good quality employees and to provide a high quality service to our customers.
- 1.3 The staff of any organisation is effectively their largest resource and our ability to attract, select and recruit the most suitable person for the vacancy should ensure that we continue to develop as an Association and fulfil our obligations to our customers.
- 1.4 It is essential that we recruit staff who are skilled, motivated and committed to the objectives of Linstone Housing Association. The ability of any Association to adapt to an ever-changing environment often determines the Association's success. To manage change effectively we require flexible, adaptable and committed staff who are both aware of the roles within the Association and who possess the skills to deliver their roles to a high standard.
- 1.5 There are significant costs involved in the recruitment and selection processes, not least in advertising, general administration and staff / committee time for those involved in recruiting staff. It is essential that the Association manages this process in the most efficient and cost-effective manner whilst ensuring that we manage to attract and recruit the most suitable candidates.
- 1.6 There are also significant benefits to be gained by the individual applicants / staff members through effective recruitment and selection procedures. By having clear and specific requirements for the vacancy together with good quality selection procedures it should ensure that the individual appointed to the vacancy has the skills, capabilities and experience to fulfil the post.

2. Objectives of Policy

2.1 Our Recruitment and Selection Policy aims to meet the following objectives:

- The attraction and retention of the most suitably skilled and versatile staff.
- The implementation of a clear and systematic approach to recruitment and selection.
- The avoidance of discrimination and promotion of diversity and equality of opportunity in recruiting employees.
- The compliance with current legislation and good practice in the recruitment and selection process.
- The recruitment of good quality personnel in a fair, efficient and effective manner.
- The development of existing employees to ensure that they have the necessary skills to compete for vacant posts on merit.
- The development of clear and robust monitoring systems to identify gaps in our policies and procedures.
- The widest possible target audience is reached when seeking to fill a vacancy.
- The existence of clear systems for recording and administering the recruitment and selection processes.

These are the broad principles that the Association hopes to achieve with this policy. The following sections detail the procedural aspects relating to recruitment and selection and provide clear guidance on how the Association meets these objectives.

3. Wider Framework

3.1 There are links between this policy and a variety of other documents, both internal and external. There is also a significant amount of legislation regarding recruitment and selection and a brief outline of each is detailed below.

3.2 Performance Standards

As a social landlord Communities Scotland regulates us and their expectation of our performance is clearly defined within the Performance Standards documentation.

These performance standards are divided into two areas, Activity Standards and Guiding Standards. The Guiding Standard that relates to recruitment and selection is GS1.4 – Resource Management. Our policy is designed specifically to meet this standard.

3.3 Internal Management Plan

Our Internal Management Plan details the Association's future direction and is used as a mechanism for measuring success. It details our vision, our mission, our strategy and sets out our business objectives.

Within this document the effective recruitment and selection of highly skilled and capable staff are essential to the delivery of our future business objectives.

3.4 Equal Opportunities

The concept of Equal Opportunities is central to the entire recruitment and selection process. It is our desire to ensure that the barriers to recruitment and selection arising from ethnicity, race, nationality, colour, gender, marital status, geographical location, special needs, language difficulties, age, religion, sexual orientation, or disability are removed by providing a range of opportunities which suit each client groups needs.

Our aim is to deal with all individuals or groups of individuals equally avoiding unfair discrimination in relation to recruitment and selection.

3.5 Training and Development

The Association places an emphasis on ensuring that our staff are suitably trained and equipped to carry out their posts to their full potential. We recognise that effective recruitment and selection processes are only one of the aspects of ensuring that we have well developed, highly motivated and effective staff.

We regularly review our training plan for the organisation and individually to ensure that the skills and knowledge of our staff are continually being enhanced to allow them to perform to their maximum capabilities.

3.6 EVH Terms and Conditions

Linstone Housing Association is a member of Employers in Voluntary Housing (EVH).

Salary scales and terms and conditions of employment are in accordance with EVH guidelines.

3.7 Induction Programme

Linstone Housing Association will provide a tailored induction programme to all new employees, and existing employees appointed to new posts within the organisation.

This programme will include:

- Information / background on the Association
- Health and Safety
- Relevant legislation, for example, Schedule 7 of the Housing (Scotland) Act 2001
- Internal Management Plan
- Policies and Procedures
- Employee's rights and benefits (Conditions of Service)
- Management Committee role
- Introductions to relevant staff in organisation
- Training required

The above list is not exhaustive.

It is recognised that each new employee will have differing levels of knowledge regarding the following topics and as a result the programme will be matched to their needs

3.8 Data Protection Procedures

Application forms, person specification, shortlisting and interview assessment forms of unsuccessful applicants will be retained for four months in accordance with good practice.

After the four months all information relating to the unsuccessful applicant will be shredded confidentially.

3.9 Gifts and Hospitality

The Associations Gifts and Hospitality policy details the occasions where gifts can be accepted and recorded. This is an area the Association ensures is complied with in recruitment and selection. This is particularly relevant where the offer of a gift or hospitality could be deemed to be an inducement.

3.10 Health and Safety

It is the intention the Association, so far as is reasonably practicable, to ensure that: -

The working environment of all employees is safe and without risks to health and that adequate provisions are made with regard to the facilities and arrangements for their welfare at work.

This policy is also relevant regarding recruitment and selection in ensuring the Association's offices and methods of communication are accessible to applicants for vacancies.

3.11 Disclosure Policy

Disclosure Scotland is the mechanism used by employers to carry out a check on prospective or current employees' criminal records. We have a policy in place that details how the Association intends to ensure that all employees have been subject to a full Enhanced Disclosure check.

For the purposes of recruitment and selection when a successful candidate has been provisionally offered a post, we will advise them that it is subject to a full Disclosure being received.

Although it does not cover every eventuality, our Disclosure policy sets out the types of offences that may preclude a successful candidate from employment with the Association.

3.12 Raising Standards, Chapter 13: Human Resources

This chapter of the Scottish Federation of Housing Associations Raising Standards publications provides good practice on all human resources matters, including recruitment and selection.

This policy and procedure has been developed taking into account their views to ensure that good practice is achieved.

3.13 Employers in Voluntary Housing (EVH)

This policy has been developed following some advice received from EVH regarding recruitment and selection. They have provided information on the topic in relation to compliance with equalities guidance, legislative requirements and good practice.

3.14 Housing (Scotland) Act 2001

The section of this Act that is relevant to recruitment and selection is Part One of Schedule 7. This section sets out how the Association must operate in ensuring that those involved with Linstone, both committee and staff, do not benefit in an inappropriate fashion from their involvement.

Employee contracts may be granted to a close relative of a former or existing employee, or to a close relative of a former Committee Member (within the 12 month excluded period), providing there is open recruitment.

In the case of an existing employee, there should be no direct management relationship between the individuals concerned.

It is prohibited for a close relative of an existing Committee Member to be granted a contract of employment.

3.15 Legislation

The Association adheres to a range of relevant legislation, which is detailed below. This is achieved by ensuring we follow good practice and have policies in place that state, in detail, how the Association meets these objectives.

Equal Pay Act 1970

Employment Rights Act 2003

Employment Act 2002

Employment Equality Regulations 2003

Rehabilitation of Offenders Act 1974, Exceptions 2001

Sex Discrimination Act 1975, Amendment 2003

Race Relations Act 1975, Amendment 2000, Regulations 2003

Disability Discrimination Act 1995, Amendment, Regulations 2003

Human Rights Act 1998

Data Protection Act 1998

Asylum and Immigration Act 1996

4. Authority to Recruit

4.1 Linstone is a Housing Association managed by a Committee of volunteers. For each of the three areas below it details who has the authority to recruit and appoint staff. It highlights the areas where responsibility is devolved to the professional staff who manage the Association on a day to day basis.

4.2 a) New or Additional Permanent Post

The Authority of the Committee is specifically required to recruit additional or new permanent posts.

The Chief Executive is responsible for providing an appropriate background Report to the Committee to enable an informed decision to be made. On agreement of Committee, Chief Executive then authorises the commencement of the recruitment and selection process.

4.3 b) Replacement Staff for Existing Permanent Posts

The Chief Executive's specific agreement is required before recruitment and selection process can be undertaken.

4.4 c) Temporary Staffing for a New or Additional Post

The Authority of the Committee is specifically required to recruit additional or new temporary posts.

The Chief Executive is responsible for providing an appropriate background Report to the Committee to enable an informed decision to be made. On agreement of Committee the Chief Executive then authorises the commencement of the recruitment and selection processes.

4.5 d) Replacement Temporary Staff for Existing Permanent Posts

The Chief Executive has the delegated authority to decide on the recruitment process to undertake when any permanent posts require to be filled temporarily. These occasions normally arise during one of the following areas:

- Permanent staff members taking maternity leave.

- Permanent staff members taking adoption leave.
- Short or long term sickness absence.
- Criminal Convictions resulting in prison sentence.
- Special leave for a prolonged period, for example, jury duty in a high profile case which is expected to last a significant period.
- Permanent staff member suspended through disciplinary procedure.
- Permanent staff members taking parental leave.
- Permanent staff member undertaking agreed Training and Development programme for a sustained / prolonged period.
- Permanent staff members taking unpaid time off from employment for a prolonged period.

4.6 On most occasions these vacancies will be advertised both internally and externally. Dependent on the type and length of vacancy it may be appropriate to assess our overall staffing levels and consider delegating duties or moving staff around in an 'acting-up' basis for the duration of the vacancy.

When we consider that this may be an appropriate mechanism to undertake, we will also assess for the purposes of Equal Opportunities whether there are any agency staff that meet the requirements to ensure that the internal staff members have the relevant knowledge and skills. This would have to include an assessment of the cost-effectiveness of recruiting agency staff, which has a fee levied as a percentage of the salary.

4.7 Under certain circumstances we may determine that it is necessary to operate outwith this standard procedure. These occasions should rarely arise and will usually be intended to cover a short-term period where:

- there is no suitable internal staff that could be considered.
- the time and costs associated with the recruitment process would hinder the Associations day to day operation.
- there is unlikely to be a suitable agency candidate.
- it is necessary for the candidate to begin undertaking the tasks immediately with minimal training.

Some examples of the types of short-term solutions we may adopt are:

- a former employee being appointed to cover post.
- a consultant being appointed to undertake the post or certain specific tasks within the posts job description.
- by using / sharing staff from another housing provider covering the post or certain specific tasks within the post job description.
- a known person with the relevant local knowledge for the post

The Chief Executive has delegated authority to operate outwith the standard recruitment and selection procedure where necessary. For these instances to occur the Chief Executive will examine the options available and approve any appointment on this basis. The Chief Executive will then report to the Management Committee on the reasons for this appointment.

- 4.8 For the purposes of job sharing posts, the recruitment and selection procedure will be exactly the same as described in this document. Wherever possible, the prospective job share employee should meet the existing job sharer prior to employment.
- 4.9 This recruitment and selection policy and procedure relates to all contracts of employment including:
- Full-time and Part-time permanent employment
 - Full-time and Part-time temporary employment
 - Full-time and Part-time fixed term employment

5. Review of a Vacancy

- 5.1 The Association's Management Committee, in conjunction with the Management Team will review annually the overall staffing levels of the Association in accordance with our Business Plan, Internal Management Plan and performance during the previous financial year. Dependent on the outcome of this review it may be necessary to approve and implement changes to the staffing structure in order to best meet the Association's objectives in the ever-changing environment in which we operate.
- 5.2 Any recommendations on changing the proposed structure will be approved by Management Committee before progressing with implementation.
- 5.3 In the event that changes to the Association's Staffing Structure will have an impact on the current staff we will conduct a full and meaningful consultation with both the Union and staff affected.
- 5.4 When a vacancy arises within the Association the Chief Executive has the delegated responsibility for conducting a full review of the vacant post. The Chief Executive will undertake a variety of procedures prior to the decision to instigate the recruitment and selection processes. These include:

An in-depth job analysis which involves assessing:

- 1) Does the vacancy require to be filled?
- 2) What would be the costs and benefits to the Association by not filling the vacant post?
- 3) Could the work be redistributed amongst existing staff?
- 4) Are there other methods for filling the vacancy, for example, buy in services or share resources with other Housing Associations?
- 5) A review of the requirements of the post.
- 6) A review of the grade the post should occupy.

The outcome of this review will determine how the vacancy will be filled and should have provided detailed information on the expectations of the post.

6. Job Description and Person Specification

6.1 Once the job analysis has been conducted it is the responsibility of the Chief Executive / Director to produce a revised and updated job description. This should provide a broad description of the post and details the basis for duties, responsibilities and organisational remit that the post will undertake.

6.2 The job description will contain:

- Job Title
- Department
- Grade / Salary
- Who the postholder would be responsible to
- Summary of post
- Objectives / tasks of the post
- Performance expected from post.
- Personal Qualities

6.3 The person specification will describe the attributes required for the particular post. It will specifically detail the criteria required for an applicant to be considered for the post and whether this criteria is deemed to be essential or desirable by the Association. The range of criteria will change dependent on the particular post, but each will normally include minimum of experience, knowledge required, qualifications / educational attainments and specific skills / abilities required.

6.4 Essential criteria are those areas considered by the Association that the applicant must have achieved for them to be able to undertake the position to an acceptable standard. These are requirements that the applicant should have attained / developed before applying for the post. Any applicant who does not supply evidence that they meet the essential requirements of a particular post will exclude them from further consideration.

6.5 Desirable criteria are those areas that are considered by the Association to be beneficial for the applicant to have. The absence of these requirements will not exclude a candidate from consideration, but merely assist the Association in deciding who should be selected for interview.

7. Advertising

7.1 On most occasions vacancies will be advertised both internally and externally. The only times that this may not be suitable is when:

- There is a need to avoid potential staff redundancies. When a vacancy arises, those who are available for redeployment will be considered for this post. If there are not any staff suitable for this post, then external recruitment will commence.
- As indicated earlier it may be suitable on occasions to consider delegating duties or moving staff around in an 'acting-up' basis for the duration of a temporary vacancy. On these occasions we will advertise both internally and externally to relevant agencies to ensure staff skills meet the requirements of the post.

7.2 Our advertisements will contain information about:

- Location of the post
- Brief information about the Association
- The job title
- Main duties and responsibilities of post.
- Salary / Grade and employee benefits of the post
- Qualifications, knowledge and experience required and preferred.
- How to apply, closing date application should be received by, who to contact and proposed interview dates.
- Our commitment to diversity and equalities.

7.3 The advertising of vacancies is intended to create a demand and quality of applicants for the particular post. We will therefore ensure that we advertise in areas that are appropriate to the sector and are fair with no direct or indirect discrimination towards a group(s) of potential applicants.

7.4 We will utilise a range of appropriate methods from the list below to ensure that our vacancy is advertised effectively including:

- Internally – on notice boards and by e-mail
- Local and national press
- Employers in Voluntary Housing

- Job Centres
- Website
- Recruitment Agencies
- Professional newspapers or magazines
- Local media
- Community organisations and publications
- Local Radio
- Equalities Groups

7.5 In addition, the Association may on occasion target a specialist source appropriate to the requirements of the post. In deciding where to advertise for each vacancy that arises, the Association will have due regard to any groups, which are under represented in our workforce and will seek to ensure that adverts are placed in locations that meets the requirements of all parts of the community.

8. Recruitment Pack

8.1 We recognise that the information sent to applicants is crucial to their decision on whether to apply for the vacancy. In order to provide applicants with enough information to make an informed choice about their interest in applying for the vacancy we will provide a recruitment pack, which contains:

- Covering letter which details the post applied for, closing date for returned applications, proposed interview dates, who to contact for further information and whether the applicant has any special requirements.
- Application form – Section 1 (Personal Information). This form is purely for employment administration purposes and equalities monitoring. It will NOT be viewed by the shortlisting / interview panel when deciding appropriate candidates for the post.
- Application form – Section 2 (Suitability to Post). This form is used by the shortlisting / interview panel to determine the applicants suitability for the post. It focuses on the applicants qualifications, relevant training, current and previous employment and how the applicant matches the person specification.

- Job Description.
- Person Specification
- Guidance notes on completing the application form for applicants.
- Background on the Association / Staff structure. A brief information sheet that gives the applicant information on the Association and our current staff structure.
- Conditions of Service Note. A brief document detailing some of the main conditions of service attached to the post. For example, Annual Leave, flexi-time, sickness benefit, no-smoking policy etc.
- Annual Report. A copy of the most recent Annual Report is provided for the applicants information.
- Newsletter. A copy of the most recent Association newsletter is provided for the applicants information.
- Location of our office. This document provides directions to our office in the form of a map.
- Diversity and Equal Opportunities information. A brief guide to our commitment to equalities statement and key principles.
- Policy on Rehabilitation of Offenders / Criminal Convictions, disclosure checks.

This list is not exhaustive and the Chief Executive may also send out other materials appropriate to the particular vacancy.

9. Selection / Shortlisting

- 9.1 Once the closing date for the particular post has elapsed the next stage is to shortlist the applicants. The shortlisting of suitable applicants will only be assessed against Part 2 of the Application Form, which only details the applicant's suitability for the post and does not contain any personal information that could contravene diversity and equality guidance.
- 9.2 All applicants will be assessed against the person specification developed for the post. The staff / committee member will thoroughly read through the relevant application form and identify if, how and to what extent the applicant meets the essential and desirable criteria in the person specification.
- 9.3 Each application will be scored against this criterion with the total recorded for essential criteria, desirable criteria and a combined overall score.
- 9.4 This process will be conducted separately by at least two staff and / or committee to ensure that each applicant is fairly assessed against the criteria laid down in the person specification. After each staff / committee member has reviewed the applications individually they will then discuss their choices and reach agreement on the candidates that should be selected for interview. The reasons for the rejection of each applicant will also be noted on the shortlisting form.
- 9.5 On all occasions the same panel that agreed the person specification and intend to carry out interviews for the post will conduct the shortlisting process.

9.6 Shortlisting Disabled Applicants

Applications from disabled persons should be judged against the essential criteria detailed in the person specification. If the applicant meets this basic essential criteria they will be granted an interview in accordance with the Disability Discrimination Act 1995 and the 'Positive about Disabled' scheme.

10. Interviewing

10.1 When the successful applicants have been selected for interview the Association will send a letter detailing various information:

- Date and Time of Interview
- Who to contact for further information
- Requesting whether the candidate has any special requirements.
- Format of interview, for example, length of interview, presentation etc.
- Request for candidate to bring to interview proof of identity and original qualifications.

Our intention is therefore to have sent letters to all applicants not selected for interview within five working days of the invitation to interview letters being sent out.

With the letter sent to applicants advising that they had not been selected for interview most posts will contain a paragraph advising them that we are happy to provide feedback on why they were unsuccessful on this occasion. Dependent on the volume of applications or other work resources it may not be possible to offer this for every vacancy.

10.2 In most occasions the original shortlisting panel will conduct interviews. It is recognised that there may be occasions when this will not be possible, for example, sickness, holidays etc. although we will strive to ensure these occasions are kept to a minimum.

10.3 The interview is one of the most commonly used methods of recruitment and selection. It is a two-way process which gives both the Association and the candidate the opportunity to demonstrate how they match the others expectations. It also provides the opportunity to gauge the potential compatibility of the Association and the candidate.

10.4 Prospective employees, will normally be interviewed by either two or three people comprising of staff or staff and committee. Due to organisational resources it is not feasible to have interviews conducted by three people on all occasions, but we will ensure for all posts Grade 8 and above that this is the case.

The general guide to who will interview for the particular grades is detailed below:

(a) EVH Grades 1 – 7

These posts range from Trainee through to Professional Officer.

On most occasions two staff will interview for these posts.

The interview panel will comprise of Departmental Director and Department Supervisor (if appropriate). If there are no supervisory staff within the department then either another Director or the Chief Executive will assist the Departmental Director in conducting these interviews.

(b) EVH Grade 8

This posts relates to a Senior Professional Officer.

On most occasions the interview panel will comprise of three staff / committee members.

Departmental Director, Chief Executive or another appropriate departmental Director and a Committee Member should conduct these interviews.

(c) EVH Grade 9

These posts relate to the Directorate within the Association.

Interviews for this post will be conducted by three or four staff / committee members.

The interview panel will normally comprise of Chief Executive, another Departmental Director, Chairperson and another Committee Member.

(d) EVH Grade 10

This post relates to the Chief Executive within the Association.

Interviews for this post will be conducted by at least three Committee Members, inclusive of two officer bearers and their advisor. Their advisor will normally be another Senior Staff Member from another housing organisation or an EVH representative.

- 10.5 Where any member of the interview panel intimates that they have a conflict of interest, another staff or committee member with similar skills or experience will take their place.
- 10.6 The purpose of the interview is to examine in more detail the applicant's suitability to the post. All questions asked by the interview panel are based on the person specification or to supplement or clarify information given by the applicant on their application form.
- 10.7 All applicants will be asked the same standard questions in same order with any specific questions relevant to the applicant's own circumstances / application form detailed on the Interview Assessment Form.
- 10.8 Where it is necessary to ask questions relating to personal circumstances, for example, in relation to flexibility to work irregular hours or candidates ability to work as apart of a team these questions will be asked of each candidate to ensure transparency of the interview process.
- 10.9 At the end of each interview the panel will complete an Interview Assessment Form which looks at the essential and desirable criteria on the person specification. It is used to assess how the candidate demonstrated they met the person specification.

10.10 Interviewing Disabled Applicants

On occasions a candidate may intimate either at the application stage or on receipt of their invitation to attend an interview letter that they have a disability that may require special requirements, for example, braille, audio tape, accessibility issues.

When this occurs we will endeavour to ensure that appropriate adjustments are made to ensure each candidate competes for the vacancy on an equal basis.

10.11 Linstone will reimburse applicants any reasonable travelling expenses based on the actual costs of fares by public transport (or production of receipts) or its equivalent if private car used.

11. Other Selection Methods

11.1 Dependent on the vacancy the Association may decide to include other relevant selection methods into the recruitment process. These may include:

11.2 A Presentation – the candidate will be advised by letter (usually the invitation to interview letter) that the Association wishes that they conduct a short presentation. They will be advised of the Association’s expectations on the length and topic of the presentation. We will ensure that the candidate is given adequate time to prepare for this presentation.

11.3 Skills Test – the candidate will be advised by letter (usually the invitation to interview letter) that the Association wishes them to conduct a skills test during the interview process. This will normally be used for areas like specialist knowledge, problem-solving scenarios, typing test etc.

11.4 Psychometric Tests – on occasion the Association may consider the use of psychometric testing. This will only be conducted on rare occasions and the candidates will be informed of our intention to utilise this method.

11.5 Psychometric Questionnaires - on occasion the Association may consider the use of psychometric questionnaires. These will supplement the interview process and are usually designed to measure personality traits, for which there is no correct answer, but can assist in selecting the candidate best suited to the “team”.

12. References

12.1 The interview panel will select the best candidate and agree the starting salary and a provisional start date. References from current and previous employers have been sought prior to interview stage in an attempt to reduce the time taken during the recruitment process. Applicant’s who indicate that they do not wish references to be sought prior to interview will not be precluded on this basis.

It is understandable that on occasions applicants may not wish their current employer to be informed that they have applied for another position.

The interview panel does not view references until after a decision is reached. At this stage the references for the successful candidate will be viewed and if acceptable an offer will be made.

- 12.2 If the reference is unsatisfactory then the interview panel will decide on the relevance and the importance they place on this document. If the information received on the reference is relevant then the interview panel will decide whether another candidate is more suited to the post.

13. Appointment

- 13.1 When the final decision has been reached we will normally contact the successful candidate by telephone within one day. This will be done to confirm the candidates continuing interest in the post and discuss salary, conditions and start date before sending out a provisional written offer, dependent on satisfactory references, evidence of qualifications, eligibility to work in the United Kingdom and Disclosure checks.

- 13.2 The offer letter, together with the EVH Conditions of Employment document will be sent to the successful candidate. This letter will contain the following information:

- Job Title and Grade
- Starting Salary and Salary Range
- Post start date
- Hours and Place of Work
- Whether the offer is subject to:
 - Producing original identification in accordance with Asylum and Immigration Act 1996.
 - Producing relevant qualifications
 - Satisfactory Disclosure checks
 - Satisfactory references
- Date when response required from candidate confirming acceptance of post.

13.3 Once the written offer has been accepted the Association will confirm the appointment to staff and committee.

13.4 Unsuccessful Candidates

When the candidate has verbally accepted the offer, agreed start dates, salary and terms and conditions the Association will notify the unsuccessful candidates.

It is the Association's intention to offer the post verbally to the successful candidate within one working day. Our intention is therefore to have sent letters to all unsuccessful candidates within three working days of the successful candidate's acceptance of post.

Every letter advising that the interviewed candidate has been unsuccessful will contain a paragraph advising them that we are happy to provide positive / constructive feedback on why they were unsuccessful on this occasion.

14. Monitoring

14.1 Monitoring is carried out to assess various areas within the recruitment and selection processes effectiveness and fairness. Once the recruitment and selection processes are completed a monitoring report is prepared for the post. This will cover:

- Where the post was advertised. Advertising vacancies is an expensive and fundamental element of the recruitment process. Analysis will be conducted on the where the applicant learned of the vacancy to identify the usefulness of each method used.
- Number of application packs returned. This will assist in identification of any areas of weakness within our recruitment pack / advertising etc.
- Gender of the applicants. This will identify the gender mix of applicants applying for a particular vacancy.
- Number of applicants with disabilities. This will identify if we are providing opportunities for these particular groups to apply for vacancies.

- Marital Status of applicants. This will identify the marital status of applicants applying for a particular vacancy.
- Ethnic origin of applicants. This will identify if we are providing opportunities for these particular groups to apply for vacancies.
- Age band of applicants. This will identify if we are providing opportunities for these particular groups to apply for vacancies.

14.2 This report will be broken down into three specific areas:

- 1) All applications returned
- 2) All applicants selected for interview
- 3) All successful candidates

15. Appraisal

15.1 Linstone operates a Staff Appraisal System, which gives staff and their managers the opportunity to formally review their performance. A full appraisal will take place once a year, with a 6 monthly review undertaken to review performance against agreed objectives.

16. Exit Interview

16.1 When an employee submits a formal notice to terminate their employment with the Association an Exit Interview should take place. This interview provides the Association with information about the post, which may assist in Job Analysis. It also provides an opportunity to determine whether there are any factors within the workplace, which require to be addressed and to thank the individuals for all of their efforts.

17. Training

17.1 The recruitment and selection processes can be difficult processes for staff and committee to manage. It is recognised that there can be prolonged periods when there is not any turnover in staff within the Association.

17.2 It is essential that staff and committee involved in the processes are aware of the legislation and good practice in relation to recruitment and selection.

It is also important that training for all staff and committee involved in the recruitment process is delivered prior to participation in recruitment and selection and on an ongoing basis.

- 17.3 Linstone will ensure that staff and committee have been provided with adequate training, guidance and support to ensure that the recruitment processes are delivered to the highest standards.

Appendix 1

Dear «First_Name»

Post: «Post»

Thank you for your recent interest in the above post. The closing date for this post is «Closing_Date».

Please find enclosed the following:

- Application for Employment
- Part 1: Personal Information
- Application for Employment
- Part 2: Suitability for Post
- How to Complete Your Application Form – Information Sheet
- Job Description
- Person Specification
- Background on Association/Staff Structure
- Annual Report
- Newsletter
- Map

Interviews are scheduled to take place on «Interview_Date».

For an informal discussion about the post or if you require further information please contact «Contact» on 01505 382383.

«First_Name» «Last_Name»

24 March 2006

If you require any special requirements to assist you in completing this application form, for example Braille, audio tape, alternative format please contact Maureen Fragapane on 01505 382383 and we will provide the application pack in a format that suits your requirements.

I look forward to receiving your application form.

Yours sincerely

Betty Arnott
Chief Executive

Appendix 2

Application for Employment

Private & Confidential

Post Applied for: _____

Part 1: Personal Information

The information provided on this part of the application will remain private and confidential. It will only be used for the purpose of selection/ recruitment/equalities monitoring or for subsequent employment administration, if the application is successful.

Please note that this part of the application form will not be viewed by either the shortlisting or interview panels. Only Part 2 of the application form will be viewed for the purposes of selection and recruitment.

Enclosed with the Application Pack, you will find advice notes to assist you. Please read these notes before completing the Application Forms.

When completed please return this form to the Maureen Fragapane, Linstone Housing Association, 32 Burnbrae Avenue, Linwood, PA3 3DD.

Alternatively, E-Mail this form to recruitment@linstone.co.uk

Whilst all sections may not be relevant to you personally, it is important that you complete this form as fully as possible to assist us in the selection process.

CVs will not be considered.

Declaration

I declare that to the best of my knowledge and belief all particulars I am giving in this application are complete and true. I understand that any false or misleading statement or any significant omission may disqualify me from employment and render me liable to dismissal.

Applicants Signature:

Date:

Personal Details

Surname(s)	Initial(s)
Address	Correspondence Address (if different)
Post Code	Post Code
Telephone (Home)	(Mobile)
Can we telephone you at work? YES / NO (please circle)	
If yes, please give number:	
Do you hold a full current driving licence? YES / NO (please circle)	

General Information

1. Do you have any ongoing health conditions which are likely to affect your ability to carry out this post or which may require support in the workplace?

YES / NO (please circle)

Please specify _____

2. Do you consider yourself to have a disability?

YES / NO (please circle)

If yes – are there any arrangements we can help with, if you are selected for interview?

Please give details below

3. Are you an ex-employee or related to a current or previous Linstone Staff or Committee Member; Consultant; Contractor or Supplier?

YES / NO (please circle)

If yes please give details below

Please note this information is required under Schedule 7 of the Housing Scotland Act 2001.

Asylum & Immigration Act 1996

This Act makes it an offence to employ anyone who is not entitled to live or work in the UK.

All applicants selected for interview will be required to provide evidence that they are entitled to live and work in the UK.

If you are selected for interview, Linstone will provide details on the appropriate evidential information.

Rehabilitation of Offenders Act 1974

Linstone is bound by legislation cover in the above Act.

The Rehabilitation of Offenders Act 1974 (Exceptions) Order 1975 as amended applies to a number of posts within Linstone.

If you are selected for interview you will be required to provide information about previous criminal convictions. Details about the requirement to disclose certain information will be sent to you with your invitation to interview.

Schedule 7 of the Housing (Scotland) Act 2001

You are asked to tell us if you are an ex-employee or related to a current or former member of the Association's staff; Committee; Consultant; Contractor or Supplier. This is so that we can ensure compliance with Schedule 7 of the Housing Scotland Act 2001, which requires the Association to demonstrate that any appointment has been made on merit and in accordance with recruitment and selection policy and procedures.

Under the terms of this Act it is prohibited for a close relative of an existing Committee Member to be granted a contract of employment.

Part 2: Suitability for Post

Education & Training

Secondary Education

Subjects Studied	Certificates / Grades Gained

Further Education

Course and/or Subjects Studied	Certificates / Qualifications Gained

Professional Qualification

Professional Body	Qualification and/or Level of Membership

Training

Courses Undertaken	Provided by	Brief Description

Present or Most Recent Post

Name & Address of Employer	Date From :	Date To :
	Position Held	
	Salary and other benefits/payments	
	Notice Required	
	Reason for Leaving	

Nature of Post (please describe your main duties)

Previous Employment

Years From – To	Name & Address of Employer	Position Held	Main Duties	Reason for Leaving

Please continue on separate sheet if necessary.

Person Specification

In the boxes below please state clearly how you meet the essential criteria contained in enclosed Person Specification. This does not have to be from paid work, but can be from other experiences.

Candidates who do not meet all the criteria may be selected for interview, so it is in your own interest that you complete as fully as possible.

Applications from disabled persons should be judged against the essential criteria detailed in this person specification. If the applicant meets this basic essential criteria they will be granted an interview in accordance with the Disability Discrimination Act 1995 and the 'Positive about Disabled' scheme.

The Disability Discrimination Act 1995 makes employers, companies and service providers legally liable for discrimination against disabled people. Under this Act you are regarded as having a disability if you have a long term physical or mental impairment which **affects your ability carry out normal day to day activities**. Long term is defined as lasting 12 months or more.

Disabled Not Disabled

1.

2.

3.

Person Specification cont'd

4.

5.

6.

7.

8.

9.

Person Specification cont'd

10.

11.

12.

Personal Qualities/Experience

Please describe why you feel suited to this post. You should include here brief details of any additional skills, experience gained, either through work or other activities and personal qualities, which you have not described on the previous “Person Specification” pages.

References

Please give details of two referees. They should be qualified to comment on your ability and experience for this appointment and should include a referee from your current or most recent Employer.

Please note that if you are selected for Interview, it is Linstone's normal practice to contact your Referees prior to the interview date.

If you do not wish your Referees to be approached, then please indicate this in the box below by ticking. Leaving the box blank, means we may contact prior to interview. Please note this will not have an impact on our short listing process.

Name:

Job Title:

**Relationship
to Candidate:**

**Company/
Organisation:**

Address:

Postcode:

Email:

Tel No:

Fax No:

**I do not wish this Referee to be
approached prior to interview
Please tick**

Name:

Job Title:

**Relationship
to Candidate:**

**Company/
Organisation:**

Address:

Postcode:

Email:

Tel No:

Fax No:

**I do not wish this Referee to be
approached prior to interview
Please tick**

Appendix 3



How To Complete Your Application Form

The application form has been designed to ensure that we do not ask for any unnecessary information which may suggest discrimination.

Please complete the form as fully and as clearly as you can using black ink to assist in photocopying. If you need additional space for any section, continue on a separate A4 sheet. Please ensure that any such sheets are clearly marked with the section to which they refer and your initials and surname.

Please note that CVs are not acceptable.

- **Declaration**

Please ensure that you sign the Declaration Form.

- **Personal Details**

Please note that only your surname is required in full. Give only the initials of your first names. This ensures that staff dealing with applications are not aware of the gender of applicants.

- **General Information:** You are asked about your health. Information provided will be considered in relation to the requirements of the post for which you are applying. A medical condition will not preclude you from consideration.

- **Asylum & Immigration Act 1996**

You are asked to tell us if you are currently eligible for employment in the UK. This is so that we can ensure compliance with the Asylum and Immigration Act 1996 which requires organisations to ensure individuals to whom they are offering employment have permission to work in the UK e.g. they hold a British passport/birth certificate/work permit etc. If appointed you will be required to produce such evidence.

- **Rehabilitation of Offenders Act 1974:** The Rehabilitation of Offenders Act 1974 (Exceptions) Order 1975 provides that the Act does not apply to certain professions and types of employment.

If this is the case of the post for which you are applying you must complete the relevant form which will be given to you, declaring all convictions, “spent” or otherwise. Successful candidates will require a satisfactory Enhanced Disclosure Certificate issued by the Scottish Criminal Records Office.

- **Equalities Monitoring Form**

This section provides information for monitoring purposes only. It allows the Association to ensure that, in terms of recruitment, we are not discriminating on the grounds of gender, disability, race, colour, nationality, ethnic origin, or age.

- **Education and Training**

Please give us enough details to assess your attainments in relation to the post for which you are applying.

We will require to see any certificates or qualifications you hold. We will ask you to bring them if you are invited to attend for interview.

- **Present/Previous Employment**

This section asks about your work experience. Please give as much detail as you feel gives us an accurate picture, both about the type of work you are/were doing and the responsibilities you have had. Please start with the most recent, supplying dates where possible. Continue on a separate sheet if necessary.

- **Person Specification**

The enclosed Person Specification lists the minimum essential requirements for this post. When short listing for interview, the selection panel will only consider the information contained in your Application Form, and assess this against the Person Specification Declaration.

- **Personal Qualities/Experience**

Please detail any further experience or information relevant to the post for which you are applying, bearing in mind the information you have been given about the post. Continue on a separate sheet if necessary.

- **References:** References will only be taken up if you are short listed for interview. Please indicate if you do not wish your referee(s) to be contacted at this stage. Employment will only be offered by the Association subject to satisfactory references being received.

Appendix 4

Short Listing Assessment Form

Post Title: _____

Department: _____

Grade: _____

Application Reference: _____

Completed by: _____ **Date:** _____

1= doesn't meet requirements through to 5 = fully meets requirements

Requirements – Essential	Assessment					Comments
	doesn't meet requirements (circle as appropriate)			fully meets requirements		
	1	2	3	4	5	
	1	2	3	4	5	
	1	2	3	4	5	
	1	2	3	4	5	
	1	2	3	4	5	
	1	2	3	4	5	
	1	2	3	4	5	
Essential Criteria Total						

Requirements – Desirable	Assessment					Comments
	doesn't meet requirements (circle as appropriate)			fully meets requirements		
Desirable	1	2	3	4	5	
	1	2	3	4	5	
	1	2	3	4	5	
	1	2	3	4	5	
	1	2	3	4	5	
	1	2	3	4	5	
Desirable Criteria Total						
Essential	Desirable				Overall	

Recommend for interview Yes / No

Reasons for recommending rejection:

Combined Short Listing Summary Form

Post Title: _____

Department: _____

Grade: _____

Application Reference: _____

Short Listing Panel Name	Designation	Essential Criteria Total	Desirable Criteria Total	Recommend for Interview Yes / No

Interview Decision: Yes No

Reasons for Decision:

Signed: _____

Dated: _____

Appendix 5

Dear «Title» «Last_Name»

Post: «Post»

Thank you for your recent application for the above post.

I am pleased to inform you that you have been selected for interview.
You are invited to attend on «Date_of_Interview» at «Time».

Please contact either «Contact» or Maureen Fragapane on receipt of this letter to confirm whether you are able to attend on the date and time specified above.

The interview panel will comprise of:

«Interviewer_1Position»
«Interviewer_2Position»
«Interviewer_3Position»
«Interviewer_4Position»
«Interviewer_5Position»

Our intention is this interview should last approximately
«Length_of_Interview» and will consist of «Consist_of».

On attending the interview I would appreciate it if you would bring with you any original identification and certificates for qualifications attained. This will assist us in reducing the time taken during the recruitment and selection process.

If you have any special requirement to assist you either attending or during the interview, please contact Maureen Fragapane on 01505 382383.

I look forward to seeing you on «Date_of_Interview».

Yours sincerely
Betty Arnott
Chief Executive

Appendix 6

Interview Assessment Form

Post Title:

Department:

Grade:

Application Reference:

Applicant Name:

1= doesn't meet requirements through to 5 = fully meets requirements

Questions	Assessment doesn't meet requirements fully meets requirements (circle as appropriate)					Answer
1.	1	2	3	4	5	
Comments:						
2.	1	2	3	4	5	
Comments:						
3.	1	2	3	4	5	
Comments:						

4.	1	2	3	4	5	
Comments:						
5.	1	2	3	4	5	
Comments:						
6.	1	2	3	4	5	
Comments:						
7.	1	2	3	4	5	
Comments:						
8.	1	2	3	4	5	
Comments:						

Overall Score:
Overall Comments:

Interview Panel Member

Name: _____
Designation: _____
Signature: _____
Date: _____

Interview Outcome

Post Title: _____

Department: _____

Grade: _____

Application Reference: _____

Application Name: _____

Completed by: _____ **Date:** _____

Candidate offered appointment: Yes / No

Reasons for rejecting applicant:

Signature: _____

Date: _____

Appendix 7 Reference Request

Confidential Reference Request

Applicant's Name:	Post:
Address:	

- 1. How long have you known the applicant?**
- 2. In what capacity? (employee/friend etc)**
- 3. How well has he/she performed in current/former post?
Please indicate strengths, weaknesses.**
- 4. What personal qualities and expertise does the applicant possess which suggests suitability for the post?**
- 5. Did applicant establish effective working relationships?**

6. Please comment on applicant's ability to;

a) Work under pressure?

b) Direct work of others?

7. Can you comment on attendance record/timekeeping etc.?

8. Are there any LIVE Disciplinary actions outstanding?

9. Would you re-employ this person?

10. Other relevant comments? (Please use additional sheet if necessary)

Signed.....Date.....

Name

Appendix 8 Offer Letter

Dear

(Post)

I refer to your recent interview for the above post, and write to confirm our verbal offer of the post. This is subject to satisfactory references and a clear disclosure from Disclosure Scotland (see explanatory note enclosed). The following Terms and Conditions apply:

1) Date of Commencement

As discussed with _____ by telephone your starting date will be (date).

2) Salary and Payment Arrangements

The salary range for the post is (salary range) and you will be placed on the first point of the scale, currently (salary). This will be paid monthly in arrears direct to your bank account.

3) Hours of Work

The official hours of work are 35 per week, in line with the recommendations laid down by Employers in Voluntary Housing (E.V.H.) to which we are affiliated.

We also currently operate a scheme of flexible working hours, subject to limitations imposed by the nature of each individual's duties and consistent with the maintenance of efficient working.

The basis of the scheme is: -

a) Core Time: 10.00am – 12.00pm
2.00pm – 4.00pm

b) Flexible Bands: 8.00am – 10.00am
12.00am – 2.00pm

4.00pm – 6.00pm

4) **Annual Leave and Public Holidays**

The annual leave entitlement which runs from 1st April to 31st March is 25 days. You will be entitled to annual leave on a pro-rata basis. You will also be entitled to any public holidays which fall during your employment with Linstone.

5) **Superannuation Scheme**

Linstone is a member of the SFHA Pension Fund. You are entitled to join this Pension Scheme. Either myself or (Director) will be happy to discuss this with you when you join Linstone.

6) **Sickness Allowance**

Paid sick leave is allowed for certified absences in accordance with the following table:

Service	Full Allowance	Half Allowance
Up to 1 year	5 weeks	5 weeks
Over 1 year but less than 2 years	9 weeks	9 weeks
Over 2 years but less than 3 years	18 weeks	18 weeks
Over 3 years but less than 5 years	22 weeks	22 weeks
5 years or more	26 weeks	26 weeks

In any period of twelve months or less sick pay is subject to a maximum of the aggregation of the appropriate period of full pay and half pay as indicated above. Pay in this context is reduced by the amount of statutory sick pay or state sickness benefit to which a member of staff is entitled.

7) **Termination of Employment**

You will be entitled to prior notice in writing of termination of employment according to the following: -

Up to 4 years continuous service – 4 weeks

Continuous service of 4 years and over – 4 weeks plus 1 week for each complete year of service after the first 4 years up to a maximum of 12.

You are required to give 4 weeks notice in writing of your intention to leave irrespective of length of service.

8) Conflict of Interest

To protect both parties i.e. you the employee and the organisation, you must not undertake any work or activity either on your own behalf or on the behalf of any person, firm or company which may, in any way, conflict with the interest of Linstone Housing Association.

Nor should you undertake any outside activity for gain or reward which is liable to detract, in any way, from the efficient performance of your duties or involve the use of the organisation's property or facilities.

9) Duties

You will undertake all such relevant duties in connection with your appointment as described in the job advertisement, at interview, or as your Director (Director) or the Chief Executive may from time to time reasonably determine.

10) Grievance Procedure

It is Linstone's aim that its employees are given the opportunity to raise and have resolved grievances and disputes.

We hope that the majority of doubts and problems will be settled quickly through constructive informal discussion. However, Linstone recognises the need for a formal procedure designed to meet these circumstances which cannot quickly be resolved through informal discussion.

We have therefore, adopted E.V.H.'s recommended procedure – as described in detail in the E.V.H. staff handbook.

11) Discipline

Linstone has an agreed procedure for dealing with disciplinary matters. This code of discipline is again that recommended by E.V.H. and is included in the E.V.H. staff handbook.

12) Health & Safety

Linstone is committed to the Health and Safety of its employees at work. It is a condition of service that you note and comply with the organisation's Health and Safety Manual, a copy of which is held by your Director for your reference.

13) Changes to Conditions

Any further alterations of the terms and conditions described in this letter will be communicated to you in writing.

14) Conditions of Employment

For full details of all conditions of service applicable to Linstone's staff, you should consult the E.V.H. Statement of Terms & Conditions of Employment, a copy of which is enclosed. Any queries relating to Conditions of Employment should be referred to the Chief Executive.

15) Smoking Policy

In recognition of potential dangers of smoking to smokers and non-smokers Linstone operates a no smoking policy. Smoking is not permitted within Linstone's premises or vehicles.

16) Entitlement to Work in the UK

This offer is subject to confirmation that you are entitled to work in the UK. Under Section 8 of the Asylum & Immigration Act 1996 – amended on 1/5/04 – an Employer is required to see certain documentary evidence from a potential employee. I attach two Lists of acceptable verification documents.

Please note you must supply the **original document(s)** which will then be copied and returned to you.

List 1 – Provide **one** document from the following

or

List 2 – Provide **two** documents from the list in one of two combinations.

17) Disclosure Scotland

Linstone's policy is to seek Enhanced Disclosure on all of its employees – this is because in the course of their job staff can come into contact with vulnerable adults or young people. I enclose an explanatory leaflet and a form which you should complete, along with the documentation required. Please also bring this with you when you join us.

I should be obliged if you would provide details of your bank account on the enclosed form to enable arrangements to be put in place for your salary details. You can bring this with you on your first day.

Please also complete and return the enclosed acceptance form. I also require sight of any qualification/certificates gained which are relevant to this post. Please also bring these with you on your first day.

Meanwhile, I am delighted to welcome you to the Linstone team and look forward to working with you in the future.

Yours sincerely

Betty Arnott

Chief Executive

I confirm that I accept the post of (Post) on the terms and conditions specified in my offer letter of (date).

Signed

Date

Appendix 9 Unsuccessful Interview Candidate Letter

Dear

Post

Thank you for attending the recent interview for the (post).

I regret that on this occasion we have been unable to offer you the vacancy.

The interest in the post was considerable and the level of knowledge and experience of the applicants so high that it was a very difficult decision to make.

If you would like some informal feedback relating to your interview please contact (Director) on 01505 382383.

Best wishes for your future career.

Yours sincerely

Betty Arnott
Chief Executive