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# **Recruitment and Selection Policy**

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# Recruitment and Selection Policy

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# Recruitment and Selection Policy

## 1. Introduction

Rykneld Homes (RH) is an equal opportunities employer and positively values the different perspectives and skills of a diverse workforce. Rykneld Homes is committed to promoting equality of treatment, opportunity and outcome for all employees and job applicants.

Recruitment and Selection decisions will always be based on merit. The procedures followed will comply with all relevant legislation, codes of practice and guidelines.

Rykneld Homes informs potential job applicants about this Policy by making it available on the Company website and ensuring copies are sent with any mail out applications.

\*This Policy should be read in conjunction with the Equality and Diversity, Induction and Apprenticeship Policy.

A Recruitment and Selection Panel should **always** contain at least one panel member who has undertaken the Company Recruitment and Selection Training. This applies to both Shortlisting and Interview processes.

## 2. Scope

This Policy applies to all recruitment of employed staff into RHL including staff employed under fixed term and temporary contracts and secondments. This Policy does not apply to temporary staff employed through an agency. However, Managers should ensure that a consistent fair approach is applied to the recruitment process for temporary staff employed through an agency.

## 3. Objectives

- To enhance RHs reputation as an employer of choice
- To support Workforce Planning
- To expand opportunities in roles which are difficult to recruit and retain employees
- To retain talent within the organisation
- To recruit the person most suitably skilled, qualified and experienced to the particular role
- To recruit solely on the basis of the applicant's abilities and individual merit as measured against the criteria for the job. Skills, knowledge, experience and qualifications being assessed at the level that is relevant to the job

- To advertise all vacancies on the organisation's staff website as a minimum. Existing employees and agency workers may apply for vacant posts if they have the appropriate skills, knowledge, experience and qualifications
- To apply equal opportunities at all stages of recruitment and selection. Shortlisting, interviewing and selection will always be carried out without regard to gender, disability, gender reassignment, sexual orientation, marital or civil partnership status, colour, race, nationality, ethnic or national origins, religion or belief, age, pregnancy or maternity leave or trade union membership.

## **4. Responsibilities**

### **4.1. Managers**

- To adopt transparent, consistent and fair processes in line with the Company Recruitment and Selection Policy and Human Resource (HR) guidance
- To promote the Company Policy and Procedures at all times and to notify a member of the Senior Management Team (SMT) or the HR service where policy and procedures are not followed.

### **4.2. HR Service**

- To regularly review the Company Recruitment and Selection Policy and other related Policies to ensure that they follow legal requirements and best practice
- To undertake training in line with reviews of Recruitment and Selection Policy, as appropriate
- To ensure that a member of HR is on the panel for all interviews to ensure that appropriate Policies are followed
- To monitor Recruitment and Selection processes and to openly and honestly comply with Audit requirements for review of Recruitment and Selection procedures.

## **5. Equality Act 2010**

The Equality Act 2010 legally protects people from discrimination in the workplace and in wider society.

It replaced previous anti-discrimination laws with a single Act, making the law easier to understand and strengthening protection in some situations. It sets out the different ways in which it's unlawful to treat someone.

The HR team will ensure that applicants have an equal opportunity during the Recruitment and Selection process by offering reasonable adjustments to processes and support, where appropriate.

## **6. Recruitment and Selection Process**

Any Manager wishing to request a new post be approved, or a post be recruited to when the previous postholder has tendered their resignation, must always first consider if the post is required and ensure that budgets are in place to cover the recruitment to the position.

The job description should be reviewed and where changes have been made to the post they should be discussed with a member of the HR team to assess whether a Job Evaluation is required. Tasks should be taken out of a job description if they are no longer required – this may allow for better use of budget and an increased pool of applicants.

Once this has been established, a Request to Recruit form should be completed which can be found on the staff website and sent to the HR team and appropriate Head of Service. Consideration should always be given to appointing an Apprentice to the role, the HR team are able to discuss these opportunities with the Manager and provide support to the apprenticeship process.

When the Request to Recruit has been authorised, the HR team will produce the advert and distribute this along with the Job Description and Person Specification, initially to internal applicants, usually with a short one-week closing date. This supports our retention strategy and provides a benefit to our internal employees.

If the post is not recruited to internally, the advert, Job Description and Person Specification will then be advertised externally, usually with a two-week closing date.

Should the position still remain unfilled, the Manager should liaise with the HR team to discuss options, this may include re-advertising the post and/or using the support of Recruitment Agencies. \*There may be occasions when it is appropriate to vary this process, for example, advertising internally and externally at the same time, or involving Recruitment Agencies at an earlier stage if the post is a difficult to recruit to position or for another legitimate reason. However, a senior member of the HR team should always be consulted in these instances to ensure consistency.

The involvement of Recruitment Agencies and advertisement of posts should always be looked after by the HR team to ensure fairness, consistency and adherence to key policies and procedures.

All external adverts with the corresponding Job Description and Person Specification will be placed on the Company staff website and emailed to all employees as a minimum. Other mediums may also be utilised including local and specialist press and additional websites, the Recruiting Manager should have a discussion with a member of the HR team should they wish to consider this.

Adverts will make clear that an application form must be completed by any applicants wishing to apply for a position with RH and that CVs will not be accepted. This ensures consistency in process and minimises the risk of any bias.

Once the application forms have been received the shortlisting panel should commence the shortlisting process. At least two members of the panel will undertake shortlisting in order to reduce the potential for bias and one will normally be the direct line Manager.

Shortlisted candidates will be provided with details of the selection process, including notification of any assessments, in writing and giving as much prior notice as possible and a minimum of five working days. In accordance with the Equality Act 2010, shortlisted candidates will be asked to advise if there are any reasonable adjustments that can be made to allow them to participate fully in the selection process.

All candidates will be assessed objectively against the selection criteria set out in the Person Specification. Assumptions about the qualities of any candidates will not be made.

Rykneld Homes will not appoint family members of existing staff into the same team to ensure that consistency in all processes is maintained and to protect the reputation of current staff.

Interviews will be carried out by a minimum of two people, one of whom should be the Recruiting Manager, line Manager and a representative from the HR team.

Selection is a two-way process. The candidate will be assessing the role and the Company. Anyone involved in the process should act politely and professionally at all times.

A range of selection methods, where possible, should be utilised to assess the candidate against the criteria in the person specification. This allows more 'realistic' assessments to take place in functions of the role and will enhance the panel's ability to make an objective decision, having taken into account the candidates abilities in a number of ways, rather than through interview alone.

Interview questions and the structure of the interview will be applied consistently to all candidates and based on the person specification. The same panel members will attend for interview for all candidates in the process. Managers should ensure that in advance of the interview process they produce a set of interview questions/ assessments that also includes the 'model' answers which will be used as a basis for scoring. This ensures consistency in the Recruitment and Selection process.

Notes of the key points made during the interview and assessment should be made by the interview panel so that these can be referred to when assessing candidates against the person specification, making decisions and giving feedback. All documentation from the Recruitment and Selection process should be passed back to the HR team and will be kept for a minimum of six months in line with the Data Protection Act, General Data Protection Regulations and Retention of Records.

All candidates will be notified if they have been successful or unsuccessful. Unsuccessful candidates should be dealt with courteously and sensitively and will, as a minimum, receive telephone or written notification of the outcome of the selection process and offered feedback.

#### **6.1. Making the Appointment**

Appointments will usually be made at the grade minimum on the advertised salary scale unless directly relevant experience from a similar sector would justify additional increments. Advice should be sought from HR if the intention is to appoint above the grade minimum of the advertised salary scale to ensure consistency. No appointment can be made above the advertised scale.

Once a selection decision has been made, the HR team will produce a written provisional offer of employment subject to satisfactory references, medical clearance, checks of qualifications, background checks and any other checks, as appropriate.

## **6.2. Referees**

The HR team will send a standard template for completion of any references. However, information sought from referees should be structured around the requirements of the job and the job description should be provided. It should be noted that many organisations have a policy of not providing personal references and, therefore, references provided may only confirm details of current appointment.

For all posts two references will be taken up.

If the appointment is urgent, the HR and Training Manager may seek to obtain a verbal/telephone reference for the successful candidate providing that standard procedures for doing so are followed.

Referees will not be contacted without the candidate's consent and the information provided should be treated as confidential by the panel members.

In certain circumstances, a school or personal reference is acceptable.

Unfavourable references received should always be discussed with a senior member of the HR team and will not necessarily result in an offer being rescinded.

## **6.3. Resettlement**

Employees appointed to posts with RH may be eligible to apply for a resettlement allowance. Further information can be found within the Employee Handbook or by speaking to a member of the HR team.

## **6.4. Monitoring**

Rykneld Homes is committed to monitoring the recruitment and selection process to ensure its effectiveness and success. The monitoring sheet on the application form, when complete, should be forwarded to the HR Team to enable monitoring to take place. The details of any monitoring forms will remain private and confidential and only anonymised data will be shared outside of the HR Team.

## **6.5. Retention**

All information will be kept in line with the Company's Retention of Records document.

## **7. Induction**

Induction is the final stage of the recruitment process. Once the successful candidate has accepted the offer of employment and a start date has been agreed, the line Manager or another appropriate person is responsible for preparing a comprehensive induction programme for the new employee. See the Induction Policy for full details.

## **8. Complaints and Grievances**

Any complaints in line with this and any related Policies should be raised with a member of the HR team or a member of SMT, and the appropriate procedure and Policy followed.

Discrimination on any grounds other than that of direct relevance to the job will be dealt with under the Company Disciplinary Policy.

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