

Recruitment & Selection Policy

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1. Introduction

- 1.1 CVG seeks to hire only the best candidates for appointments approved by our Management Committee and Staffing Sub Committee or equivalent. We conduct business following the spirit and the intent of Equal Opportunities legislation and strive to maintain a diverse staff. We encourage excellence at all levels in our organisation and are not influenced by age, disability, gender reassignment, marriage & civil partnership, pregnancy & maternity, race (including colour, nationality ethnic or national origins and citizenship), religion/belief, sex and sexual orientation nor any other factor irrelevant to achieving successfully and performing our jobs.

2. Purpose

- 2.1 This statement is CVG's policy in regard to recruitment and selection, to encourage good practice and equal opportunities to which all staff are required to adhere. In the recruitment process the aims of CVG are:
- 2.2 To attract comprehensive applications from a sufficient number of candidates with appropriate skills, qualifications and experience for consideration for employment with CVG.
- 2.3 To use fair and effective methods for the appointment of candidates consistent with CVG's policy on Equal Opportunities.
- 2.4 To ensure that recruitment procedures are clear and adhered to by all staff and committee members involved in any recruitment and selection processes. (Appendix 2)
- 2.5 To develop an excellent workforce committed to the aims, values and service delivery requirements of CVG.

3. General Guidelines

- 3.1 In recruiting for newly created or vacant posts CVG will ensure that it complies with legislative requirements and demonstrates best practice as an employer in relation to employment rights and equal opportunities.

4. Equal Opportunities

- 4.1 Equal Opportunities are aimed at removing barriers to access and opportunity, with positive results for individuals and CVG. Equal Opportunities refer to equality in recruitment, promotion, training or transfer and terms and conditions of employment. In seeking suitable candidates for new or vacant posts, CVG will not discriminate on the grounds of age, disability, gender reassignment, marriage & civil partnership, pregnancy & maternity, race (including colour, nationality ethnic or national origins and citizenship), religion/belief, sex and sexual orientation nor any factor irrelevant to the ability to do the job.
- 4.2 It is CVG's goal that all recruitment decisions will be based completely on the merits and abilities of candidates alone and no other criteria will be used. In order to achieve this, equality and diversity practices will be integrated into every stage of the recruitment and selection process.

- 4.3 A fair recruitment process will remove barriers where possible to the employment of people from different backgrounds. This will enable the organisation in recruiting from the widest pool of talent, potentially raising the standard of their intake and therefore increasing the opportunity of a more diverse workforce which reflects the community it is serving. A more diverse workforce should improve the organisation's service delivery, as it will include staff with more knowledge and experience about meeting the needs and aspirations of service users and potential service users.
- 4.4 To highlight CVG's commitment to promoting equality and diversity from the beginning of the employment relationship, all vacancies will be aimed at as wide a group as possible and any advertisement for a vacancy within CVG will state that an equality and diversity policy is in place. In addition, the advert will also display any signs of equality bodies that CVG is affiliated with. The information contained in the advert and all vacancy literature will be clear and accurate to attract the most appropriate candidates from all groups across society, to allow them to decide their own suitability for the vacancy and whether they wish to proceed with applying. For those that wish to apply CVG will ensure that all applications will have clear instructions for completion and application forms will be free from personal questions that are not relevant to the vacancy and that may lead to discrimination.
- 4.5 CVG will ensure that all staff involved at any stage in the recruitment and selection process will receive equality and diversity awareness training. This will ensure that those involved in the recruitment process will not discriminate either knowingly or unknowingly by asking any questions which may lead to discrimination.

5. Exit Interviews

- 5.1 The Corporate Services Team will conduct exit interviews personally with any permanent member of staff who has tendered his/her resignation. This is to identify why an individual wishes to leave, to receive insight into the role that has been performed and to thank the individual for his/her contribution to the organisation.

6. Job Analysis and Advertising

- 6.1 When recruiting for new or vacant posts CVG will conduct a job analysis (Appendix 1), often carried out by the Departmental Manager in liaison with Senior Management and the Management Committee. This involves assessing whether or not the post has to be filled and how it could be filled, what would be the adverse effects of not filling it or if the work could be distributed amongst existing staff.
- 6.2 If decided that the post should be filled, a recruitment specialist such as EVH may be engaged to provide assistance, or, a suitable job description, person specification and application form will be compiled by the manager and an advertisement will be composed and placed into appropriate advertising media.

7. Permanent Recruitment

- 7.1 If it is deemed necessary to recruit another staff member or fill a vacant post permanently, a new or updated job description and person specification will be compiled; the position will be advertised simultaneously; internally, in the national press, on our website and in the EVH Bulletin/website, demonstrating our commitment to Equal Opportunities.

7.2 An exception to this will be in cases of restructuring or redundancy where it may be necessary to appoint candidates into posts without advertising the vacancy.

7.3 Internal Recruitment

All existing staff will be notified of permanent and long term temporary vacancies, especially if on sick leave, maternity leave or holidays and will be eligible to apply for any post.

8. Temporary Recruitment

8.1 Short-term appointments of less than a year e.g. maternity leave cover, may be advertised internally and filled by internal transfers, where appropriate to do so, or by candidates engaged from suitable employment agencies. Temporary posts in excess of a year should be advertised internally and externally simultaneously.

8.2 For very short term posts of a few weeks internal advertising will not normally take place but rather suitable employment agencies will be approached to provide a candidate.

9. Recruitment Information to Candidates

9.1 All candidates will receive an information pack that will include a job description, a person specification, a newsletter, an annual report, a summary statement of conditions together with an application form and equal opportunities monitoring form. (Appendix 3)

9.2 Successful candidates to new and vacant posts will be selected on merit through shortlist, testing and interview in accordance with the person specification and our standard short listing and interview assessment forms.

10. Short listing

10.1 *A panel, recommended to be three individuals. This panel will include the Chief Executive, the Chair and a Committee Member when recruiting for a senior manager. Only individuals who have received recruitment and selection training will be able to participate in short listing.*

10.2 At least one panel member must possess skills or experience most closely related to the post for which candidates are to be short listed and interviewed. Panel members who short list will also participate as interviewers to ensure consistency in recruitment.

10.3 Essential criteria will be applied in the first instance to shortlist candidates. Candidates who do not match all the essential criteria will not be called to interview. Candidates who do not possess all the desirable criteria may still be called to interview. However, desirable criteria will be applied, secondly, in a large response, to reduce fairly the number of candidates called for interview.

10.4 Each panel member must complete a short listing assessment form appropriately for each applicant. If a panel member recognises a candidate's details, who is known to the panel member, they should declare this interest and exclude themselves potentially from the panel if the person is to be shortlisted.

- 10.5 Candidates invited to interview and unsuccessful candidates will be informed simultaneously of the result of their applications. Unsuccessful candidates may be offered the opportunity for feedback on their applications.
- 10.6 Graduates/Modern Apprenticeships
Candidates for Graduates/ modern apprenticeships will also be required to submit application documents, which will be subjected to fair short listing procedures. Successful short listed individuals will be invited to attend an interview and the most suitable individual/s will be selected.

11. References

- 11.1 Up to 3 references will be sought after an offer of employment has been accepted. Reference requests will be made to the most current/recent employer /academic/voluntary or good character referee contact, which must not be related to the candidate. If a referee happens to be a panel member then the candidate may be asked to provide an alternative referee.

12. Interview

- 12.1 The interviewing panel, recommended to be three individuals, should reflect the same membership as the short listing panel and only individuals who have received interviewing skills training should be able to participate.
- 12.2 All short listed candidates should be offered an interview, at which the same questions, based on the job description and person specification, will be asked in the same order to all candidates. This may also include a suitable test and presentation topic where appropriate. Interviews will be typically of 30-60 minutes' duration depending on the nature of the post.
- 12.3 Where testing is seen as beneficial The Corporate Service Team will be consulted to ensure the tests are appropriate and will not disadvantage any group.
- 12.4 Any requested, appropriate, information which has been provided by CVG to an interviewee will be made available to all other candidates invited to interview.

13. Assessment

- 13.1 Panel members must complete interview assessment documentation, appropriately, based on evidence for each candidate. CVG's policy on Equal Opportunities will apply to all matters of recruitment and selection.
- 13.2 Where candidates are judged to be equal, they may be called back for a second interview. Panel members must state and document justifiable reasons for the rejection of each unsuccessful interviewee.

14. Job Offer

- 14.1 Once the appointment panel has made a decision, a conditional offer will be issued to the successful interviewee subject to: the receipt of satisfactory references, original qualification certificates, and proof of eligibility to work in the EU and a satisfactory PVG membership/Disclosure Scotland check where appropriate. Appointment will normally be made at the bottom of the salary scale; otherwise, an appointment will be

made on a suitable salary paying due consideration to a candidate's skills, experience and present and future circumstances. The initial offer can be verbal and followed up in writing. A probationary period will not be included. The terms of a written contract of employment will be confirmed and issued subsequently once the aforementioned conditions have been satisfied.

14.2 If the job offer is declined, if agreed by the interview panel, the second highest scoring suitable candidate may be offered the post subsequently. If there is not a suitable reserve candidate the recruitment process should be revised and a rerun of the whole recruitment process should be considered.

14.3 Once the job offer has been accepted then interview outcome notification should be issued to unsuccessful interviewees. It is the intention of CVG where possible, to inform candidates of the outcome of the interview as quickly as possible and within a few days of the interview having taken place.

15. Feedback

15.1 All interviewees will be advised typically of the outcome of their interviews by telephone/email or letter and constructive feedback on their performance can also be made available to them, if they desire via the telephone.

16. Interview Expenses

16.1 Reasonable travel expenses will be reimbursed to candidates for non-local journeys. Any reasonable interview travel expenses paid to candidates for new or vacant posts will be in accordance with CVG's expenses and finance policies and procedures.

17. Equal Opportunities Monitoring

17.1 As part of CVG's recruitment process, equal opportunities monitoring will be undertaken and reported.

18. Records

18.1 Application forms and recruitment documentation must be stored confidentially for a minimum of six months and up to a maximum of 1 year's duration.

18.2 Any undertaken PVG membership records/Disclosure Scotland checks must be stored in accordance with the Storage and Safe Handling of Disclosure Checks Retention Policy.

19. Personnel File

19.1 The successful candidate's recruitment documentation should be made into a personnel file and retained.

20. Induction

20.1 CVG staff will welcome a new post holder by providing initial induction training in the organisation, which will be organised in advance of occupancy of the new post holder by the manager. This will help to settle the new staff member, convey our aims, objectives, policies and procedures thereby encouraging the individual to settle, stay and make a valuable contribution to our work.

21. Failure to Recruit

- 21.2 Should the full recruitment and selection procedure fail to recruit a suitable candidate, reasons for this should be identified and considered, appropriate alterations made and recruitment should be rerun where appropriate to do so.

22. Complaints

- 22.1 If a complaint is received about any stage of the recruitment and selection process it should be resolved promptly in the first instance and verbally where appropriate to do so. If the complainant wishes to further pursue the matter they should be advised to put the complaint into writing and address it to the Chief Executive who will investigate the matter and further liaise with the complainant.

23. Review of Policy

- 23.1 This policy will be reviewed every 3 years and in line with legislative updates.

Appendix 1

Job Analysis

Reason for advertising potential vacancy (✓ as required)

Temporary Post		New Post		Replacement Post	
Temporary cover for predicted long-term absence		Newly created post		Vacancy created by staff member leaving	
Temporary cover for maternity leave		Additional resource		Other (please specify)	
Temporary additional resources		Other (please specify)			
Extension of existing temporary post					
Other (please specify)					

Current Job Details

Job Title:	
Department:	
Location:	
Grade:	
Hours per Week:	
Contract Type and Length:	
Date post became vacant (if applicable):	

Job Purpose

1. If new post:

(Please explain why the job is required, i.e. what function will it perform and what has changed within the Association that this job is now necessary?)

2a. If existing post:

Please explain why the job is required, i.e. what function will it perform. Does the job/vacancy have to be filled?

2b. Impact on Service of Not Filling the Vacancy

(Please specify the effects on service delivery as a result of not filling the vacancy)

3. Alternative Options

(Please list the alternatives to filling the vacancy which you have considered, and the reasons why you have rejected them – e.g. could the work be distributed among existing staff?)

4. Advertising

Should this post be advertised both internally and externally, or internally only?

If internal advertising only, please give a reason for this.

Leadership Team Authorisation

Authorised to fill Vacancy:

Yes

No

Reasons:

Signed: _____ Date:

For new posts only:

Is paper required for Management Committee?

Yes

No

Date of submission:

Person responsible:

Supporting Paper to Management Committee should be attached.

Appendix 2

1. Recruitment Charter
- 1.1 CVG is committed to achieving high standards of quality in recruitment and to ensuring that our appointments are made solely on the basis of merit and that you are treated in a fair and equitable manner.
- 1.2 You will be treated in a polite, helpful and friendly manner at all times.
- 1.3 The information you provide will be treated in confidence and with discretion.
- 1.4 We welcome applications from people who self-identify themselves as disabled and guarantee an interview to those who meet the essential job criteria. If you have indicated that you require particular arrangements, you will be asked in your interview letter to contact us to discuss your requirements.
- 1.5 We will normally advise you within four weeks of the closing date if you are not selected for interview.
- 1.6 We will normally advise you within three weeks of the closing date if you are invited to interview.
- 1.7 We will normally give you at least one week's notice of the interview and we ask that you promptly confirm your attendance or otherwise. If you are unable to attend on the day or at the time requested, we will try, where possible, to make alternative arrangements.
- 1.8 The selection process will be conducted in a professional manner and we will provide you with sufficient information to enable you to make an informed choice regarding the position for which you have applied.
- 1.9 If you are successful, we will advise you as soon as possible. Written confirmation will normally be made within three weeks of the conclusion of the interviews.
- 1.10 If you have been unsuccessful at interview, we will normally advise you within two weeks.
- 1.11 On request, we can give you constructive feedback on your interview.
- 1.12 If you are unhappy with any part of the recruitment and selection procedure, you should contact the telephone number given in the advertisement or recruitment information in the first instance.
- 1.13 If you are still dissatisfied, external applicants can make a formal complaint using our Comments, Complaints and Compliments procedure – copies available on request. Internal applicants should follow the Association's grievance procedure if you wish to make a complaint.

Appendix 3

Procedure for Identification of candidates- Prevention of Illegal Workers

1. Introduction

1.1 It has been a criminal offence since 1997 for an employer to employ a person aged 16 or over who is subject to immigration control and who is not legally entitled to work in the UK. The law on preventing illegal migrant working is set out in Sections 15 to 25 of the Immigration, Asylum & Nationality Act 2006. The Act is regularly reviewed and updated and as such, it is not practical to detail all requirements associated with people wishing to work from different countries as the rules and requirements differ from country to country and depends on their occupation.

2. Employers have a duty to ensure: -

i) That the person has valid and subsisting leave by the government to be in the UK with no restrictions preventing them from working

ii) That the person is in a category for which employment is also allowed

2.1 Due to the changing nature of the rules and occupational categories this information note provides broad advice on pre-employment checks for all prospective employees. With regard to any specific queries, employers should visit the Home Office website: www.bia.homeoffice.gov.uk

3 Civil Penalty

3.1 Under Immigration legislation an employer can have a statutory excuse if all checks on a person's eligibility to legally work in the UK are undertaken and specified steps to verify and retain copies of relevant original documentation adhered to.

3.2 To establish the statutory excuse, the employer must check eligibility **before** employment commences. Where an offer of employment is made, the employer should ask the applicant to produce document'(s) from the lists, detailed on www.bia.homeoffice.gov.uk

3.3 Civil Penalties can result in a fine of up to £20,000 per employee. To avoid any penalties, employers should ensure all pre-employment and continuing employment checks are completed thoroughly and timeously.

4 Pre-Employment Checks

4.1 To conduct a right to work check, employers should **obtain** original version of more than one acceptable document; **check** the documents in the presence of the applicant and; makes a **copy** of all documents for retention, recording the date on which the copy is made.

4.2 **Obtain** – Ask for original documents such as current passport, national identity card, permanent residence card, birth/adoption certificate, biometric immigration document.

4.3 **Check** – Photographs and dates of birth are consistent across documents and with the person's appearance; expiry dates; any work restrictions such as students; and that the documents are genuine. If the employer inadvertently accepts a forgery, legal action will only occur if the documents look obviously false.

- 4.4 **Copy** – It is essential to keep records of the dates of when any checks are carried out and to make a note in the employee’s file of when a follow up check is required if appropriate. Copies should be clear and in a format which cannot be altered, copies can be kept electronically or in a hardcopy version
- 4.5 Employers will only have the excuse for employees with time limited leave to be in the UK if they carry out repeat checks at least once every 12 months. Copies of documents should be retained for not less than two years after the employment has ended.
- 4.6 Online interactive tool [Check if Someone Can Work in the UK](#) is a step by step process through the right to work check.

5 Continuing Employment Checks

- 5.1 The Immigration Act 1971 provides that an individual retains the right to work in the UK under their expired visa where an in-time application for a new visa is made and the decision to grant that new visa is still under consideration. The employee must provide a copy of their Certificate of Application, an Application Registration Card or Positive Verification Notice, all of which are issued by the Home Office.
- 5.2 For employers who have a genuine and reasonably held belief the employee does not have a right to work and the employee fails to provide proof that they do, it is possible to dismiss for “some other substantial reason”

6 Avoiding Racial Discrimination

- 6.1 The prevention of illegal working can often raise race discrimination issues. When carrying out checks on employees, employers must be careful not to be discriminatory. All job applicants should be asked to prove their entitlement to live and work in the UK.
- 6.2 It is essential that all job applicants are treated in the same way at each stage of the recruitment process, regardless of race or ethnicity. Employers should be careful not to treat job applicants who produce a document giving them only limited leave less favourably than other applicants.
- 6.3 Where applicants are unable to produce the relevant documentation straightaway, the employer should not automatically assume that they are working in the UK illegally.
- 6.4 The BIA has issued a statutory Code of Practice: “Guidance for Employers on the Avoidance of Unlawful Discrimination in Employment Practice While Seeking to Prevent Illegal Working”, for full advice.
- 6.5 It is advisable that all employers refer to the Home Office website and ensure they are complying with current requirements when employing international staff. Requirements change often and therefore it is the employer’s duty to ensure that they comply with their obligations and protect themselves from any potential legal action.

Further Information

www.bia.homeoffice.gov.uk