

# Recruitment and Selection Policy



Directorate: People, IT & Communications

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Version: 4

## Document Information

### Scope:

This Policy has been produced to outline recruitment and selection principles which demonstrate fairness, consistency and transparency when assessing candidates.

The purpose of this policy is to ensure that appointments are objective and based on candidate knowledge, experience, and skill.

### Service Standards / Performance Measures / Corporate Strategy:

We will manage the effectiveness of the Recruitment and Selection procedures by measurement of the following Corporate PI's;

*PS % of vacancies fill first time.*

*PS % Staff Retention Rate (employee's retained for more than 1 years service)*

In addition the People Services Team will be responsible for the monitoring of all recruitment documentation and may from time to time conduct random reviews of assessment documentation.

The People Services will be responsible for the monitoring and investigation of all complaints arising from the Recruitment and Selection policy and

### Risks:

**RISK:** Potential allegations of discrimination

**OWNER:** Recruiting Manager

**MITIGATION:** Adequate training will be given to recruiting manager to ensure adequate preparation and delivery of activity before, during and after the recruitment and selection process.

**RISK:** Changes to Legislation affecting recruitment and selection practice

**OWNER:** People Services Team

## Document Information

**MITIGATION:** The processes will be amended to reflect any changes in legislation, members of the People Services Team are required, and have access to channels, to ensure that they are aware of pending legislative changes.

**RISK:** Failure to collect appropriate pre-employment checks

**OWNER:** Recruiting Manager / People Services Team

**MITIGATION:** Clear guidance and training will be available to managers to ensure that all recruiting managers are aware of acceptable forms of evidence to prove a candidates right to work in the UK and how to collect it. The People Services Team will ensure that all checks are suitably returned prior to issuing formal written communications

### Related Policy/Procedure & Documents:

Equality and Diversity Policy

Job Evaluation Policy and Procedures

Resource Approval Procedures

Resource Approval Business Case Template

Job Role Profile Template

Itrent Recruiting Manager Module

### Related Legislation / Relevant Regulation:

Rehabilitation of Offenders Act

Equality Act

Immigration, Asylum and Nationality Act 2006

### Retention & Legal Basis for Storage:

A record of every assessment/interview must be made and returned to the People Services Team to be retained for a suitable period.

All candidate personal information will be collected and processed in compliance with the General Data Protection Regulation 2016/679 (GDPR). Further information can be found in our Data Protection Policy and supporting documents.

Salix Homes processes personal data collected during the recruitment process in accordance with its Data Protection policy. In particular, data collected as part of the recruitment process is held securely and accessed by, and disclosed to, individuals only for the purposes of managing the recruitment exercise effectively to decide to whom to offer the job. Inappropriate access or disclosure of job applicant data constitutes a data breach and should be reported in accordance with the organisation's data protection policy immediately.

Unsuccessful Candidates records will be kept for a period of 6 months following the closure of the vacancy in line with employment legislation to allow for the response to challenges to the recruitment process.

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Successful candidates records will be kept for the duration of their employment with Salix Homes and for up to 6 years following the termination of their employment. Salix Homes processes recruitment records and reports under the following purposes:

- Necessary for contract: Processing is necessary for the performance of a contract with the data subject or to take steps to enter into a contract.

### Stakeholders:

Salix Homes SMT  
 Employee & Manager Focus Group  
 Trade Unions  
 People Services

All of the above we involved in the consultation and creation of this document.

### Data Protection Impact Assessment (DPIA)

*Attached*

### Equality Impact Assessment (EIA)

*Attached*

## Purpose

This Policy has been produced to outline recruitment and selection principles which demonstrate fairness, consistency and transparency when assessing candidates.

The purpose of this policy is to ensure that appointments are objective and based on candidate knowledge, experience, and skill.

## Scope

Salix Homes aim to attract, select and hire the best possible candidate for any resource requirement. Our approach to recruitment and selection places high value on assessing a candidate's behavioural competence and this underpins how we reinforce core organisational values which in turn supports the delivery of our corporate vision.

This policy does not apply to board members, contractors, consultants, agency workers or any self-employed individuals working for the organisation.

## Roles and Responsibilities

### Recruiting Manager

The Recruiting Manager is responsible for ensuring the following actions take place when undertaking recruitment and selection for their team/Service Area;

- Creation of development of all Job Role Profile's in partnership with People Services Team prior to advertisement of the vacancy.
- Compliance with the Job Evaluation Policy and Procedures prior to advertisement of the vacancy.
- Compliance with Resource Approval Process prior to advertisement of the vacancy.
- In conjunction with the People Services Team development of all appropriate recruitment materials and assessment plans.
- Conduct all stages of Recruitment and Selection procedures i.e. shortlisting, assessment, candidate liaison, pre-employment right to work checks.

All recruiting managers will be required to complete the Salix Homes recruitment training modules prior to participating in recruitment and selection processes.

### People Services

The People Services Team are responsible for overseeing the recruitment and selection activity within Salix Homes to ensure that the policy and practice is applied fairly and concisely.

Support will be given to Recruitment Managers when developing new or revised Job Role Profiles.

The People Services Team are responsible for ensuring the correct Job Evaluation process is followed for all roles within the organisation (see Job Evaluation Policy and Procedures)

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## Recruitment and Selection Policy



The People Services Team are responsible for the coordination of the automated Recruitment Module within the Itrent System.

Where appropriate or at the request of the Recruiting Manager a People Services representative will provide assessor support for an assessment/interview process.

All documentation relating to the recruitment and selection process will be managed and retained within the People Services Team.

Approval must be sought from the People Services Manager when seeking to advertise a vacancy internally only.

Approval must be sought from the People Services Manager where consideration is given to withdrawing an offer of employment.

## Resource Approval

The Recruiting Manager must ensure that the Resource Approval Process has been followed prior to advertising any vacancy either internally or externally.

All entry level roles (SH3 equivalent and below) must be reviewed in partnership with the People Services Team to assess whether an Apprenticeship opportunity can be created prior to commencing the Resource Approval Process.

## Fairness and Equality

The Rehabilitation of Offenders Act 1974 requires all candidates to declare criminal convictions which are not “spent”, however those vacancies that are exempt from this require both “spent” and “unspent” criminal convictions to be declared.

All stages of the recruitment and selection process will be fully compliant with the Equality Act 2010. Shortlisting, interviewing and selection will always be carried out without regard to gender, transgender status, sexual orientation, marital or civil partnership status, race, nationality, ethnic or national origins, religion or belief, age, pregnancy or maternity leave or trade union membership.

All disabled applicants who meet the minimum requirements of the job as set out in the person specification will be guaranteed an interview.

Salix Homes will endeavour to consider and implement any reasonable adjustments to the recruitment process to ensure that no candidate is disadvantaged because of their disability.

When conducting recruitment interviews Salix Homes will ensure that the questions put to candidates are not in any way discriminatory or unnecessarily intrusive. The interview will focus on the needs of the job and skills needed to perform it effectively.

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## Advertising

Prior to any vacancy being advertised (internal or external) the vacancy must first be considered in line with the organisations Redeployment Policy.

Normally the use of recruitment agencies will only be approved following a failure to recruit first time. Where it may be identified as needed the use of agencies should be discussed with the People Services Team prior to engaging third party support.

Normally all vacancies will be advertised externally for a minimum period of 2 weeks. However, the Recruiting Manager may with approval from the People Services Manager advertise the vacancy internally either to all or a ringfenced group of employees if the manager can demonstrate one of the following;

- The requirements of the role are unlikely to attract a candidate externally without current experience of Salix Homes practices.
- Time constraints or drivers within the service area is such that an internal appointment is necessary.

## Assessment

Normally the recruitment will be solely based on the applicant's abilities and individual merit as measured against the person specification for the role. Any selection criteria's that fall outside of the person specification will be made clear to the candidate at the advertising and invite to assessment stage. For example a requirement to be a resident of Salford City.

Qualifications, experience, skills, personal and professional competencies will be assessed at the level that is relevant to the role.

## Offer of Appointment

All offers of appointment at Salix Homes will be conditional to the following pre-employment checks;

- Documentary proof of applicable qualifications and licences.
- Right to Work in the UK checks.

In addition, the Recruiting Manager reserves the right to seek the successful candidate's consent for them to obtain two written references. However where a vacancy is identified that has responsibility for money, goods, accounts, other financial & treasury functions or computer programming operations, written references to cover a **minimum period of three years immediately preceding their employment or volunteering** will be required.

For certain vacancies, a DBS check will be sought which will be clearly stated in the job role profile and in the advertisement.

Where the following tasks are identified as essential to the role the appointment will also be conditional to a medical check;

- Night working
- Regular driving or use of machines/tools
- Requirement for regular heavy lifting / manual handling within role / physical exertion
- Use of substances hazardous to health

The use of a medical check may be required following an offer of employment where reasonable adjustments are required to be considered for the successful candidate.

Normally the candidate will be placed on the lowest band within the roles pay grade. However, where the candidate can provide satisfactory evidence in the form of a previous remuneration package or skills/experience justification; the Recruiting Manager may agree an alternative starting salary with the Candidate within the roles pay grade.

## Withdrawing an Offer of Appointment

Salix Homes reserves the right to withdraw an offer made to a candidate, examples of when this may be appropriate include;

- The candidate has failed to satisfactorily meet any of the pre-employment conditions of the offer e.g. failure to provide evidence of right to work in the UK.
- Where the needs of the business have changed during the appointment process
- Where the candidate refuses to accept all terms offered under the contract of employment
- Where appropriate reasonable adjustments within the role cannot be made.

If a Recruiting Manager wishes to withdraw an offer of employment, authorisation must be sought from the People Services Manager.

Where applicable Salix Homes will ensure that the appropriate notice period is offered to the candidate when withdrawing an offer of employment.