

Recruitment and Selection Policy

Directorate: People & Inclusion

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1. Introduction and Policy Statement

- 1.1. This document outlines the principles and process to effectively recruit and select into temporary (fixed term) and permanent posts. It provides for a fair, consistent, and transparent recruitment process.
- 1.2. The purpose of this policy is to ensure that appointments are objective and determined on merit. This will be based on an assessment of the candidate's knowledge, experience, qualifications and skills.
- 1.3. Salix Homes aims to attract, select and hire the best possible candidate(s) for any resource requirement. Our approach to recruitment and selection places high value on assessing a candidate's behavioural competence, underpinning how we reinforce core our organisational values and the delivery of our corporate vision.
- 1.4. This policy applies to all internal and external candidates involved in both temporary (fixed-term) and permanent recruitment and selection processes. It does **not** apply to the recruitment or engagement of board members, contractors, consultants, agency workers or any self-employed individuals working for the organisation.

2. Procedure

2.1. Resource Approval

- 2.1.1. The Recruiting Manager should ensure the role has been job evaluated appropriately at this stage. A job evaluation may not be required for established posts where no changes to the nature and the responsibilities of the role are anticipated. However, a job evaluation may be necessary if:
 - the role is brand new
 - business requirements have resulted in the need to make changes to a role, or
 - over a period of time, the duties, tasks and responsibilities of the role have changed significantly and are no longer reflected in the job role profile.

The People Services Team can be contacted for further advice.

- 2.1.2. If a post is brand new and relates to wider organisation, service, or team structural changes, then the Recruiting Manager should discuss these changes with the People Services Team before undertaking the Resource Approval process.
- 2.1.3. The Recruiting Manager should submit a requisition via ITrent. This will require the approval of People Services, Finance and the Executive Management Team before recruitment activity can begin.
- 2.1.4. As part of the Resource Approval Process, the People Services Team may discuss suitable options and methods for recruitment with the Recruiting Manager.
- 2.1.5. The Recruiting Manager must ensure that the Resource Approval Process has been followed prior to advertising any vacancy either internally or externally.

2.2. Advertising

- 2.2.1. Prior to any vacancy being advertised (internal or external), the vacancy must first be considered in line with the organisation's Redeployment Policy.
- 2.2.2. Normally all vacancies will be advertised internally and externally for a minimum period of 2 weeks. However, the Recruiting Manager may, with approval from the Director for People Services and Inclusion, advertise the vacancy internally either to all or a ringfenced group of colleagues if the manager can demonstrate a sufficient requirement to do so. This will be by exception.
- 2.2.3. Normally the use of recruitment agencies will only be considered and 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. Please see the Temporary Resourcing Policy for further information.
- 2.2.4. In exceptional cases, where advertising has proved unsuccessful in attracting suitable candidates for a role and other recruitment initiatives have been explored/exhausted (e.g. targeted advertising and the promotion of the non-pay benefits of working for Salix Homes), attaching a market supplement to the post may be considered. Please see the Market Supplement Policy for further information.

2.3. Probity

- 2.3.1. All colleagues involved in the recruitment and selection process should be aware of their responsibilities under Salix Homes' Probity Policy, which requires them to declare any relationship with any applicant/ candidate with whom they have a close personal relationship or connection to as soon as possible to a member of the People Services Team.
- 2.3.2. Appropriate steps will then be taken to ensure that the integrity of the process is maintained. This may include removal of that colleague from the recruiting and selection panel.
- 2.3.3. Applicants are also required to disclose any close personal relationship or connection with officers at Salix Homes as part of the application process.
- 2.3.4. Where the post in question is a senior or executive position, approval will be required from Salix Homes Remuneration and Governance Committee before any offer of employment is made.
- 2.3.5. In all cases an Employment Approval Form must be completed and approved prior to any offer of employment where such relationships exist. This form is available from the Governance Team. This will be filed on the Public Register.

2.4. Shortlisting and Invite to Interview/Assessment

- 2.4.1. Salix Homes is committed to the Disability Confident scheme. In line with this scheme, disabled candidates must be shortlisted for interview (or the first stage of assessment) where they meet the agreed criteria. Line managers should check with the People Services Team whether any candidates are eligible under the scheme.
- 2.4.2. A framework for scoring candidate applications must be developed by the Recruiting Manager in line with the job role profile. Each candidate should be scored against this criterion. As a minimum, this should include a determination of whether the candidate has met the agreed criteria outlined in the framework, i.e. so that candidates can be 'ranked' according to the strength of their application for the purpose of determining a shortlist for the assessment/interview stage.
- 2.4.3. At least two, and ideally all, colleagues expected to be panel members at the interview/assessment stage (see below section) should complete the shortlisting exercise to help ensure the fairness and consistency of the scoring framework. In addition, at least one colleague completing the shortlisting exercise should have completed the Salix Homes' recruitment and selection training course.

2.4.4. Recruiting Managers should keep notes on the assessment of each candidate, so that there is a record of the fairness of the shortlisting exercise.

2.4.5. Where requested, reasonable adjustments should be considered to ensure that no candidate is disadvantaged because of their disability. Recruiting Managers must therefore ensure that all candidates are offered reasonable adjustments if they are shortlisted for the interview /assessment stage. Where a candidate has identified as disabled, it may be appropriate to contact them in order to identify specific measures that can be taken to support them at the interview/assessment stage. Examples of reasonable adjustments which may be considered and offered include:

- being flexible with the time of the interview or assessment (some candidates may find it beneficial to attend the interview/assessment at a particular time of day)
- making sure the interview/assessment is accessible (e.g. considering the location so there is easy access for wheelchair users or ensuring the location is quiet to reduce the sensory demands on candidates whom may be affected)
- providing more time to complete a written exercise if this is part of an assessment
- having a scheduled break part way through the interview

This list is not exhaustive. Adjustments should be considered on a case-by-case basis.

2.4.6. Recruiting managers are not required to provide feedback to external candidates not shortlisted for interview/assessment. However, they may choose to do this if it is practical to do so (for example, where a vacancy has had few applicants and/or where there have been few requests for feedback). They should also follow good practice and provide feedback to internal candidates on their applications where this has been requested.

2.4.7. All internal candidates should be offered feedback by the Recruiting Manager. Where development areas are identified the individual should be encouraged to explore options to improve relevant knowledge, skills and/or abilities. The People Services Team can be contacted for advice on possible options.

2.5. Interviews and Assessments

2.5.1. There are a variety of methods which can be used to help in the selection process. It may be appropriate to use one or more of these methods. Examples include:

- Interviews
- Tests
- Presentations / practical demonstration of skills
- Assessment centres

- 2.5.2. It is recognised that there is no 'one size fits all' approach to effective assessment. As such, Recruiting Managers are able to design a selection process, in consultation with the People Services Team, they feel is appropriate. However, the selection method must be proportionate for the role and level of appointment. Qualifications, experience, skills, personal and professional competencies must also be assessed at the level that is relevant to the role. For example, in recruiting for more junior or entry level roles (where candidates may have more limited work experience to draw upon), Recruiting Managers may consider using a mix of competency-based, strengths-based, and situational judgement interview questions which will allow candidates more flexibility to demonstrate their skills and suitability.
- 2.5.3. Interview panels must always have at least two members and will ordinarily have three panel members. Recruiting managers should seek to have diverse interview panels, wherever this is practical (for example, by considering the gender balance and ethnic diversity of the panel whilst also ensuring that all panel members have the appropriate technical knowledge and are of an appropriate seniority to assess candidates for the role).
- 2.5.4. At least one member of the interview panel should have completed the Salix Homes' recruitment and selection training course **before** conducting interviews and assessments. Where this is not the case, a member of the People Services Team is required to be on the interview panel (or attend the assessment exercise).
- 2.5.5. Recruitment decisions will be based on the applicant's abilities and individual merit as measured against the person specification for the role. Any selection criteria that falls outside of the person specification must be made clear to the candidate on the vacancy advert (for example, a requirement to be a resident of Salford).
- 2.5.6. When conducting recruitment interviews and assessments, Recruiting Managers must 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.
- 2.5.7. A candidate interview and assessment scoring template for Recruiting Managers is available for use and can be requested from the People Services Team. The template includes a Question Bank which provides a list of

recommended questions to measure the candidate's suitability against our values.

- 2.5.8. Recruiting Managers must make a record of every recruitment interview and assessment and forward the notes of this to the People Service Team. This will be retained for an appropriate period of time. To ensure fairness, the Recruiting Manager should also ensure that questions and tasks are consistent in all interviews and assessments for a particular job.
- 2.5.9. The Recruiting Manager will provide feedback to external candidates following the interview/assessment stage, where this has been requested. This feedback should cover the candidate's application and interview and/or assessment performance.
- 2.5.10. All internal candidates should be offered feedback by the Recruiting Manager. Where development areas are identified the individual should be encouraged to explore options to improve relevant knowledge, skills and/or abilities. The People Services Team can be contacted for advice on possible options.

2.6. Offer of Appointment

- 2.6.1. All offers of appointment at Salix Homes will be conditional until the following pre-employment checks have been completed:
 - Documentary proof of applicable qualifications and licences
 - Right to Work in the UK checks
 - Receipt of two satisfactory written references covering the previous three years from former employers. Where a candidate struggles to provide these, the Recruiting Manager should contact the People Services Team for advice
 - Medical questionnaire / check
- 2.6.2. Where a vacancy is identified that has responsibility for money, goods, accounts, other financial/treasury functions or computer programming operations, written references from former employers, covering a minimum period of three years immediately preceding the individual's engagement with Salix Homes will be required. Information will also be sought to validate any gaps in employment during this period. Again, if a candidate struggles to provide these for any reason, the Recruiting Manager should contact the People Services Team for advice
- 2.6.3. For some vacancies, a DBS check will also be required. The level of check will depend on the nature of the role. The details of the check will be clearly

stated in the job role profile, advertisement, and offer letter (see also Appendix 1 – Further information on criminal record checks).

- 2.6.4. All candidates will also be required to complete a medical questionnaire as part of the offer process. Some roles will require a successful candidate to complete a more detailed medical check (for example, where there are particular physical demands which are integral to performance in the role). The purpose of the medical questionnaire and check is to ensure a successful candidate's suitability for the role and/or to identify any reasonable adjustments.
- 2.6.5. Salix Homes will make every effort to implement any reasonable adjustments identified for a successful candidate. However, if a medical questionnaire and check identifies that an individual does not meet the requirements of the role and there are no reasonable adjustments, this may result in withdrawal of the offer of appointment (see the section Withdrawing an Offer of Appointment, below).
- 2.6.6. Only once all pre-employment checks have been completed will the appointment be confirmed and an unconditional offer be extended to the successful candidate.
- 2.6.7. Normally the appointee will be placed on the lowest scale point within the role's 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 – with the agreement of the People Services Team – may offer an alternative starting salary with the candidate within the relevant pay grade.

2.7. Withdrawing an Offer of Appointment

- 2.7.1. Salix Homes reserves the right to withdraw a conditional 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 checks 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
 - Where a DBS check outcome is determined to be unsatisfactory (see also Appendix – Further information on criminal record checks)

- Where the candidate fails to engage appropriately or fully with the offer management process. This includes failing to provide necessary information or evidence for the offer process to be completed in a reasonable timeframe

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

3. Performance Measures

3.1. We will manage the effectiveness of this policy by measurement of the following:

- % of vacancies fill first time
- % Retention Rate (employee's retained for more than 1 years' service)

3.2. The People Services Team will collect anonymised data to monitor inclusion and diversity outcomes throughout the recruitment and selection process; including candidate and new hire demographics. Where appropriate, the People Services Team will take forward targeted actions to improve inclusion and diversity outcomes.

3.3. 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 the documentation.

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

4. Roles / Responsibility

4.1. Recruiting Manager

4.1.1. 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 and lead on the progression of all stages of Recruitment and Selection procedure i.e. shortlisting, assessment, candidate liaison.

4.1.2. Recruiting Managers must ensure that at least one member of the shortlisting and assessment/interview panel has completed the Salix Homes' recruitment and selection training course before undertaking these process steps.

4.2. People Services

4.2.1. 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 consistently.

4.2.2. Support will be given to Recruitment Managers when developing new or revised job role profiles.

4.2.3. 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).

4.2.4. The People Services Team are responsible for the coordination of the automated Recruitment Module within the relevant system.

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

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

4.2.7. Approval must be sought from the Director for People Services and Inclusion when seeking to advertise a vacancy internally only.

4.2.8. Approval must be sought from the Director for People Services and Inclusion where consideration is given to withdrawing an offer of employment.

5. Legal / Regulatory Links

5.1. The following is a list of legislation and statutory guidance relevant to this policy:

- Rehabilitation of Offenders Act 1974 (and subsequent amendments)
- Equality Act 2010
- Immigration Asylum and Nationality Act 2006
- Employment Rights Act 1996

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- Fixed-term Employees (prevention of less favourable treatment) Regulations 2002

6. Equality, Diversity and Inclusion

6.1. Salix Homes is committed to promoting and embedding a culture of equality, diversity and inclusion (EDI) within our workplaces and the communities we serve.

- Equality is about ensuring that every individual has an opportunity to make the most of their lives and talents;
- Diversity is recognising difference and responding positively to those differences;
- Inclusion is about creating an environment where our services and employment opportunities are accessible to all.

6.2. We are committed to meeting our obligations and duties under the Equality Act 2010 and to promoting equal opportunities both in the provision of services and in our employment practices. We will consider all the protected characteristics of the Act which are:

- Age
- Disability
- Gender reassignment
- Marriage and civil partnership
- Race
- Religion or belief
- Sex
- Sexual orientation
- Pregnancy and maternity

6.3. We also recognise that socio-economic background is an area where inequalities exist and commit to addressing this disadvantage and inequality in our communities where able to do so.

6.4. We are also mindful of our duties under the Public Sector Equality Duty, which is to:

- Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Equality Act 2010;
- Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it; and
- Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

6.5. Where reasonable to do so, Salix Homes will make any reasonable adjustment to ensure compliance with the Act.

7. Related Documents

7.1. The following is a list of related policies, procedures, and documents that may relate to this policy (not exhaustive):

- Equality and Diversity Policy
- Job Evaluation Policy and Procedures
- Resource Approval Procedures
- Resource Approval Business Case Template
- Job Role Profile Template
- Redeployment Policy
- Competency Framework
- Probity Policy
- Employment Approval Form

Appendix 1 – Further information on criminal record checks

Salix Homes may check the criminal record of a successful candidate as part of the offer of appointment. This is known as getting a Disclosure and Barring Service (DBS) check.

Some roles may require a more detailed check, depending on the nature of the role.

There are different levels of criminal records check:

- **Basic checks**, which show unspent convictions and conditional cautions that are considered to be unspent under the terms of the Rehabilitation of Offenders Act 1974
- **Standard checks**, which show spent and unspent convictions and cautions
- **Enhanced checks**, which show spent and unspent convictions plus any information held by local police that is considered relevant to the role
- **Enhanced checks with barred lists**, which show the same as an enhanced check plus whether the applicant is on the list of people barred from doing the role

The People Services Team will liaise with Recruiting Managers to determine what, if any, level of check is required for a particular role before recruitment activity begins. A criminal record check may only be submitted to DBS after a thorough assessment has indicated that one is both proportionate and relevant to the position concerned.

Rehabilitation of offenders

Under the Rehabilitation of Offenders Act 1974, most sentences become “spent” after a defined period, depending on the sentence. This means successful job applicants should be treated for most purposes as if their conviction had never happened.

For most positions it is unlawful to refuse to employ someone on the ground that they have a spent conviction.

However, there are a number of exempted jobs and professions for which it is lawful to reject a job applicant because of a spent conviction. In addition, employers are legally required to prevent someone who is barred from working with children or vulnerable adults from working in a role with “regulated activity” (as defined by the Safeguarding Vulnerable Groups Act 2006).

Recruitment of ex-offenders

Salix Homes will not discriminate unfairly against any subject of a criminal record check on the basis of a conviction or other information revealed.

Salix Homes complies with the [DBS code of practice](#) and will give full consideration to the fair treatment of ex-offenders, as provided for by the Rehabilitation of Offenders Act 1974 and subsequent amendments.

Salix Homes can only ask a candidate to provide details of convictions and cautions that Salix Homes is legally entitled to know about.

Salix Homes can only ask a candidate about convictions and cautions that are not ‘protected’ under the Rehabilitation of Offenders Act 1974.

At the appropriate stage, Salix Homes will ensure that an open and measured discussion takes place with the candidate on the subject of any offences or other matter that might be relevant to the position.

Having a criminal record will not necessarily prevent a person from working for Salix Homes. This will depend on the nature of the position and the circumstances and background of the offence(s). The factors taken into account will include:

- the responsibilities of the position
- the vulnerability of the customer group
- the nature of the offence(s)
- the number and pattern of the offences (if there is more than one)
- how long ago the offence(s) occurred
- the age of the offender when the offence(s) occurred

Salix Homes is committed to discuss any matter revealed on a DBS certificate with the individual seeking the position before withdrawing an offer of employment.

Failure by a candidate to reveal information that is directly relevant to the position sought could lead to withdrawal of an offer of employment.

Handling of DBS information

As an organisation using the Disclosure and Barring Service (DBS) checking service to help assess the suitability of candidates for particular roles, Salix Homes complies fully with the code of practice regarding the correct handling, use, storage, retention and disposal of certificates and certificate information.

Salix Homes complies fully with its obligations under the General Data Protection Regulation (GDPR), Data Protection Act 2018 and other relevant legislation pertaining to the safe handling, use, storage, retention and disposal of certificate information and has a written policy on these matters, which is available to those who wish to see it on request.

Storage and access

Certificate information will be kept electronically and securely, with access strictly controlled and limited to those who are entitled to see it as part of their duties.

Handling

In accordance with section 124 of the Police Act 1997, certificate information is only passed to those who are authorised to receive it in the course of their duties. Salix Homes maintains a record of all those to whom certificates or certificate information has been revealed and it is a criminal offence to pass this information to anyone who is not entitled to receive it.

Usage

Certificate information is only used for the specific purpose for which it was requested and for which the candidate's full consent has been given.

Retention

Once a recruitment (or other relevant) decision has been made, Salix Homes will not keep certificate information for any longer than is necessary. This retention will allow for the

consideration and resolution of any disputes or complaints. See the Data Retention Schedule. Throughout this time, the usual conditions regarding the safe storage and strictly controlled access will prevail.

Disposal

Once the retention period has elapsed, Salix Homes will ensure that any DBS certificate information is immediately destroyed by secure means, for example by deleting electronic records, or shredding. While awaiting destruction, certificate information will not be kept in any insecure receptacle (e.g. waste bin or confidential waste sack).

We will not keep any photocopy or other image of the certificate or any copy or representation of the contents of a certificate. However, notwithstanding the above, Salix Homes may keep a record of the date of issue of a certificate, the name of the subject, the type of certificate requested, the position for which the certificate was requested, the unique reference number of the certificates and the details of the recruitment decision taken.