

<b>ESTUARY HOUSING ASSOCIATION LTD</b>	Committees: Corporate Health & Remuneration: By email 4 <sup>th</sup> February 2019 Joint Negotiating Committee: 4 <sup>th</sup> December 2018 Staff Consultation Group: 17 <sup>th</sup> January 2019
	Senior Management Team: 21 <sup>st</sup> November 2018

<b>DIRECTORATE / DEPARTMENT:</b> Human Resources  <b>AUTHOR:</b> Linda Hollingworth Director of Human Resources & Organisational Development	Page: 1 of 10
	Issue Date:
	Location: HR
	Last Review Date: August 2018 EIA Review: August 2018 Next review: August 2020

## Recruitment and Retention Policy (incorporating Equal Opportunities) – HR 34

Version Control			
Date	Author	Version	Notes
13/12/2016	G Kopel-Doree	3.0	Policy reviewed in light of EIA undertaken: -‘Two Ticks’ scheme renamed ‘Disability Confident’ scheme -Line added to state policy is available in other formats upon request.
06/03/2017	L. Hollingworth	3.1	Addition of Modern Slavery commitment 4.8 Requirement of agencies on Modern Slavery 9.5 Safeguarding – Modern Slavery
25/07/17	L. Hollingworth	3.2	Change of Job titles (Assistant Director to Director)
14/08/18	L. Hollingworth	3.3	Addition of requirements of Criminal Facilitation of Tax Evasion Policy Updated related policies to include Privacy Notice.

### Aim

The Association’s most valuable resource is its employees, and the process of recruiting new people into the Association and ensuring that the right people are recruited into the right jobs is arguably the most important activity undertaken by any manager within the Association.

This policy sets out the processes to be followed when recruiting and gives

This policy is non-contractual and may be subject to change

guidance on the legal and ethical considerations to be observed, in line with the Equalities Act 2010

The principal outcomes identified as aimed for by the policy include :

- that all appointments are fair and free from discrimination;
- that the operation of the recruitment and selection processes delivers fair and evidenced equality of treatment for all applicants.
- improving retention rates as the right people are recruited for the right roles;
- ensuring that our staff profile, at all levels, is generally representative of the people we serve, and so enable us to be responsive to meeting the needs of the diverse communities who use our services.

### **Value-based Recruitment**

Our Recruitment and Retention Policy has been reviewed to ensure alignment with Estuary's values of Excellence, Care and Innovation and to ensure that, when recruiting, we find the right person with the right values and expected behaviours for the job, who will strive to provide excellent services to our customers. This will supplement our requirements for essential and desirable skills, knowledge and abilities.

### **What is 'values based recruitment'?**

Values based recruitment (VBR) is an approach to help attract and select employees, Board Members and apprentices/trainees whose personal values and behaviours align with Estuary's core values.

### **Delivery**

Values based recruitment can be delivered in a number of ways, through:

- pre-screening assessments
- values based interviewing techniques
- assessment centre approaches

Any VBR techniques, assessments or processes utilised by Estuary will be equality assessed and assured.

### **Taking a 'values' approach to employment practice**

We recognise that recruitment forms just one part of the whole employment journey. This approach to recruitment helps the organisation to embed values, and the behaviours associated with them, within the workforce from the start of the employment relationship.

Estuary aims for recruitment to be part of a holistic approach to embed values in all areas of employment practice (including Induction, Supervision, Appraisal, Training & Development and Organisational Development).

### **Scope**

This policy applies to all employees, apprentices/trainees, and agency workers/consultants and Board Members of Estuary Housing Association Ltd.

This policy is non-contractual and may be subject to change

## **Equality & Diversity**

At Estuary Housing Association (EHA) we are committed to embedding equality and diversity at the heart of our work. We aim to be an inclusive organisation, where individual differences are respected, where staff, people who use services, as well as their families and carers, are treated with dignity and on the basis of their merits, abilities and needs, and where everyone has a fair opportunity to fulfill their potential without suffering discrimination or disadvantage.

### **1. Authority to Recruit**

- 1.1 Any manager wishing to recruit a new member of staff into the department, whether that new employee is replacing someone who has left or is an addition to headcount, must first obtain authorisation through completion of a Vacancy Notification form, which is available on the intranet or from Human Resources.
- 1.2 No request for recruitment will be accepted unless it includes a job description, a person specification and key requirements for the job. All aspects of the job role and person specification including salary, hours of work, annual leave entitlement and behaviour requirements will need to be agreed with and authorised by the Executive/ Director or Head of Service.

### **2. Salaries and Benefits**

- 2.1 Salaries and benefits will be determined using the Salary Determination and Review Policy and Procedure. All salaries are benchmarked, using agreed Housing Association surveys and current job market information, by the Director of HR & OD (or their nominated deputy).
- 2.2 Salaries and benefits should not be confirmed to any staff member or potential recruit until they have been benchmarked and agreed.

### **3. Advertising**

- 3.1 The Association's policy is that all vacancies (apart from short-term/temporary posts) will be advertised internally in order to promote development opportunities for existing staff. Acting-up and Secondments opportunities are handled separately under the Acting-up and Secondment Policy (HR22).
- 3.2 As above, vacancies will also be placed on our website (and other websites through Jobs Go Public) to ensure equality of opportunity to apply, and will display the Two Ticks Positive about Disability logo.
- 3.3 The decision to advertise a vacancy within local press or trade media rests with the Executive/Director or Head of Service, who will also approve the choice of media in conjunction with the Director of HR & OD, who holds the budget for advertising expenditure.

This policy is non-contractual and may be subject to change

- 3.4 The exception to this may be where an employee is deemed to be 'at risk' of redundancy or is subject to a formal redeployment process where the post may be deemed suitable alternative employment. This is in accordance with the Association's Change Management Policy and Procedure and Redundancy Policy (HR 51).
- 3.5 All recruitment advertisements placed by the Association will include an appropriate phrase which evidences that Estuary is an Equal Opportunities employer who values and encourages equality & diversity (see Equality & Diversity Policy).
- 3.6 Recruitment advertisements will not include any reference to an age range. Neither will they make reference to qualifications unless they are an absolute requirement for the role (e.g. qualified accountant). Instead, the copy must include an indication of the competencies, or the skills, knowledge, behaviours and abilities required to do the job. Copy for recruitment advertisements will be written in language which avoids any suggestion of discrimination or pre-selection. Advice can be sought from Human Resources.
- 3.7 The Association will ensure that when a post is advertised, the advertisement makes clear the organisation's commitment to safeguarding and promoting the welfare of vulnerable adults and children where necessary.

#### **4. The Use of Recruitment Agencies**

- 4.1 The Association policy is that we do not use recruitment agencies or consultancies other than in exceptional circumstances and then only with the express permission of the Executive/Director or Head of Service.
- 4.2 No request for recruitment via agencies will be accepted unless it includes a role profile and key requirements for the job. All aspects of the job role and person specification (including salary, hours of work, annual leave entitlement and behaviours/attitude requirements) will need to be agreed with and authorised by the Executive/Director or Head of Service.
- 4.3 Any manager wishing to recruit a new member of staff into the department via a recruitment agency must first obtain authorisation through completion of a Temporary Worker Requisition form, which is available on the intranet or from Human Resources.
- 4.4 Managers should seek advice from Human Resources regarding which recruitment agencies/consultancies should be utilised, in accordance with the Association's Procurement for Housing Framework agreement.
- 4.5 Recruitment agencies/consultancies briefed by the Association will be furnished with:
  - 4.5.1 A job description, which will include a set of the key competencies for the job.
  - 4.5.2 A person specification which contains the values and behaviours required

This policy is non-contractual and may be subject to change

- 4.5.3 Details of the salary and the benefits package.
  - 4.5.4 Details of the maximum charge rate or agency fee
  - 4.5.5 Details of how the Association would like to receive CVs
  - 4.5.6 Details of the level of vetting and checking required for the post.
- 4.6 Recruiting managers do not have the authority to enter into any agreements with recruitment agencies/consultancies regarding contracts or preferred agency use. Any agreement to recruit through an agency must be undertaken through Human Resources.
  - 4.7 All temporary workers will be treated in accordance with the Agency Worker Regulations 2011.
  - 4.8 Agencies are required to ensure that they comply with relevant legislation regarding Modern Slavery (and Human Trafficking).
  - 4.9 Agencies are required to ensure that they comply with the Criminal Finances Act 2017 with regard to the prevention of facilitation of evasion of tax.
  - 4.10 Consultants who are deemed self-employed will be asked to sign a declaration that they comply with the requirements of the Criminal Finances Act 2017 with regard to the facilitation of evasion of tax.
  - 4.11 The Association will reserve the right to terminate the contract with any consultant or supplier in the event of them being found guilty or prosecuted for criminal facilitation of tax evasion, money laundering, or offences under anti-bribery legislation..

## **5. Job Descriptions and Person Specifications**

- 5.1 An up to date job description will be prepared before recruitment begins. Should the recruitment arise from a job holder leaving, line managers should take this opportunity to fully review the duties and requirements of the role and update the job description accordingly.
- 5.2 The job description will describe the responsibilities of the job holder and identify the competencies required for satisfactory fulfilment of the role.
- 5.3 A person specification will be drawn up before the recruitment process begins. The person specification identifies key competencies, values and behaviours as well as the type of role the ideal candidate might have occupied before and the industry sector within which he/she might have worked. Person specifications must not include any reference to age or to qualifications (unless qualifications are a requirement for the role). Please see the Recruitment Guidance for Managers for further advice and guidance.
- 5.4 The Association will ensure that, where applicable, the job description and person specification make reference to the responsibility for safeguarding and promoting the welfare of vulnerable adults and/or children, and include specific reference to suitability to work with vulnerable adults and/or children.

This policy is non-contractual and may be subject to change

5.5 All job descriptions and person specifications will include a requirement to meet Estuary's published values of Excellence, Care and Innovation. As part of the Association's requirement for Customer Focus and exceeding Customer Service Standards, person specifications will include the following:

- "Ability to understand, identify and respond to the needs of customers"
- "Commitment to delivering excellence in customer service at all times"

## **6. Applications**

6.1 The Association will only accept applications in writing and on the Association's application form or on-line through the website(s). Applicants are encouraged to use the on-line method but other media will be accepted where it is deemed a reasonable adjustment for an applicant with a disability.

6.2 The recruiting Manager will be responsible for scoring the applications against the requirements on the job description and person specification, in order to determine a shortlist for interview.

### **6.3 Recruitment of Relatives into Line Management Positions**

The Association recognises the potential difficulties that can be caused by employing people in a role which requires them to manage, or report directly to, a close relative or anyone else where a close relationship may be seen to impact upon their objectivity. The Association will consider, on a case by case basis, whether an alternative reporting line is feasible and pragmatic, otherwise such appointments should not be made. Where appointment is considered feasible, this will be reported to the Board of Management for approval. Advice and Guidance should be sought from Human Resources where these situations arise. Further information and guidance can be found in the Association's Probity Policy and Supervision and Appraisal Policy and Procedure.

## **7. Selection Interviews**

7.1 External and internal candidates will be invited to interview by letter and advised of time and date and will be asked to bring supporting documentation (e.g. qualifications, driving licence etc) as required. If candidates have requested any reasonable adjustments to be made due to a disability these will be arranged as appropriate.

7.2 External candidates will be asked to bring relevant documentation to prove identity and right to work in order to comply with the requirements of the Asylum and Nationality Act 2006. Details of requirements can be found at the UK Border Agency website ([www.ukba.homeoffice.gov.uk](http://www.ukba.homeoffice.gov.uk)).

7.3 Preliminary selection interviews will be conducted by a panel of interviewers and may include Human Resources staff. Where possible, the Association endeavours to involve residents and service users (or their representatives) in the selection process. This may be in a variety of ways – not purely on an interview panel. Involvement may be in the form of:

This policy is non-contractual and may be subject to change

- Developing job descriptions and/or person specifications
- Assisting with shortlisting exercises
- Developing interview questions
- Assisting on interview panels
- Attending introduction sessions

7.4 For interviews, recruiting managers must ensure that:

- Proper arrangements have been made to meet and greet the candidates;
- No interruptions or distractions occur;
- The interview is conducted in a friendly, non threatening manner;
- Interviewers take care to present the Association in a positive light at all times.

7.5 Interview questions will be designed to elicit information about the candidate's ability to match the requirements of the job and will not be discriminatory.

7.6 Interviewing managers will use a pro-forma containing relevant job requirements taken from the Job Description and the Person Specification as the basis for the selection interview. Only candidates who achieve the requisite score will be shortlisted.

7.7 The recruitment process may also include the use of appropriate tests such as use of IT, literacy and numeracy testing, specialist skills and (where appropriate) psychometric tests or personality questionnaires.

7.8 All managers at the Association should undertake or have undertaken Recruitment Skills training before participating in recruitment interviews.

7.9 For certain positions, considered to be of high risk, consideration will be given to requiring confirmation from applicants that they have not been involved in criminal facilitation of tax evasion. (Examples of posts considered high risk are Senior Finance staff, Finance staff dealing with tax returns, staff responsible for procuring or letting high value contracts on behalf of the association – this list is not exhaustive). If any staff are recruited from organisations found guilty of criminal facilitation of tax evasion, enhanced referencing will be carried out to satisfy the Association that such staff do not provide an increased risk.

## **8. Job offers**

8.1 The final decision to recruit will be made by the recruiting manager. No offers should be made verbally at the time of the interview and recruiting managers must ensure that they do not use language which would appear to suggest that an offer is being made.

8.2 Once all interviews have taken place the final decision will be made by the recruiting manager and this will be confirmed to Human Resources.

8.3 HR will make a conditional offer of employment subject to receipt of all

This policy is non-contractual and may be subject to change

satisfactory pre-employment checks, in compliance with HSC 2002/008, as listed below:

- 8.3.1 Verification of identity and proof of right to work in the UK
  - 8.3.2 At least two references satisfactory to the Association (one of which will be from the present or last employer)
  - 8.3.3 Satisfactory full employment history (with no gaps in information)
  - 8.3.4 Where possible, verification of reasons for leaving any previous care employment (SH&C staff only)
  - 8.3.5 A check on relevant academic or vocational qualifications
  - 8.3.6 A check on the status of professional registrations
  - 8.3.7 Occupational Health medical clearance
  - 8.3.8 Work Permit and 'Leave to Remain' where applicable
  - 8.3.9 Disclosure & Barring Service (DBS) clearance (where applicable) through an umbrella body
- 8.4 Decisions to interview, shortlist or offer employment will take no account of an applicant's trade union membership or non-membership.
- 8.5 A DBS (Disclosure and Barring) Check Risk Assessment must be undertaken to assist in assessing and recording the risks of allowing someone to start work or volunteering before a DBS check is received, or where a DBS certificate shows relevant convictions or other relevant information.

## **9. Safeguarding and Safer Recruitment**

- 9.1 The Association is committed to safeguarding and promoting the welfare of vulnerable adults and children and expects all Board Members, staff, volunteers, work/student placements, agency workers and contractors to share this commitment. It is vital that the Association applies Safer Recruitment and selection procedures that identify people who are unsuited to work with children and/or vulnerable adults and that ongoing retention if anyone working to assist us with the provision and management of our services to continues to monitor the suitability of those we engage.
- 9.2 The Association will utilise the Safeguarding Panel to undertake a review of DBS or vetting disclosures where there is information which is deemed to indicate a risk. This panel (consisting of at least two Assistant Directors) will consider the implications of the disclosures and take a view on the impact on the job role applied for (with full recognition of the Rehabilitation of Offenders Act 1974).
- 9.3 For further information on the DBS disclosure process, please refer to the DBS Policy for Recruitment, Storage & Disposal.
- 9.4 The Association will ensure that new staff are familiarised with Safeguarding Policies and Safer Working Practices
- 9.5 The Association is committed to ensuring that everyone who works on behalf of the organisation is in no way connected to Modern Slavery and Human Trafficking (which includes individuals having little or no pay, working excessive or unusual hours, not having control of their own money, no financial records or ID

This policy is non-contractual and may be subject to change

documents). Estuary will make every effort to ensure that there is no potential for Modern Slavery within its supply chain and will report any suspicion of abuse of this kind as appropriate.

## **10. Induction & Probation**

10.1 New employees will undergo a full and thorough induction process in line with the Association's Induction & Probation Policy (HR25).

## **11. Unsuccessful Candidates**

11.1 The Association's policy is to retain details of unsuccessful candidates, including reasons for non-selection, on file for a period of 12 months. Thereafter these details will be destroyed.

11.2 In order to guard against possible claims of discrimination it is the Association's policy to keep a record of the reasons why candidates were unsuccessful. This applies equally to those who were not selected for interview as for those interviewed.

11.3 We will not keep details of unsuccessful candidates on file without the written permission of the candidate.

## **12. Monitoring**

12.1 A record will be kept of every candidate for each piece of recruitment carried out by the Association, in order to monitor and analyse the details of the recruitment process. Records of monitoring will be kept by the Human Resources department. This data will only be utilised for the purpose of ensuring that our recruitment and selection process does not show any bias and to ensure that we are able to provide diversity data as required by regulatory bodies or in benchmarking exercises. This data will be anonymised.

## **13. Promotion Opportunities**

13.1 All vacancies/ promotion opportunities will be advertised internally. Acting-Up and Secondment opportunities are dealt with separately under the Acting Up and Secondment Policy.

13.2 For vacancies that are also advertised externally, employees will be required to complete an application form. For vacancies that are exclusively advertised internally, employees that wish to apply should apply in writing enclosing a detailed letter of application (Expression of Interest) outlining how they meet the criteria required for the role. Candidates will be considered and a shortlisting process undertaken. Those shortlisted will be interviewed in accordance with the procedure as outlined in section 7.

13.3 Candidates will be assessed against the competencies, skills, knowledge and

This policy is non-contractual and may be subject to change

abilities for the role, as well as the values and behaviours required by the organisation..

- 13.4 The successful and unsuccessful candidates will be advised as soon as possible after the interview process has been completed either verbally or by letter. All candidates will be offered feedback. The successful candidate will have their appointment confirmed by letter and/or an addendum or revised contract of employment.

**14. Disability Confident Award (Positive About Disabled People)**



- 14.1 The Association has been awarded the 'Disability Confident' award symbol for its commitment to the following:

14.1.1 To interview all applicants with a disability who meet the essential criteria for a vacancy and consider them on their abilities (operated via the Job Interview Guarantee Scheme).

14.1.2 To ensure that there is a mechanism in place to discuss at any time, but at least once a year, with disabled employees what can be done to make sure they can develop and use their abilities

14.1.3 To make every effort when employees become disabled to make sure they stay in employment

14.1.4 To take action to ensure that all employees develop the appropriate level of disability awareness needed to make the commitments work

14.1.5 Each year to review the five commitments and what has been achieved, to plan ways to improve on them and to let employees and the Employment Service know about progress and future plans

**15. Exit Interviews**

- 15.1 Every member of staff leaving the organisation will receive an exit questionnaire and will be offered an exit interview; information will be monitored and acted upon accordingly.

**16. Recruitment of Ex-Offenders Statement**

- 16.1 A written statement on the recruitment of ex-offenders is made available to all disclosure applicants at the outset of the recruitment process.

**17 Retention Statement**

- 17.1 The Association is committed to retaining its staff by encouraging them to seek

This policy is non-contractual and may be subject to change

promotion and take up development opportunities. It is also committed to Equal Opportunities and being positive about the employment of disabled people. The Association will also seek to find suitable alternative employment when a member of staff has been declared “at risk” of redundancy or is subject to a formal redeployment process and ensure these staff members receive preferential consideration for suitable alternative posts (see Change Management Policy HR07).

## **18. Other**

This policy is available in other formats upon request.

### **Related Policies & Documents**

- HR07: Change Management Policy
- HR13: Criminal Records Check/Disclosure & Barring (DBS) Policy
  - Recruitment, Storage & Disposal – HR13
- HR18: Policy Statement on the Recruitment of Ex-Offenders
- HR19: Equality & Diversity Policy
- HR22: Acting-Up and Secondment Policy
- HR25: Induction & Probation Policy
- HR42: Supervision & Appraisal Policy
- HR51: Redundancy Policy
- Code of Conduct for Employees
- Confidentiality, Data Protection and Disclosure of Information Policy
- Probity Policy
- Human Resources Service Level Agreement
- Equality Act 2010
- Agency Worker Regulations 2011
- Procurement for Housing Agency Framework
- EHA’s Core Values
- DBS Check Risk Assessment
- Modern Slavery Statement
- Criminal Facilitation of Tax Evasion Policy
- Anti-money Laundering Policy
- Fraud Policy
- Document Retention Policy and Procedure
- Employee Privacy Notice

This policy is non-contractual and may be subject to change