



# Recruitment and Selection Policy

Policy Valid From	August 2008
Last Review date	May 2016
Next Review Date	May 2021



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[www.berwickshirehousing.org.uk](http://www.berwickshirehousing.org.uk)

Berwickshire Housing Association is a Registered Society. Registration No.: SP2482RS  
Scottish Charity No.: SC042342 Registered Office: 55 Newtown Street, Duns, TD11 3AU

# 1. Recruitment and Selection Policy

The overall policy objective of the Association is to ensure that individuals are selected on aptitude, skills and ability to carry out the requirements of a job and are not discriminated against on any grounds. A decision to shortlist, interview or offer employment will, therefore, take no account of any factor which cannot be justified.

The aim of this policy is to ensure that job opportunities are available to all and that the Association appoint the best candidate available through the recruitment process, thereby enabling it to respond effectively to the challenge of meeting customers' needs and achieving its internal management plan.

The Association will regularly review its recruitment and selection practices and procedures to ensure that they are in accordance with legislation, relevant Codes of Practice, the Associations' own Equal Opportunities Policy and any other national standards recognised by the Association. This activity will be undertaken in a fully accountable manner.

This policy statement outlines:

The Association's approach to recruitment  
roles and responsibilities  
processes required to support our approach

## 1.1. THE ASSOCIATION'S APPROACH TO RECRUITMENT

The Association believes that good recruitment practices are a necessary foundation for an effective organisation. Our success depends upon the quality of its staff and its ability to motivate and develop staff for the mutual benefit of the individual and The Association.

Consequently each appointment will be treated as a critical business decision. When recruiting staff The Association will endeavour to attract staff who are:

- of a high quality;
- people who strive and achieve excellence;
- are flexible;
- seek individual responsibility;
- work well in teams;
- have integrity;
- action orientated;
- committed to self development;
- self-reliant;
- innovative and are proactive.



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Skills, experience, potential and motivation will be the major factors in selecting individuals for vacancies.

An offer of employment from The Association is a long-term commitment and will be considered carefully. Other alternatives will be considered to meet short-term staffing requirements.

The Association will ensure that information is openly available on employment opportunities. This will normally be by open advertising within the organisation and via advertising externally that is considered appropriate to the post being filled.

The Association recognises that a vacancy should, wherever possible, create a career development opportunity for an existing employee.

## **1.2. ROLES AND RESPONSIBILITIES**

### **1.2.1. The Board of Trustees**

The Board has ultimate responsibility for recruitment and selection. The Board has delegated this responsibility to the Chief Executive (or the appropriate Director in her absence). The Chief Executive has in turn delegated responsibility for the recruitment process to each department Director. The Resources Director will be responsible for administering the recruitment process.

The approval of the Board is required before any new post can be created within the Association. The prior approval of a Director is required before the recruitment process is started for a vacant post and before any informal or formal offer of employment is made to an applicant.

The Board will be kept advised of all vacancies and appointments and the Chief Executive will ratify all appointments on the appropriate salary scale.

### **1.2.2. Managers**

Line managers are responsible for developing their staff to ensure that they are ready to and able to progress within the organisation when the opportunity arises. Where changes in staffing resource requirements are necessary the Manager will consider all alternatives to meet short-term requirements. The Manager will consider all applicants for a vacancy and will make the recruitment decision in line with the Association's Equal Opportunities Policy.

### **1.2.3. The Resources Director**

The Resources Director will provide support to the Board and Managers in exercising their responsibilities, specifically in the following areas:

- Advising on possible short term solutions to staffing needs
- advising on appropriate recruitment methods
- planning the recruitment process
- advising on the drafting of job descriptions and person specifications



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- establishing the market rate of pay for the position and advise on the appropriate grade for the job
- assisting with the interviewing and testing of candidates
- obtaining employment references
- monitoring equal opportunities
- making offers of employment

### 1.3. POLICY

The Association will undertake to employ a sufficient number of staff, at all levels of the organisation, with the required experience, skills and competencies. In order to achieve this, the Association will:

- adopt recruitment practices which will be viewed as fair and professional to existing staff and potential employees.
- actively promote the appointment of internal candidates whilst ensuring that this does not compromise on our recruitment standards.
- actively encourage managers to review their department structure in order to review the necessity for recruitment.
- ensure that the remuneration offered for each position is sufficient to recruit and retain the appropriate calibre of staff.
- ensure that all external advertising is professional and meets the requirements of the Association corporate advertising policy.
- ensure that employees will be recruited on the basis of their qualifications and experience relating to the work to be performed, regardless of gender, marital status, creed, colour, religion, sexual orientation, race, ethnic origin, nationality or disability. To achieve this the Association will ensure that each manager adheres to the Equal Opportunities Policy Statement and provide management information in relation to this.
- ensure that all new recruits undergo induction training in order to maximise the rate of individual and organisational learning.
- continuously review the recruitment process and in doing so continue to improve upon it.

Since each appointment is viewed as a key decision, the recruitment process will be geared to identifying the key skills, knowledge and attitudes required in the successful candidate.

### 1.4. ACCOUNTABILITY

A report should be presented annually to the Board on the results of Equal Opportunities monitoring and record-keeping, with an analysis of progress, problems and options for future action. Summaries of these reports and the results of Equal



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Opportunities monitoring should also be published in The Association's Annual Report.

### 1.5. REVIEW FREQUENCY

The policy will be formally reviewed every three years within the Association's schedule of policy examination but ad hoc reviews may take place out with that schedule if problems in the operation of the stated policy become apparent.



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