

# The RCH Group Recruitment and Selection Policy 2018

Personnel Committee Approval: 14 <sup>th</sup> November 2018	Policy Manager: Maureen Gimby	Reviewed: Sept 2018 Next Review: Sept 2021
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**This document can be made available, on request, in other formats such as in larger print, audio-format, Braille and in other languages**

## **1. Purpose & Aims of the Policy**

- 1.1 River Clyde Homes' (RCH), its subsidiary, River Clyde Property Management (RCPM) and any future subsidiary created within what will be known as the RCH Group, aim is to appoint the best candidates for any vacant post and will put procedures in place to ensure that recruitment of potential employees is carried out in a fair and equitable way.
- 1.2 Clear guidance will be provided to staff and Board members in relation to the selection and appointment of staff.
- 1.3 The aim of this policy and associated procedures is to:
- Attract applications from candidates with appropriate skills, qualifications and experience for consideration for employment within the RCH Group;
  - Use fair and effective methods for the appointment of candidates;
  - Ensure that recruitment procedures are clear and adhered to by all staff and Board members involved in any recruitment and selection processes;
  - Ensure appropriate training, development and support is in place for those involved in the recruitment and selection process; and
  - Develop an excellent workforce committed to the aims, values and service delivery requirements of the RCH Group.

## **2. Scope**

- 2.1 This policy applies to:
- Members of the RCH Group Boards
  - All employees in the RCH Group organisations
  - All potential RCH Group job applicants or potential employees

## **3. Policy Principles**

- 3.1 All recruitment decisions within the RCH Group 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.
- 3.2 A fair recruitment process will remove barriers wherever possible to encourage the employment of people from different backgrounds. This will enable recruitment from the widest pool of candidates who meet the criteria set within the person specification requirements for the vacant post.
- 3.3 Applying the above principles to every recruitment campaign will help contribute to and enhance service delivery, providing a workforce with a wider knowledge and experience base with which to understand and meet the needs and aspirations of service users and potential service users.

- 3.4 In highlighting the RCH Group'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 reasonably possible and any advertisement for a vacancy will include the "Disability Confident" logo.
- 3.5 The RCH Group recruitment literature and advertisement will be clear, concise 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 an application.
- 3.6 The RCH Group recruitment literature will include clear instructions to applicants for completion of the application form which will be free from personal questions that are not relevant to the job role.
- 3.7 The RCH Group will ensure that all staff/Board members involved at any stage in the recruitment and selection process will receive equality awareness training. This will ensure that those involved in the recruitment process will not discriminate against any potential candidate, either knowingly or unknowingly, by asking any irrelevant questions.
- 3.8 Any recruitment agency or other partner organisation commissioned to provide recruitment support or campaigns on behalf of the RCH Group will comply with the principles of our Recruitment and Selection Policy.

## 4. Roles and Responsibilities

### 4.1 The Board

The Board is responsible for ensuring that monitoring compliance with all elements of the Recruitment and Selection Policy. The Board will review recruitment performance on an annual basis and ensure that any issues of significant risk are actioned appropriately.

### 4.2 The Chief Executive

The Chief Executive is ultimately responsible for the control and implementation of recruitment and selection at all levels of RCH and the provision of adequate resources to attract appropriate candidates.

### 4.3 Executive Directors and Heads of Service (Senior Management Team)

The Executive Directors and Heads of Service, known as the Senior Management Team will:

- Ensure that managers within their departments are suitably trained, competent and fully understand their recruitment and selection obligations in recruiting the most appropriate candidate;
- Support managers by providing effective resources and advice to ensure best practice standards are achieved;
- Support the total recruitment and selection process throughout the RCH Group, including the development of a relevant induction programme with the line manager;

- Monitor the activities of their directorates and departments in relation to recruitment and selection to ensure compliance with relevant legislation, policies, procedures and good practice guidelines.

#### **4.4 Managers and Supervisory Staff**

- Be confident in use of Recruitment and Selection policy and procedures;
- Ensure promotion of equality and diversity within recruitment and selection;
- Provide leadership, support and coaching to their team;
- Bring the Recruitment and Selection policy and procedure to the attention of employees under their management and ensure an understanding of its contents;
- Ensure the induction programme for all new staff in their team is carried out;
- Identify appropriate training needs and provide training opportunities for staff;
- Monitor the effectiveness of recruitment and selection for any vacancies within their department or team; and
- Ensure that any legal requirements relating to the operation of their department or team are fully complied with.

#### **4.5 HR Staff**

- Provide specialist advice and training in recruitment and selection procedures;
- Train and support managers in implementing and effective use of the Recruitment and Selection policy and procedures;
- Monitor and review the effectiveness of the Recruitment and Selection policy and procedures;
- Update appropriate policy and procedures from changes in employment legislation and good practice approaches;
- Provide guidance to line managers and staff on the Recruitment and Selection policy and procedures;
- Ensure all pre-employment checks have been carried out, including Disclosure Scotland or Protection of Vulnerable Groups (PVG) clearance obtained (full details of pre-employment conditions are contained within the Recruitment and Selection Procedures relevant to this policy);
- Ensure the induction programme for all new staff is arranged in conjunction with the relevant manager;
- Help monitor the effectiveness of the RCH Group's recruitment and selection by collating recruitment statistics. This includes where the post was advertised, gender of applicants, number of applicants with disabilities and profile of ethnic origin; and
- Confidentially store all recruitment documents for 6 months and destroy in line with GDPR legislation.

#### **4.6 Employees**

- Familiarise themselves with this policy and the recruitment and selection procedures relevant to their role and workplace;
- Attend recruitment and selection training courses as and when necessary;
- Contribute and co-operate with management within the RCH Group on all matters relating to recruitment; and

- Be confident to report any recruitment or selection concerns if they become aware that any are happening (or have happened, or are likely to happen) to the HR team.

## 5. Complaints about Recruitment and Selection

- 5.1 If a complaint is received about any stage of the recruitment and selection process, it should be resolved promptly in the first instance and raised with the HR Team in the first instance as outlined at 4.6 above.
- 5.2 If the complainant wishes to formally pursue their concern, they should do so through the use of the formal Grievance and Dignity Policy and Procedures.

## 6. Related Documents

- The RCH Group Organisational Development Strategy
- The RCH Group Disciplinary and Dismissal Policy and related Procedures
- The RCH Group Grievance and Dignity at Work Policy and Procedures
- The RCH Group Code of Conduct

## 7. Related Legislative and Statutory Framework

- Employment Rights Act 1996
- Employment Act 2002
- The Rehabilitation of Offenders Act 1974 (Exceptions) Order 1975 and the Rehabilitation of Offenders Act 1974 (Exclusions and Exceptions) (Scotland) Order 2003
- Police Act 1997
- Equality Act 2010
- Data Protection Act 2018
- Equality Act 2010
- Asylum & Immigration Act 2006

## 8. Key Stakeholders

- All RCH Group Board Members
- All RCH Group Employees
- All RCH Group Stakeholder Partners (Agencies)
- All RCH Group Prospective Employees

## 9. Equalities Impact Assessment

- 9.1 ***The Equalities Impact Assessment is attaches as Appendix 1.***

## 10. Monitoring and Review of Policy

- 10.1 The Head of Corporate Services has responsibility for monitoring the effectiveness of this policy and its relevant procedures and documentation. It will be reviewed on a three-yearly basis or earlier if required to respond to new legislation,

regulations or best practice requirements. Any review will take account of the views of the trade union partners or employee representatives who use this policy and its relevant procedures on a regular basis.

### EQUALITY IMPACT ASSESSMENT (EIA) SCREENING PROCESS

RCH's equality impact screening process is used to ensure that our policies and practices:

- eliminate any unlawful or unfair forms of discrimination in respect of the protected characteristics and other grounds; and
- promote our equality charter.

The EIA screening process involves two main elements: firstly, an initial policy audit against a range of key standards and, secondly, an assessment of the effects of policy documentation on the relevant issues.

It is critical to note that, although the Equality Act 2010 focusses on a range of protected characteristics, individual people should not be defined by these characteristics. Indeed, individual people will “have” a range of protected characteristics at any one point in time; and needs vary through time. For example, a non-disabled person can become a disabled person at any time; while younger people move into older age groups naturally.

#### **EIA: Staff template**

The staff template covers five procedural sections: background; the public sector equality duty; the internal EIA; the external EIA; and consultation issues.

## Section 1: Background

<b>Name of policy under assessment:</b>	Recruitment and Selection Policy 2018
<b>New or existing policy (please specify):</b>	Existing policy – review of current Recruitment and Selection Policy
<b>Key aims of the policy under assessment:</b>	<p>The aim of this policy and associated procedures is to:</p> <ul style="list-style-type: none"> <li>• Attract applications from candidates with appropriate skills, qualifications and experience for consideration for employment within the RCH Group;</li> <li>• Use fair and effective methods for the appointment of candidates;</li> <li>• Ensure that recruitment procedures are clear and adhered to by all employees and Board members in the RCH Group involved in any recruitment and selection processes;</li> <li>• Ensure appropriate training, development and support is in place for those involved in the recruitment and selection process; and</li> <li>• Develop an excellent workforce committed to the aims, values and service delivery requirements of the RCH Group.</li> </ul>
<b>Service or department:</b>	The Corporate Services Department
<b>Person(s) responsible for the assessment:</b>	Nicola Campbell, Senior HR Adviser
<b>Date of assessment:</b>	3 September 2018
Internal sources to RCH	Board, SMT, EMT, Managers, all RCH Group employees, trade union partners and other employee representatives
External sources to RCH	All RCH Group customers, customer groups and other stakeholders, including potential future employees



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## Section 2: The Public Sector Equality Duty

This decision is based on the following rationale (briefly explain why any of the three issues are relevant for this policy):

General Duty	Is the Policy Likely to have Equality Impacts?	
Elimination of unlawful discrimination, victimisation, or harassment	<b>Yes</b>	
Briefly explain why: <ul style="list-style-type: none"> <li>It ensures that there is a fair and consistent recruitment process for all candidates and that they will be treated equally regardless of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation, including social class or personal characteristics</li> </ul>		
Advancement of equality of opportunity between people with and those without protected characteristic	<b>Yes</b>	
Briefly explain why: <ul style="list-style-type: none"> <li>It ensures that there is a fair and consistent recruitment process for all candidates and that they will be treated equally regardless of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation, including social class or personal characteristics</li> </ul>		
Fostering good relations between people with and those without protected characteristic	<b>Yes</b>	
Briefly explain why: <ul style="list-style-type: none"> <li>It ensures that there is a fair and consistent recruitment process for all candidates and that they will be treated equally regardless of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation, including social class or personal characteristics</li> </ul>		

### Section 3: Internal EIA of the policy

The internal EIA is vital as this examines if the policy attains specific standards essential to meeting equality standards.

<b>1 Does the document state, at the front of the document, that it can be made available, on request, in other formats such as in larger print, audio-format, Braille and in other languages, as appropriate?</b>		
Yes		
<b>2 Does the document use Arial font and minimum twelve type size?</b>		
Yes		
<b>3 Is the document accurate in terms of content, for example, are statements within the document accurate when evaluated against law, regulatory standards and related good practice guidance?</b>		
Yes		
<b>4 Are there any rules specified within the policy?</b>		
Yes		
<p><b>If yes (or unsure), assess if such rules could be discriminatory in terms of equality law and other law (for example, could rules constitute indirect discrimination?)</b></p> <p>The Policy covers all candidates, employees and potential employees across the RCH Group and aims to treat everyone fairly, regardless of protected characteristics. It seeks to ensure that there are no barriers to anyone accessing and making use of the policy and related procedures.</p>		
<b>5 Is language appropriate throughout the document, for example, does it promote positive views about - and respect for other people?</b>		
Yes		
<b>6 Is the document written in clear and plain language?</b>		
Yes		
<b>7 Does the document, if relevant, explain how service users can appeal and/or make a complaint?</b>		
Yes		
<b>8 Does the document, if relevant, explain what positive action measures are in place?</b>		
Not required		
<b>9 Does the document, if relevant, explain what performance monitoring equality measures are in place?</b>		
Yes		

#### Section 4: External EIA of the policy

Now that section one to three has been completed, is there any negative or positive effect on people.

<b>Protected Characteristic</b>	<b>Negative Effect Yes/No</b>	<b>Positive Effect Yes/No</b>	<b>Explanation</b>
Age	<b>No</b>	<b>Yes</b>	It is not considered that the Policy will have potential for impact on this protected group(s)
Disability	<b>No</b>	<b>Yes</b>	As above
Gender reassignment	<b>No</b>	<b>Yes</b>	As above
Marriage and civil partnership	<b>No</b>	<b>Yes</b>	As above
Pregnancy	<b>No</b>	<b>Yes</b>	As above
Race	<b>No</b>	<b>Yes</b>	As above
Religion/belief	<b>No</b>	<b>Yes</b>	As above
Sex/gender	<b>No</b>	<b>Yes</b>	As above
Sexual orientation	<b>No</b>	<b>Yes</b>	As above
Social class	<b>No</b>	<b>Yes</b>	As above
Personal characteristics	<b>No</b>	<b>Yes</b>	As above

## Section 5: Consultation issues

<b>Summarise what types of consultation have been carried out, if any, and with whom:</b>
Regular consultation is carried out with the Trade Unions; the Staff Forum and Senior Management Team meetings
<b>Is consultation required in law and/or due to RCH's policy? Yes</b>
Please explain: It is our policy that we consult with the recognised Trade Unions or employee representatives on issues related to organisational structure changes or changes to terms and conditions of service related issues

Signed off by Responsible Person: Maureen Gimby, Head of Corporate Services

Date: 3 September 2018

Next policy review date: September 2021