

Name of policy	Recruitment Policy & Process
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Recruitment Policy

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Purpose

- 1.1 NCHA aims at all times to recruit the person who is most suited to the job. Recruitment will be solely on the basis of the applicant's abilities and values as measured against the criteria for the job and NCHA's CLEAR values. Qualifications, experience and skills will be assessed at the level that is relevant to the job.
- 1.2 NCHA is committed to applying its equal opportunities policy at all stages of recruitment and selection. Shortlisting, interviewing and selection will always be carried out without regard to gender, gender reassignment, sexual orientation, marital or civil partnership status, colour, race, nationality, ethnic or national origins, religion or belief, age, pregnancy or maternity leave or trade union membership.
- 1.3 Internal line management guidance on recruitment is available separately.

Scope

- 2.1 This policy applies to all activities that form part of the recruitment and selection process and is applicable to all recruitment. In order for the policy and procedure to be effective it is essential that any colleague who is involved in any aspect of the recruitment process is aware of this document and follows it.
- 2.2 Ultimately it is the responsibility of the recruiting manager in conjunction with HR to ensure that this is the case.

Core Principles

- 3.1 NCHA will ensure that recruitment and selection practices are conducted in a professional, timely and responsive manner and in compliance with current employment and regulatory legislation.
- 3.2 To support this, NCHA provides additional guidance and training to managers and those involved in recruitment as well as training and support designed to equip them with key aspects of the procedure and equality legislation.
- 3.3 NCHA is committed to building and maintaining a diverse workforce and therefore endeavours to ensure that its recruitment and selection methods enable all groups to demonstrate their ability to do the job.
- 3.4 NCHA will continuously develop its recruitment and selection practices to allow new ideas and approaches to be incorporated and to ensure that its recruitment and selection process is as effective and efficient as it can be.
- 3.5 Line managers are responsible for recruitment. HR are also responsible for providing advice on recruitment practice as well as the co-ordination, administration and monitoring of NCHAs recruitment and selection procedure.
- 3.6 If a colleague involved in the recruitment process has a close personal or familial relationship with an applicant, they must declare this as soon as they are aware of the individual's application and seek advice from HR.
- 3.7 NCHA will recruit against the criteria in the Person Specification which includes values and regulatory requirements.
- 3.8 NCHA has made a positive commitment to employing disabled people by being a member of Disability Confident scheme. As such, NCHA will guarantee to interview all disabled applicants (internal and external) provided they meet the essential requirements of the person specification, declare they are disabled and request to be considered for an interview under the scheme.
- 3.9 Any offer of employment will be conditional until all pre-employment checks have been completed.

Advertising

- 4.1 Vacancies will be advertised internally and externally at the same time except where there is a clear business case not to (e.g. where there are restructures/redeployment issues and/or in the case of very short term contracts or where the operational requirements of the departments can only allow for internal only recruitment).
- 4.2 NCHA colleagues will be eligible to apply for internal and external positions and will be encouraged to do so where they meet the criteria for the job.
- 4.3 Tenants and Service Users may be given priority to apply for relevant entry level posts. Where this is the case it will be made clear in the advert.

Selection Panels

- 5.1 Selection panels will usually comprise of three people and are constructed with due consideration to the promotion of diversity at NCHA wherever possible.
- 5.2 At least one panel member will have received the relevant training prior to any selection process.
- 5.3 NCHA is committed to increasing representation of Black, Asian and minority ethnic people in people manager roles. Wherever possible, selection panels for these roles will include a colleague who is from an ethnically diverse background.

Shortlisting

- 6.1 Shortlisting involves objectively assessing each application against the criteria set out in the person specification. The panel will shortlist applicants by identifying where they have demonstrated the criteria, or not.
- 6.2 As part of NCHA's commitment to increase the number of people managers who are women and/or from ethnic minority backgrounds we will use a version of the Rooney Rule to support this. HR review the shortlist and at least one candidate who is female and one candidate from an ethnic minority background applicant will be offered an interview/assessment for people manager jobs, providing they meet the criteria for the role.
- 6.3 The chair of the panel must ensure that applicants who declare they are disabled and request an interview under the Disability Confident Scheme are offered an interview if they meet all the essential criteria.
- 6.4 Unsuccessful applicants will be normally advised via e-mail within 3 working days after shortlisting takes place.
- 6.5 Feedback will not normally be provided to candidates after the shortlisting stage.

Selection & Interview

- 7.1 Interviews will normally be conducted by a panel, usually comprising up to three people including the line manager for the post (see also 5.3 for the makeup of panels)
- 7.2 Where possible, interviews for front-line vacancies within Homes & Well Being and Property Services may have a Service User/tenant on the interview panel.
- 7.3 A range of selection methods may be used alongside interviews, for example presentations, ability tests or work related tests.
- 7.4 Line managers conducting interviews will ensure that the questions that they ask applicants are not in any way discriminatory or unnecessarily intrusive.

- 7.5 The interview will focus on the needs of the job, skills and CLEAR values needed to perform it effectively. A record of every interview will be made and retained for a period of 6 months.
- 7.6 Reasonable adjustments to the recruitment process will be made to ensure that no applicant is disadvantaged because of their disability.
- 7.7 It is the chair of the panel's responsibility to respond to applicants requests for feedback in a timely way.

Making the Appointment

- 8.1 A verbal conditional offer will normally be made by the chair of the panel, although they have the discretion to delegate this responsibility.
- 8.2 A conditional offer of employment will be followed up in writing by HR.
- 8.3 It is NCHA's practice to obtain written references covering 3 years employment or 6 years for roles in the care sector. We will also ask for proof of qualifications and right to work in the UK. Any offer of employment will be conditional on these being satisfactory. Where applicable, we will also obtain a satisfactory DBS; see appendix 1 for additional pre-employment checks for Care and Support roles.
- 8.4 Appointments will usually be made at the minimum point of the advertised salary scale unless direct relevant experience or current salary considerations would justify additional increments.
- 8.5 The chair of the panel is responsible for deciding suitability of references and DBS outcomes and agreeing a start date once all pre-employment checks have been received.

Variations to procedure

- 9.1 There may be circumstances when the Recruitment and Selection procedure may be subject to variation; and NCHA reserves the right to make reasonable adaptations as necessary. Any variations to procedure or best practice guidelines will be agreed in advance with HR.

Complaints

- 10.1 Any NCHA colleague who is concerned with any aspect of their treatment under the selection process should:
- Raise their concerns to the chair of the panel
 - If the employee is still not satisfied they may use NCHA's Grievance Procedure to pursue their case on a formal basis.
- 10.2 External applicants have no recourse to NCHA's grievance policy but if but should write to HR with details of the complaint.

Additional pre-employment checks

Within our Care and Support services, certain checks must be completed to ensure that the post holders meet the requirements set out in the Health and Social Care Act (Regulated Activities) Regulations 2014.

This includes directors, nominated individuals (any person appointed as responsible for supervising the management of regulated activity), registered managers and all staff carrying out regulated activity.

In this context regulated activity includes the provision of personal care (for example supervising or assisting with eating or drinking, toileting, washing or bathing, dressing, oral care and care of skin, hair and nails) for persons who, by reason of old age, illness or disability are unable to provide it for themselves, and which is provided in a place where those persons are living at the time the care is provided.

If you are unsure if a post is covered by these additional checks, please check with HR.