



# RECRUITMENT AND SELECTION POLICY

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Policy	Recruitment and Selection Policy							
Version reference	5.0							
Approved by	Board of Management							
Date of Approval	August 2024							
Review Period	1 year – to do a further in depth review then 3 years to follow							
Review Due	August 2025							
Policy Review	People and Culture Manager							
Who this policy affects	Board	X	Customers		Contractors		Members of the Public	x
Where this policy affects	General needs			Supported			Office / staff base	x

## 1. Policy Purpose

1.1 As a social landlord who hold the community's best interests at heart, we are proud to employ a highly skilled and talented workforce who enable us to deliver each and every day at Almond. Our ability to attract, develop and retain such people is key to our success and ensures that we are best placed to achieve our organisational goals.

1.2 The purpose of this policy is to outline the process by which we recruit individuals whilst achieving fairness and consistency throughout. The policy is in place to ensure that there is no discrimination on the grounds of age, disability, gender reassignment, marriage or civil partnership, pregnancy or maternity, race, religion or belief, sex or sexual orientation at any stage of the recruitment process or in the terms and conditions offered to new or promoted employees.

1.3 Almond is further committed to monitoring the composition of our workforce in order to identify areas that may require positive action measures to promote equal opportunity and diversity. Equal opportunities monitoring enables us to gather data on an annual basis through an anonymous survey of our staff population.

## 2. Policy Scope, Explanations or Requirements

2.1 This policy will inform both you, our employees, and external parties, of Almond's approach to recruitment and selection and what you can expect as part of the process.

2.2 This policy applies to all employees while they remain under the Almond's employment and the term 'employee' will cover all workers who are either employed or engaged to undertake work for Almond. Regardless of the position or terms advertised for, we seek to conduct consistent processes which enable our hiring managers to make fair recruitment decisions.

## 3. Definition

3.1 Recruiting is commonly known as a critical business activity involving the identification of a job requirement and its remit. Once established, the vacant position is then advertised in a bid to attract qualified candidates to apply for the post.

3.2 The selection aspect of the process requires hiring managers to assess the applicants and their suitability for the position. Shortlisting and interviewing often follow this stage of the process, where the panel will often appoint one of the candidates based on their performance at the final assessment phase.

3.3 Effective recruitment is vital to ensure that the organisation has the relevant skills and abilities for its current and future needs.

## 4. Responsibilities

4.1 With support from the People and Culture Team, hiring managers hold the overall responsibility of successfully executing the recruitment and selection process. Particular responsibilities include:

- identifying the need to recruit and obtaining authorisation in line with this procedure.
- updating the job description and ensuring the role is evaluated prior to advert.
- adequately advertising the post and shortlisting candidates to contact upon closing.
- fully preparing for the assessment stage of the process and ensuring that all candidates are presented with consistent questioning and scoring.
- selecting and appointing the correct candidate for the role based on their assessment performance and fit for Almond Housing Association.
- communicating with both successful and unsuccessful candidates throughout the process and providing feedback where requested.

4.2 Fairness in advertising and selection for shortlisting is essential to ensure a consistent and transparent approach. All of our vacancies will be advertised both internally and externally, however, in some circumstances posts may be advertised internally only. This may occur, for instance, where the post is deemed an alternative to redundancy, for staff development purposes or where there is a short-term requirement for cover. The approach of internal only recruitment will require approval by the relevant Director and Chief Executive before agreement to proceed

4.3 To aid internal equal opportunities and fairness whilst ensuring positive experiences for all, details of any position being advertised will be fully circulated to ensure access to all potential applicants i.e. advising those on long term leave such as sickness and maternity/family leave.

4.4 Any internal candidates that meet the essential role criteria will be guaranteed an interview. Furthermore, any applications from disabled persons will be judged against the essential role criteria for the post and if they meet the requirements then they will be invited for interview. Disabled applicants who identify themselves at the application stage will be provided with appropriate interview arrangements to enable candidates to compete on a fair and equal basis.

4.5 The People and Culture Team have oversight of overall recruitment activity to ensure awareness of resources and changes at organisational level.

## 5. Equality, Diversity & Inclusion

5.1 Almond aims to ensure that equality, fairness, dignity and respect are central to the way we work and how we treat our customers. We support diversity and uphold equal opportunities in all areas of our work as an employer and service provider.

5.2 Almond will not discriminate against tenants, staff, visitors, suppliers or others based on their age, sex, sexual orientation, race, disability, religion or belief, marital status, pregnancy and maternity or gender reassignment (collectively referred to as 'protected characteristics' in the Equality Act 2010).

## 6. Data Protection

6.1 Our policies and procedures foster an approach of 'data protection by design and by default'. What this means in practice is that:

- Policies and procedures consider data protection issues, i.e. how to protect the data subject served by the policy or procedure;
- New systems, services, products and business practices involving personal data are designed and implemented to ensure personal data is protected by default;
- That the Data protection principles and safeguarding of individuals' rights (such as data minimisation, pseudo anonymisation, and purpose limitation) are clear in the policy or procedure;
- And that if the policy or procedure aims to provide service to vulnerable groups (e.g. children) that the personal data is treated with extra protection.

What this requires users of this policy to do is:

- Make sure that staff understand why data protection is important for the implementation of this policy, for instance via training or by reading the data protection policies;
- If we are undertaking a review of the policy, change to process or change to system, that we must consider doing a Data Protection Impact assessment, if the change is likely to result in a high risk to individuals.

- It is also good practice to do a DPIA for any other major project which requires the processing of personal data.

We will consult our data protection officer, if there is doubt over these requirements.

## 7. Policy Review

7.1 This policy will be reviewed every 3 years or as required due to legislative or regulatory change. The review will be completed by the People and Culture Manager and circulated to the Board of Management for approval.

## 8. Associated Policies & Guidance

8.1 This Policy takes account of the following documents:

- Recruitment and Selection Procedure
- Disclosure Scotland Policy
- Equity, Diversity and Inclusion Policy
- Learning and Development Policy

## 9. Responsibilities Chart

9.1 The chart below illustrates the responsibilities of all staff in relation to this policy.

	Board	CEO	People & Culture Manager	All Managers	All Staff
To Implement the policy	✓	✓	✓	✓	
Ensure Almond HA staff have an understanding of the Policy			✓	✓	✓
Policy Review			✓		
Ensure Equality & Diversity guidance is adhered to					✓

## Policy Assessment Checklist

### Health & Safety Assessment

Does this policy have the potential to affect:

	Yes	No
Lone Working	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Safety and/or wellbeing of customers	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Safety and/or wellbeing of staff	<input type="checkbox"/>	<input checked="" type="checkbox"/>

### Equality Impact Assessment

Does this policy have the potential to affect:

	Yes	No
Age	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Disability	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Gender reassignment	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Marriage and Civil Partnership	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Pregnancy and Maternity	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Religion or belief	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Sex	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Sexual orientation	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Race	<input checked="" type="checkbox"/>	<input type="checkbox"/>

*If you have answered 'Yes' to any of these points, please complete a full Equality Impact Assessment. If you have answered 'No', you need take no further action in completing an Equality Impact Assessment.*

### Data Protection Impact Assessment

Carrying out a Data Protection Impact Assessment [DPIA] will be useful to any project – large or small – that:

- Involves personal or sensitive data about individuals
- May affect our customers' reasonable expectations relating to privacy
- Involves information that may be used to identify or target individuals

A Data Protection Impact Assessment [DPIA] must be completed if the policy involves one or more of the following (please tick each that apply to this policy):

Evaluation or scoring	<input type="checkbox"/>
Automated decision-making with significant effects;	<input type="checkbox"/>
<i>Systematic monitoring</i>	<input type="checkbox"/>
<i>Processing of sensitive data or data of a highly personal nature</i>	<input type="checkbox"/>
<i>Processing on a large scale</i>	<input type="checkbox"/>
<i>Processing of data concerning vulnerable data subjects</i>	<input type="checkbox"/>
<i>Innovative technological or organisational solutions</i>	<input type="checkbox"/>
<i>Processing that involves preventing data subjects from exercising a right or using a service or contract</i>	<input type="checkbox"/>



<i>Use systematic and extensive profiling or automated decision-making to make significant decisions about people</i>	<input type="checkbox"/>
<i>Process special-category data or criminal-offence data on a large scale</i>	<input checked="" type="checkbox"/>
<i>Systematically monitor a publicly accessible place on a large scale</i>	<input type="checkbox"/>
<i>Use of new technologies involving significant innovation</i>	<input type="checkbox"/>
<i>Use profiling, automated decision-making or special category data to help Make decisions on someone's access to a service, opportunity or benefit</i>	<input type="checkbox"/>
<i>Carry out profiling on a large scale</i>	<input type="checkbox"/>
<i>Process biometric or genetic data</i>	<input type="checkbox"/>
<i>Combine, compare or match data from multiple sources</i>	<input type="checkbox"/>
<i>Process personal data without providing a privacy notice directly to the individual</i>	<input type="checkbox"/>
<i>Process personal data in a way that involves tracking individuals' online or offline location or behaviour</i>	<input type="checkbox"/>
<i>Process children's personal data for profiling or automated decision-making or for marketing purposes, or offer online services directly to them</i>	<input type="checkbox"/>
<i>Process personal data that could result in a risk of physical harm in the event of a security breach</i>	<input type="checkbox"/>
<i>There is a change to the nature, scope, context or purposes of our processing</i>	<input type="checkbox"/>

*If a DPIA is not carried out, please summarise the reasons below*

An overall DPIA for special category data is completed for this policy.