



## **Recruitment and Selection Policy**

**Approval date – July 2017**  
**Review date – April 2018**

**This policy applies to**

- Link Group
- Link Housing
- Link Living
- Link Property
- Horizon
- Larkfield
- West Highland
- Lintel Trust

**Policy Summary**

This policy outlines principles for recruitment and selection campaigns which are designed to recruit and select the best candidate for each vacancy. It is based on best practice and statutory requirements.

**Equalities**

The operation of this policy will always be in accordance with Link Group’s Equality, Diversity and Inclusion Policy.

**Privacy**

This policy fully complies with the Data Protection Act 1998 and Link’s Data Protection Policy

**Policy Owner**  
 Director of Human  
 Resources and Business  
 Support

**Review Manager**  
 HR Shared Services  
 Partner

**Approved By**  
 Senior Management  
 Group

<b>Revision History</b>		
Date	Version Number	Comments
April 2018		

## 1. INTRODUCTION

Link Group Limited recognises that its employees are its greatest asset and that it relies on the skills, competencies and contribution of all staff to deliver high quality services to all its tenants, service users and other customers. Link is, therefore, committed to the recruitment, selection and appointment of the best people to meet the needs of the organisation and to actively promoting equality and diversity. Link's Recruitment and Selection Procedures [RSP] will be in accordance with current statutory regulations and will also reflect best practice.

This document is intended to be used as guiding principles for recruitment and selection campaigns and has been designed to maximise flexibility to meet the needs of all areas of the business<sup>1</sup>. Any significant variations to the practice contained in this policy must be signed off by the Director of HR and Business Support Services.

## 2. PRINCIPLES

Link's Recruitment and Selection policy aims to:

- Be clear and understood by all employees
- Be fair, equitable and non-discriminatory
- Reflect the needs of a diverse organisation
- Reflect best practice
- Be flexible and adaptable to changing business needs
- Employees making recruitment decisions will be given appropriate training and guidance
- All applications will be processed in line with data protection legislation

## 3. OBJECTIVES

The objectives of this policy are to:

1. To attract, recruit, select and retain the best possible candidate for every vacancy, on the basis of their relevant merits.
2. To ensure that access to employment opportunity is based on fair, objective and job related criteria.
3. To monitor and measure the effectiveness of our recruitment and selection practices.
4. To reflect Link's professionalism through the implementation of our recruitment and selection process.
5. To reflect a partnership approach to recruitment and selection between the business and Human Resources.
6. To ensure that no applicant receives less favourable treatment on the grounds of any of the nine protected characteristics under the Equalities Act 2010.

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<sup>1</sup> Excluding Horizon and Larkfield Housing Associations Limited

7. To ensure the use of the most cost-effective recruitment and advertising methods.

#### 4. APPROACH AND METHOD

The Senior Management Group [SMG] in its formal approval of the policy acknowledges that it accepts full responsibility for its implementation. Day-to-day responsibility for the operation of this policy lies with the appropriate directors and managers of the Link group of companies. All relevant employees have a responsibility to ensure that this policy is applied as instructed.

The policy will be implemented using the following approaches:

4.1 When a vacancy arises the line manager will consider whether:

- The vacancy needs to be filled
- New skills and responsibilities are needed
- The tasks can be absorbed within an existing job role

Having considered the above and it is subsequently concluded that the vacancy needs to be filled, the line manager must complete an Authority to Recruit form before any advertising can be processed.

4.2 Where a vacancy is to be filled, the line manager and Human Resources Business Partner [HRBP] will prepare or review a job description and person specification. These will reflect the competencies and legal requirements for the post and any requirements essential to the job role.

4.3 Job vacancies will normally be advertised, as appropriate, internally and externally [on Link's website and other relevant recruitment media] at the same time. In the event that there is a re-structuring or redundancy situation within Link, then internal advertising will be exhausted in the first instance and where there is more than one potentially redundant employee, the best candidate will be appointed using the agreed selection process.

4.5 Advertisements will include the following:

- Job title and the location of the post
- Salary band
- Hourly week
- Essential criteria required
- Brief details about the job and terms of appointment
- Closing date
- Interview date[s] where possible
- Statements that Link:
  - \* Note Link values diversity and welcomes applications from all individuals who match the requirements of the post

- \* Clarify the employing organisation, and that the employing organisation is part of the Link group
- How to apply for the job
- Current accreditation marks or other awards

4.5 Candidates will be provided with clear and accurate information about the organisation and the post in a format, which satisfies their personal requirements.

4.6 Job Applications will only be considered following the completion of a Link Staff Appointment Application Form or, if agreed by the hiring manager, a Link Staff Appointment Application Form and a CV.

4.7 Human Resources [HR] will register completed applications and retain monitoring information before the application forms are passed to the recruiting line manager.

4.8 An interview panel will be appointed and it will normally include at least the recruiting line manager, another appropriate manager and/ or a HR representative. Any exception to this must be agreed with either the HR Manager or the Director of HR and Business Support Services. In addition and where appropriate, customers or service users may be included in the selection panel.

4.9 Canvassing of Board or Committee members or employees of Link, either directly or indirectly, in connection with any appointment will disqualify the candidate. HR staff will restrict their contact with candidates to that which is necessary to the administration and co-ordination of the recruitment and selection project.

4.10 Failure on the part of the candidate to disclose a relationship with a member of Link's Boards, Committees or employees may disqualify the candidate and, if such a failure to disclose is discovered after appointment, this will be dealt with under the appropriate policy and may ultimately result in the employee's employment being terminated.

4.11 Disabled Candidates, who meet the minimum requirements of the Job Specification [i.e. match all the essential criteria], will be selected for interview. All candidates will have the opportunity to request any reasonable adjustments.

4.12 Candidates selected for interview will be informed of the selection process, including any tests and/or presentations required and how long the selection process is likely to take. Candidates can ask for reasonable adjustments as appropriate.

4.13 Interviews will be competency and/ or skills based.

4.14 All offers of employment, both oral and written, will be issued by HR subject to the receipt of satisfactory references [external candidates will require two satisfactory references], eligibility to work in the UK, health check and where appropriate a satisfactory Protection of Vulnerable Groups [PVG] or Disclosure Scotland check and any other regulatory checks as required for the position. Where issues are raised in any checks that are less than satisfactory, HR will bring these to the attention of the line manager and/or HR Manager for further discussion and agreement on next steps.

4.15 As part of Link's commitment to the development of its employees [see Employee Training & Development Policy], employees may be appointed from time-to-time to other posts on a temporary, secondment or "acting-up" basis or as part of a succession plan. An appointment made on this basis will not guarantee the appointment of the employee to any future permanent position. Any resulting permanent appointment will be subject to the recruitment and selection process contained in this policy.

4.16 All recruitment and selection decisions will be recorded and any feedback given to unsuccessful candidates will be agreed between the recruiting line manager and the HR representative involved in the selection process.

4.17 All completed applications received during the course of a recruitment project will be disposed in line with applicable data protection legislation, six months after the appointment of the successful candidate, unless express permission has been received from the candidate[s] to retain such information. All successful applicants' recruitment and selection information will be retained within personnel files.

## **5. MONITORING OF THE POLICY**

Any matter which demonstrates a serious failure of internal controls should be reported immediately to the Chief Executive.

## **6. POLICY AVAILABILITY**

A summary of this policy can be made available in a number of other languages and other formats on request.

## **7. POLICY REVIEW**

Link undertake to review this policy regularly, at least every three years, with regard to:

- Applicable legislation, rules, regulations and guidance
- Changes in the organisation
- Continued best practice