RBH

ALL TOGETHER BETTER LIVING

RECRUITMENT AND SELECTION POLICY

DOCUMENT CONTROL

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CONTENTS

Section	Page
Introduction	4
Methodology	4
Aims	5
Objectives	5
Scope of the Policy	6
Recruitment Process	7
Advertising	8
Selection	9
Probation	11
Monitoring	11
Review	11
Links with other RBH Strategies and Policies	11

1 Introduction and Context

Rochdale Boroughwide Housing's (RBH) vision is 'People Succeeding Together to offer great services and places to live and work'. The ability to attract and retain capable, competent and talented individuals is critical to how we achieve the delivery of great services and great places to live.

Creating a great place to work is about engendering a working environment where employees can thrive and grow. We want to attract the people whose personal value systems match those of RBH and who will flourish within our working environment, develop their skills and have personal success.

RBH recognizes that it is an important employer and purchaser in the borough and has a key role in helping to directly build the local economy. We will use this role as a leading community anchor and mutual employer to contribute positively to sustainable employment apprenticeships, training and volunteer opportunities whilst also looking to recruit locally for all job grades. We will also strengthen our commitment to, and maximize the impact of, developing local procurement opportunities to deliver inclusive growth.

2 Methodology

2.1 This Policy has been developed to achieve the objectives set out in our Corporate Strategy, specifically how we have the right people in the right roles to deliver the growing together, thriving together and improving together priorities as well as contributing to building Rochdale's economy. It has therefore been informed by discussion and debates that took place between leaders, employees, members and customers as we developed the new Corporate strategy.

2.2 It has also been developed through a number of consultations, workshops, both internally and externally and through reviewing the impacts of the current recruitment process. Specifically, this has included

- Feedback from recent recruits
- Attendance on workshops by Inclusive Employers
- Best practice
- Hosting a workshop for Anchor Organisations in Rochdale on local recruitment
- Climate and Engagement Surveys
- The current profile of the workforce

3 Aims

The purpose of this Policy is to outline how RBH will

- Attract the best people to serve the people of Rochdale. 'Best' in this context is about people who are committed to our Corporate ambitions, understand and align with our values, while also having talent and potential which can be nurtured. We aspire to a workforce who are efficient, agile, creative, diverse and resilient and teams who have the skills to deliver.

- Achieve "Right Role, Right People' to deliver the growing together, thriving together and improving together priorities. In this context RBH reserves the right not to advertise all vacancies. This is in recognition of the dynamic nature of the recruitment market. RBH recognises that it has to be proactive and agile in order to retain its best people and seek out new recruits.

- Create space within all job roles for people to grow and develop their skills, talents and experience so that they can achieve their potential and meet their career aspirations. This will help the Society achieve a culture based on learning and continual improvement. We will conduct an annual review of the managerial and technical capability of the Society to ensure we have the collective capacity to deliver our Corporate objectives. This review will focus on individual competency and expertise, from which we will develop individual Action Plans delivered through the 1-1 process and robust succession plans.

- Build Rochdale's economy and achieve inclusive growth by championing local recruitment. We will promote opportunities to work for RBH in employment roles, including Apprentices and Trainees and promote volunteering within Rochdale communities as part of our Work and Skills Strategy. We will also look to promote our employment opportunities locally for all job grades.

- Use fair and appropriate processes to identify people who align to our values and have the right skills, talents and development potential to succeed and contribute to creating a great place to work

- Encourage diversity in our workforce in order to achieve the best outcomes for customers. We will seek out people who share our commitment to delivering our corporate objectives and values but who can bring different, ideas, beliefs, mindsets and philosophies from different backgrounds and life experiences to create creative energy and pioneering solutions to challenges

4 Objectives

In recruiting and selecting employees, the objectives of this policy are to:

- Ensure there is clarity about the purpose of all job roles and how they contribute to the achievement of RBH corporate objectives. This includes

establishing duties, performance expectations, grade, hours, agile working element and duration (permanent, fixed term, temporary or casual) of the post

- React in an agile and preemptive way to advances to our existing workforce from competitors and to be proactive in the marketplace to secure the skills and talents required to take the Society's objectives forward
- Ensure an appropriate method of recruitment and selection is used for each role, taking account of the impact of the vacancy, the market conditions for those skills, RBH's capability, succession plans, career paths and the need continually improve the Society through new people, new skills and new ideas entering the business
- Fill vacancies within an optimum timescale, efficiently and with the best use of available resources
- Ensure each candidate has an equal and appropriate time to demonstrate their capability, suitability and potential for the role. RBH recognize that it is not necessary for an individual to meet all aspects of the person specification in terms of knowledge and experience. Candidates will however have to demonstrate a desire to achieve our Corporate objectives as well as alignment to our values, mutuality, way of working and have the potential to grow into the technical, personal and leadership competencies of the role
- Ensure recruiters are appropriately trained and provided with adequate support and advice to make effective recruitment decisions
- Appoint candidates who are most likely to succeed, grow and add value in the Society
- Adhere to relevant legislation and the spirit of the law / codes of practice and RBH policies particularly in relation to equality of opportunity and non job related discrimination
- Actively work in partnership with other Greater Manchester Housing Associations, other Rochdale employers and local agencies as appropriate, to source the best candidates for roles
- Embrace Employee/Customer/Tenant representation in the selection process when considered appropriate
- Promote a positive image of RBH as an efficient and inclusive employer and service provider.

5 Scope of the Policy

The policy and related procedures apply to the recruitment and selection of all employees to RBH. All employees involved in any stage of the recruitment and selection process should adhere to the contents of the policy and guidance throughout the recruitment section.

Concerns about the application of this Policy or a recruitment/selection decision should be addresses through the Grievance, Discipline and Capability Policy for internal candidates and the Complaints Policy for external candidates.

6 Recruitment Process

6.1 Identification of vacancies

Vacancies will usually arise from one of the following events:

- **a member of staff leaves the employment of the Society**
  There should not be an automatic assumption that when an employees leaves a post, that it will remain in the structure in the same way. The Manager should take the opportunity to review the impact and contribution of the role and consider if it is the 'right role' to take the team forward in the future. Consideration should be given to redesigning or re-allocating the tasks and duties; introducing new technology; reducing or changing the working hours or in some cases departmental restructuring.

  In the event that the role is retained, the Role profile should be reviewed to ensure it remains relevant and reflects current requirements.

- **additional jobs are agreed as part of the budgeting process**
  Where there is a requirement for a new position (either on a temporary or permanent basis) due to anticipated increases in workload, planned departmental re-structuring or the planned introduction of new responsibilities, these will be incorporated into the annual budget process where the proposals will be scrutinized, costed and, if appropriate, agreed. Notwithstanding this however, prior to recruitment the situation should be reviewed to ensure the requirement does still exist and cannot be met by reassigning or re-allocating the job duties; introducing new technology; reducing or changing the working hours or in some cases departmental restructuring

- **an additional job is agreed as a variation to the budget**
  Where there is a requirement for a change after the budget process has been agreed (either on a temporary or permanent basis) which cannot wait until the following budgetary year, this can be agreed as a variation. Examples may be an unanticipated increase in workload; cover for Maternity Leave, Sickness or a secondee etc.

6.2 All vacancies and new posts must have the approval of EMT. A Role Profile outlining the main areas of work and key competencies must support each vacancy

6.3 RBH reserves the right not to advertise all vacancies. On receipt of the necessary documentation, the HR Team will liaise with the Recruiting Manager about the most appropriate way to fill the vacancy. The options may be as follows:

- that one or more employees who have been developed to fill the role through the career development/succession planning processes are

contacted and invited to apply for the vacancy with no further advertising. These people may be from within that team or from another area of the business.

- that the position has been filled by a secondment, Fixed Term arrangements or temporary person who has performed well and therefore may be offered the position on a permanent basis.
- that the employee who is leaving has only been in the post for a short time and there was a second suitable candidate in the recruitment process, who is still available and appointable. In these cases the post will be offered to that candidate
- that an employee, or group of employees are seeking a re-deployment opportunity because they are 'at risk' or due to medical reasons and have the appropriate skills, experience, qualifications, attitude and behaviour to fill the position
- that it is believed that there is the potential to fill the vacancy from within the organisation and an internal advertisement only is posted
- that it is not believed that there is the potential to fill the vacancy internally and therefore the position will be advertised internally, but also externally concurrently
- that due to under representation of a particular group the vacancy may be given as a development opportunity to an external group providing employment opportunities
- that an individual is identified from outside the organisation with a particular specialism or skill set, which is not available internally but is necessary to take Corporate objectives forward. In these cases the individual will be approached, but they will go through a robust recruitment process to ensure that they are committed to our corporate objectives, meet our values and have the potential to be successful in the role
- that the skill set and experience required are such that an agency is contracted to complete the first stage of the recruitment process. This may include some short term roles, senior appointments or specialist roles

7 Advertising

7.1 Where vacancies are only advertised internally, applicants need to submit a letter outlining why they are interested in the role and how they would add value through their knowledge, experience, capabilities and skills. RBH recognises the portability of skills and how internal moves across the Society can develop potential and increase connectivity. Internal candidates should not therefore be deterred from applications because they do not meet the full criteria outlined in the technical, personal and leadership competencies. Adherence to the delivery of Corporate Objectives and value driven behaviours are however essential.

7.2 Where vacancies are advertised externally or external candidates are being considered for roles, all candidates (including internal) are normally required to submit:

- a short RBH application form which requests specific information and declarations regarding the eligibility to work in the UK and that the accompanying information is accurate.
- a Curriculum Vitae
- standard recruitment monitoring information.

7.3 Applications received after the specified closing date and time will not be considered unless there are exceptional circumstances.

8 Selection

8.1 Recruitment will be based on the individuals potential to succeed, grow and add value to the role. This will be demonstrated through the applicant's commitment to delivering RBH Corporate objectives, alignment with our values, perceived transferable skills and potential. Recruiting Managers should ensure that in each appointment the individual has the opportunity to learn new skills, grow and develop in the role.

8.2 Recruitment and Selection shall be in accordance with employment legislation, the Recruitment Procedures and other relevant HR Policies. Short listing, assessment, interviewing and selection will always be carried out without regard to gender (including gender reassignment), sexual orientation, marital status, ethnicity, nationality, religion or belief, disability, age or trade union membership.

8.3 RBH employees applying for temporary vacancies for up to 12 months duration can request a secondment from their current post to another post within or external to RBH. In some circumstances secondments may be available for longer, but this will be dependent on operational priorities. Whilst RBH will always seek to support such development opportunities, if there is a risk that the proposed secondment arrangement might place detrimental risks to the service that RBH provides, then the request may be declined. Therefore, to avoid a situation of disappointment, employees are advised to initially discuss their intention to request a secondment with their line manager and complete a secondment request form 5 days prior to submitting their job application. Any appeal/grievance arising from this decision will be considered in accordance with the Society's Grievance, Disciplinary and Capability Policy..

8.4 There will be a minimum of two people involved in any selection process. Managers, employees and members involved in the decision making elements of the recruitment and selection process will receive appropriate training and/or support. From time to time RBH will invite external people to be involved in the recruitment process, specifically if there is a requirement to test technical expertise which is not available internally.

8.5 Performance in a job role is always the best indicator of future success and this is usually explored through the application process (the application form, CV and interview). For internal candidates as we have access to knowledge of performance in their current role, including attendance this will be a relevant factor and Recruiting Managers will be expected to take this into account in making their decision. For all selection decisions, in order to have the most informed view of candidates other forms of assessment will be used in addition to the application/CV and interview. The type of assessment will be determined by each particular job role and where possible will include practical skills tests. The panel will ensure that all selection decisions are supported by objective and auditable evidence.

8.6 Where practical, any applicant resident in RBH communities who meets the competencies measurable at the application stage will be offered an interview. Practicalities may include the size of the short list and interviewing/assessment numbers.

8.7 Any disabled applicant who meets the competencies measurable at application stage will be offered an interview. Reasonable adjustments to the recruitment process will be made to ensure that no applicant is disadvantaged because of their disability e.g. additional time for undertaking assessments, a support worker accompanying the candidate at interview etc. Any disabled applicant who is appointed will be invited to meet with the Recruiting Manager before commencement to ensure any relevant reasonable adjustments are identified, considered and put in place ready for commencement or at the earliest alternative date. External funding for adjustments will be accessed wherever possible.

8.8 RBH is committed to supporting the Greater Manchester Armed Forces Covenant and accordingly any candidate who has recently left the armed forces, or is the family member of serving or recently retired member of the Armed Services and who meets the competencies measurable at the application stage will be offered an interview.

8.8 All appointments will be subject to a range of pre employment checks and a comprehensive induction programme. Any appointments where the post falls within the definition of a regulated activity, working closely and regularly with children/vulnerable adults will be subject to the Disclosure and Barring Service checking process.

8.9 Feedback to candidates will be available on request at either short listing or interview stages. The aim is for a member of the recruitment panel to give feedback within 5 days of the request, or where this is not practical an alternative reasonable response date will be given.

8.10 Assessment centre scores are valid for 12 months. Applicants reapplying within the 12 months period will normally not be allowed to undertake same assessment centre exercises, unless in exceptional circumstances.

8.11 All documentation relating to recruitment will be retained in line with the Data Protection Act for one year and then destroyed.

9 Probationary Period

9.1 New employees and employees appointed to new job roles will be subject to a six month probationary period.

10 Monitoring

10.1 Recruitment and selection is monitored by the HR team and reported bi-annually to the HR and Governance Committee

11 Review

All RBH strategies, policies and procedures are reviewed on a regular basis in order to ensure that they are aligned to the Corporate objectives and comply with all relevant legislation and statutory regulations.

This policy, including any other related procedures will be reviewed annually in order to ensure its continued appropriateness and formally reviewed and submitted to the appropriate 'approving body' at least every three years.

12 Links to other RBH Policies and Procedures

- This policy has been developed to support the delivery of the
- People Strategy
- Work and Skills Strategy

It also links to other strategies and policies including

- Supporting Change Policy
- Data Protection Policy
- Maximising Effective Work Life Balance Policy