

RECRUITMENT & SELECTION POLICY

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1 INTRODUCTION

- 1.1 A key aim of Albyn Group is to build the mission, values and vision of the organisation into its decision making on a daily basis. The Albyn Group aims to follow its guiding principles in all policies and procedures: <https://www.albynhousing.org.uk/about-us/>
- 1.2 We recognise the importance the recruitment strategy, processes and practices make to the success of the organisation. Our recruitment processes are designed to help find the right people for the right jobs.
- 1.3 Our recruitment and selection policy aims to ensure that individuals are selected on the basis of their ability to do the job, the contribution they can make to the Group's effectiveness and their potential for development.
- 1.4 The purpose of this policy is to ensure that we employ and promote the most appropriate employees in a fair and consistent manner free from discrimination.

2 SCOPE

- 2.1 This policy covers all current employees and applicants for employment with Albyn Group (HRIL & AHS)

3 RESPONSIBILITIES

- 3.1 The recruiting manager is responsible for ensuring that all applications are handled in a fair and non-discriminatory manner; that any selection methods used are consistent and objective, and that decisions relating to the selection of individuals are based on the skills required to carry out the job role effectively.
- 3.2 Recruiting managers should ensure that all recruitment and selection activities are carried out in accordance with the Group's Equality & Human Rights Policy.
- 3.3 Recruiting managers are responsible for ensuring that the necessary documentation for the recruitment of an individual within their area of accountability is processed according to the Group policy and that all new employees receive an appropriate induction to the Group and their job role.
- 3.4 There should be an appropriate paper trail of the recruitment process showing the decision-making process at each stage.

4 DATA PROTECTION

- 4.1 Personal data required for recruitment and selection activities will be collected, stored, and retained in accordance with the Albyn Data Protection Policy. We will inform candidates and employees as to how and why their personal data will be used within the Candidate Privacy Notice, and Employee Privacy Notice.
- 4.2 This policy is not contractual but aims to set out the way in which we manage our recruitment activities.

5 EQUALITIES

- 5.1 In line with the Equality Act 2010, we are committed to ensuring that there is no discrimination on the grounds of age, disability, gender reassignment, marriage/civil partnership, pregnancy and 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 employees or promoted employees.

6 DETERMINING THE VACANCY

- 6.1 When a vacancy arises, the recruiting manager should consider carefully whether there is a requirement to fill the job, if it full time or part time, or if the role could be completed in a different way. It may also be decided that it is not necessary to recruit anyone into the role as it is no longer required.
- 6.2 When a new post is created, which is additional to the departmental staffing budget, Board approval should be sought through a business case.
- 6.3 If the recruiting manager makes a business decision that there is a requirement to fill the post, they must ensure they seek the appropriate authorisation to recruit.
- 6.4 An 'authority to recruit' (ATR) form needs to be completed by the manager seeking to recruit and submitted to the relevant senior managers for authorisation.
- 6.5 Once approval has been given, the completed form should be submitted to the HR team.

7 THE RECRUITMENT PROCESS

- 7.1 With very few exceptions, all vacancies will be advertised internally to ensure that our existing staff are given the opportunity to apply and thus develop their skills and careers. Further information on internal promotions can be found in *Addendum A*.
- 7.2 However, vacancies may not be advertised internally either where there is a reorganisation within a department and there are members of staff who may be 'at risk' of redundancy for whom we might seek posts in the new structure, or where we have an obligation to place somebody in another post e.g., for health or safety reasons or for an employee returning from maternity leave whose original job is no longer available. In these instances, the needs of the staff member to be redeployed will take priority.
- 7.3 Positions expected to be for 12 weeks or fewer will be considered for recruitment internally only, through a temporary promotion or short-term internal secondment.
- 7.4 Alternatively, the business may decide to use agency staff to cover short term posts expected to be for 12 weeks or fewer. This may be because of time constraints or specific skills shortages. When this is the case, any agencies used will be fully briefed about the role and the organisation and supplied with information to provide to all potential candidates. External recruitment agencies must adhere to Albyn's vision, mission and values when finding a temporary member of staff.
- 7.5 Positions expected to be in place for over 12 weeks will usually be advertised both internally and externally. In the event there is a sufficient pool of suitably qualified internal candidates, approval may be given for internal advertisement only. All employees (including fixed-term employees) will be notified of any positions that arise by way of these being posted on the Intranet, through their manager or communication from HR. Those on long term leave will be forwarded internal advertisements. The business is committed to supporting the career development of existing employees and actively encourages existing employees to apply for vacancies.

- 7.6 Where external recruitment is progressed, we may use any or all of the following methods to ensure that the best candidate is attracted to the organisation:
- The internet, including Albyn's website and external job boards
 - Social media
 - Specialist housing websites & publications
 - Job Centres, Government Training Centres
 - Commercial Employment Agencies
 - Local schools, colleges, and universities
- 7.7 The wording in the job advertisement should be non-discriminatory and should reflect the actual job content and skills required for the role.
- 7.8 In cases where a post is identified as difficult to recruit to, a developmental grading structure may be offered within the advert to expand the candidate pool. Under this arrangement, applicants who do not yet meet the full requirements of the role but demonstrate the necessary potential may be appointed at a lower grade. Progression to the full grade will be subject to the successful completion of a structured development plan and the achievement of predefined performance criteria.
- 7.9 Certain roles may have the ability to be carried out purely from home and therefore the job advert may stipulate this, widening the scope of potential candidates.

8 THE SELECTION PROCESS

- 8.1 We commit to ensuring any selection methods used are consistent and objective, and that decisions relating to the selection of individuals are based on the skills required to carry out the job role effectively.

8.2 Application Forms/CVs

Application forms will only contain questions relevant to the job. All applications will be handled in a fair and non-discriminatory manner.

Sifting of application forms or CVs will be carried out by matching the applicant's skills, knowledge, qualifications, personal attributes, and experience to the requirements of the job. The sifting criteria will be applied consistently to all applicants.

All applicants should receive acknowledgement from us and be advised of the outcome of their application.

8.3 Selection Methods

During the recruitment process we may use various selection methods including but not limited to:

- Interview questions
- Presentations
- Psychometric and aptitude testing
- In tray exercises

Candidates will be advised of all selection methods prior to interview and information provided where required in advance of interview. All methods used will be relevant to the post.

They will be given the opportunity to request a reasonable adjustment be made to allow them to take part in the process.

8.4 Interview

Interviews should always be conducted by trained individuals. Where possible, the same people will be involved in the whole recruitment process including shortlisting and interviewing. The same people should interview all the candidates.

The interviewing process will be carried out in the following way:

- No assumptions will be made on the grounds of age, disability, gender reassignment, marriage/civil partnership, pregnancy, maternity, race, religion or belief, sex, or sexual orientation.
- Questions will relate to the requirements of the job as established in the job description and the person specification.
- Questions will also relate to the candidate's match against Albyn's values and Code of Conduct.
- Interviews will be carried out by more than one person
- Applicants will be assessed at the end of interviewing against pre-defined criteria.
- Interviewers will complete Interview Evaluation Forms for each candidate.
- Applicants will be given the opportunity to request a reasonable adjustment be made to allow them to take part in the process.

9 RETENTION OF PAPERWORK

- 9.1 All paperwork related to the recruitment and selection process should be sent to the HR team.
- 9.2 For successful candidates, this paperwork will be uploaded to their personal file and for unsuccessful candidates, it will be held centrally for 6 months.

10 RESERVE CANDIDATES

- 10.1 Exceptionally, there may be situations where a candidate has been identified as exceptional but has not been successful for the job due to another candidate scoring higher. In these cases, we can add the candidate to a reserve list which will be in place for 12 weeks. If the successful candidate leaves the position within that timescale or a role of the same type becomes vacant, the business has the right to appoint the reserve candidate.

11 OFFER OF EMPLOYMENT

- 11.1 The successful applicant should receive written notification of their offer of employment as soon as reasonably practicable.

12 REFERENCES

- 12.1 All external candidates will be required to provide two satisfactory references prior to appointment, one of whom should be the most recent employer. References will be checked in accordance with the standard reference checking form. Referees must not be contacted without the permission of the candidate to whom they relate. If satisfactory references are not provided, then the offer of employment may be withdrawn.

13 PRE - EMPLOYMENT CHECKS

- 13.1 Following the offer and acceptance of employment to candidates either directly recruited or through agencies, employees will not commence working for Albyn until all appropriate checks have been made. All successful candidates will be required to provide proof of their entitlement to work in the UK prior to starting work. In addition, and depending on the requirements of the post, proof of qualifications, driving licence and a satisfactory check with Disclosure Scotland may also be required. Successful candidates will also be required to complete and submit a medical assessment form to Albyn's occupational health provider.

14 SENIOR MANAGEMENT ELIGIBILITY CHECKS

- 14.1 In accordance with the Charities (Regulation and Administration) (Scotland) Act 2023, all senior management appointments will be subject to an additional eligibility check. Appointment to any senior management role will only be confirmed upon successful completion of this check and the individual confirmed as eligible. Appropriate records of the eligibility check will be maintained in compliance with legal and regulatory requirements.

15 PROBATIONARY PERIOD

- 15.1 The new employee's manager should ensure that an appropriate orientation and induction process is in place to familiarise the employee with Albyn Group and their job role. The employee's performance will be assessed during the probationary period, and where appropriate, we may extend the probation for a reasonable period. The length of the employee's probationary period will be confirmed in their contract of employment. The manager will meet with the employee during their probationary period and will confirm in a meeting with the employee when their probationary period has been successfully completed.
- 15.2 In the unlikely event that an employee does not reach the required standard, we reserve the right to terminate employment either during or at the end of the probationary period.

16 FIXED TERM CONTRACTS

- 16.1 candidates who are recruited for a limited period of time or a specific task may be issued with a fixed term contract of employment.
- 16.2 Fixed term employees are employed by the organisation under a contract of employment and will not be treated less favourably than comparable permanent employees with reference to their terms and conditions of employment.
- 16.3 Prior to the expected date of termination of the fixed term contract, the manager should meet with the employee to clarify whether the contract is to be extended or terminated. The meeting should take place in sufficient time for the manager to give the employee notice under their contract of employment and in line with any termination procedures set by Albyn.
- 16.4 Where an employee has been continuously employed under fixed term contracts for 4 years or more, the employee will be regarded as a permanent employee.

ADDENDUM A: Promotions Policy

1 INTRODUCTION

- 1.1 We strive to provide opportunities where you can challenge yourself, maximise your performance at work and help you realise your potential, which in turn will help us deliver on our organisational objectives. The Performance Framework supports your personal development, and we also use tools such as the 9-box grid to inform succession planning and offer development opportunities.
- 1.2 This policy sets out our approach to providing opportunities for promotion to current employees. It includes information on support for internal applications, assessment criteria, interviews, and equality, diversity, and inclusion.
- 1.3 The aims of this policy are to ensure that managers make fair, robust and consistent decisions when considering employees for promotion, and to raise awareness of your prospects for promotion.
- 1.4 This policy does not form part of your contract of employment, and we reserve the right to amend or withdraw it at any time.

2 PROMOTION OPPORTUNITIES

- 2.1 A promotion could involve widening the scope or increasing the complexity of a role. It can involve a natural progression in your role, for example in recognition of the skills and experience you have gained or your potential to progress. Opportunities for this will be considered on a case-by-case basis with reference to performance reviews by your line manager.
- 2.2 A promotion could be:
 - lateral, which means transferring to another role at the same level;
 - diagonal, which means transferring to another role within a related organisation, for example HRIL within our group; or
 - vertical, which means a move upwards within our organisation.
- 2.3 A promotion may involve increasing your grade or pay or improving your benefits.

3 ADVERTISING VACANCIES

- 3.1 We encourage internal applications for vacant roles from across our Albyn Group and we advertise all vacancies internally. We will ensure that the selection process is thorough and does not favour either internal or external candidates.
- 3.2 It is our policy that all vacancies will be placed on our intranet.
- 3.3 We will share the details of any promotion opportunities with employees who are absent due to long-term sickness or family-related leave.

4 JOB DESCRIPTIONS AND EMPLOYEE SPECIFICATIONS

- 4.1 Selection criteria will be identified before the recruitment process begins to ensure that suitable employees apply and understand how to prove their suitability for the role. This will also enable recruiting managers to make evidence-based decisions.
- 4.2 The job description will describe the duties, responsibilities, level of seniority associated with the role and pay and benefits, while the person specification will describe the type of qualifications, training, knowledge, experience, skills, aptitudes, competencies, and personal qualities required for effective performance of the job.
- 4.3 We will distinguish between essential and desirable attributes so as not to deter suitable applicants from applying.

5 APPLICATIONS

- 5.1 We require the same information from all candidates at the application stage, even if we have a CV on file when you applied for your current job. This allows you to evidence and update your suitability for the role and ensures that the recruiting managers have the same information on all candidates, facilitating shortlisting.

6 SUPPORT FOR INTERNAL APPLICATIONS

- 6.1 As part of the performance framework, we encourage line managers to have an open dialogue with their team members about career aspirations and goals, so your line manager should be able to help you make informed choices about which roles may be suitable for you to apply for.
- 6.2 Employees should inform their line manager that they intend to apply for a vacant role prior to making a formal application.
- 6.3 We will request information in respect of your previous performance from your current and recent line managers in Albyn Group. We will request objective, performance-based information, rather than information that might be based on a manager's opinion or your reputation.
- 6.4 It is our policy that employees must have successfully passed their probation period before being considered for any internal roles.
- 6.5 HR is also available as a support and resource for internal candidates and line managers.

7 ASSESSMENT CRITERIA

- 7.1 We always aim to recruit the person who is most suited to each particular job. We recruit solely on the basis of the applicant's abilities and individual merit as measured against the predetermined criteria for the job. Qualifications, experience, and skills are assessed at the level that is relevant to the job.
- 7.2 The assessment process is designed to provide you with a fair opportunity to demonstrate your strengths and enable decision-makers to have sufficient quality information on which to base their decisions and provide feedback.
- 7.3 We will involve at least two people in the assessment and selection process to help ensure objectivity.

8 EQUALITY, DIVERSITY, AND INCLUSION

- 8.1 We are committed to applying our 'Equality, Diversity and Inclusion' policy during the promotion process. We always carry out shortlisting, interviewing and selection without regard to an applicant's sex, gender identity, sexual orientation, marital or civil partnership status, skin colour, race, nationality, ethnic or national origins, religion or belief, age, pregnancy or maternity leave or trade union membership.
- 8.2 We will never exclude any candidate with a disability unless it is clear that the candidate is unable to perform a duty that is intrinsic to the role, having considered reasonable adjustments. Line managers must only ask a candidate questions about their health where this is directly necessary for a particular role and, in any event, only once they have been shortlisted.
- 8.3 To prevent any candidate from being disadvantaged because of a disability, the individual responsible for communicating with applicants should ask each candidate whether they require reasonable adjustments to be made.
- 8.4 The HR team is always available to provide guidance on reasonable adjustments.

9 INTERVIEWS

- 9.1 We will assess all candidates – internal and external - rigorously to determine their capability to perform the role.
- 9.2 Recruiting managers conducting job interviews should ensure that the questions that they ask applicants are not in any way discriminatory or unnecessarily intrusive. The interview will focus on the role and the skills needed to perform it effectively.
- 9.3 Recruiting managers must make a record of every job interview using the interview assessment form and forward this to HR to be retained for a suitable period of time. To ensure fairness, the recruiting manager should ensure that questions asked are consistent in all interviews for a particular job. On no account should any job offer be made during or immediately at the end of an interview before all candidates have been reviewed.
- 9.4 Interviews will be conducted by more than one person, to enable a range of perspectives to feed into the process.

10 RECRUITING MANAGERS

- 10.1 We provide coaching to all recruiting managers involved in the recruitment process, including individuals involved in shortlisting, interviewing and other assessments, and selection. This can help to increase the fairness and objectivity of the decision-making.

11 COMMUNICATING THE OUTCOME AND PROVIDING FEEDBACK

- 11.1 We strive to make decisions quickly and communicate the outcome of the recruitment process to candidates as soon as possible.
- 11.2 We will give detailed feedback to all internal candidates, whether or not you are successful and regardless of the stage you reach.
- 11.3 If you have been successful, we will write to you to confirm any contractual changes to your salary, job title, responsibilities, and any other benefits associated with the new role.

12 SUPPORT FOR EMPLOYEES FOLLOWING THEIR APPLICATION FOR PROMOTION

- 12.1 Support will be provided for all internal candidates once a decision had been made, to ensure that the successful candidate performs well in their new role and that unsuccessful candidates remain motivated.
- 12.2 We will offer induction training and development after a promotion to ensure that employees perform well in their new role. This includes setting clear objectives, and may also include offering skills, qualifications, or management training as appropriate to the role.
- 12.3 We appreciate that candidates who are unsuccessful might feel demotivated and disenfranchised. You are encouraged to work with your line manager to create an actionable development plan, which can help to find ways to extend the scope of your current role so that you are stretched and have an opportunity to develop.
- 12.4 If you believe that the process has been unfair, you may appeal through Albyn Group's grievance procedure. The appeal will be reviewed by a senior manager not involved in the original decision-making process.

13 CONTINUITY OF EMPLOYMENT

- 13.1 A transfer within Albyn Group will not affect your continuous service with our organisation or your statutory rights.

14 DATA PROTECTION

- 14.1 At each stage of the recruitment process, your information will be kept confidential.
- 14.2 We will not share any information about your application and performance during the assessment process with anyone not involved in the recruitment process, for example your current line manager.