Recruitment
Supporting Social Employers

SPIREVIEW
HOUSING ASSOCIATION

Recruitment and Selection

Updated: July 2026

Purpose

This policy provides a framework for fair, transparent, inclusive, and legally compliant recruitment, selection, and onboarding practices. The recruitment procedure (Appendix 1) provides guidance on the process, from identifying a vacancy through to an employee joining the organisation. The procedure should be read alongside the Recruitment and Selection Policy and any associated recruitment guidance, templates or forms the organisation adopts as part of the process

Scope

This policy applies to all recruitment, selection and onboarding activities undertaken by or on behalf of the organisation. It covers the appointment of individuals to permanent, temporary, fixed term, apprenticeship, secondment, and internal opportunities. It applies to all stages of recruitment, including workforce planning, advertising, candidate attraction, application management, shortlisting, assessment, interviews, offers of employment, pre-employment checks, induction, onboarding, and probation. The policy applies to all employees, managers, board or committee members, recruitment panel members, HR representatives and any external organisations or individuals engaged to support recruitment activities on the Organisation's behalf.

Recruitment Principles

Recruitment decisions will be based on merit, objective assessment and role related criteria as set out in the job description and person specification. To achieve this, equality and diversity practices will be integrated into every stage of the recruitment and selection process.

The organisation will promote equality, inclusion, accessibility, candidate experience, and transparency throughout the process.

Legal & Regulatory Compliance

The organisation is committed to carrying out recruitment, selection and onboarding activities in a lawful, fair, transparent, and ethical manner. Recruitment arrangements will be regularly reviewed to ensure compliance with current legislation, statutory guidance and recognised good practice. This includes the following but not limited to,

- **Employment Rights Act 2025** – Supports fair recruitment and employment practices, including the provision of written particulars of employment and adherence to statutory employment protections.
- **Equality Act 2010** – Protects individuals from discrimination, harassment, and victimisation on the grounds of protected characteristics. Recruitment decisions should be based solely on role-related criteria, and reasonable adjustments should be considered where required.
- **Immigration, Asylum & Nationality Act 2006**– Requires employers to verify an individual's legal right to work in the UK before employment commences. Right to work checks should be conducted consistently and in accordance with Home Office requirements.
- **UK GDPR and Data Protection Act 2018** – Regulates how personal information is collected, stored, used, and retained. Candidate information must be processed fairly,

lawfully, securely, and only for legitimate recruitment purposes. This includes artificial intelligence and automated decision making.

Equality, Diversity, Inclusion and Accessibility

The organisation is committed to promoting equality of opportunity, diversity and inclusion throughout the recruitment, selection and onboarding process. Recruitment decisions will be based solely on the skills, knowledge, experience, qualifications, behaviours, and potential required for the role, as set out in the job description and person specification. The organisation will comply with the Equality Act 2010 and will not unlawfully discriminate against applicants on the grounds of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, sexual orientation, or any other protected characteristic.

The Organisation aims to attract candidates from the widest possible pool of talent by ensuring recruitment practices are fair, inclusive, and accessible. Reasonable adjustments will be offered throughout the recruitment process, and recruitment arrangements will be reviewed regularly to identify and remove unnecessary barriers to employment. Vacancy advertisements, recruitment materials, and assessment methods will be designed to encourage applications from a diverse range of candidates and to support informed and equitable participation in the recruitment process.

Equality, diversity, and inclusion principles will be embedded at every stage of recruitment and selection. Individuals involved in recruitment activities will be expected to act fairly, objectively, and consistently and should receive appropriate training or guidance on equality legislation, inclusive recruitment practices, unconscious bias, and accessibility. The organisation recognises that a diverse workforce brings a broader range of perspectives, skills, and experiences, which can strengthen decision-making, enhance service delivery and better reflect the communities it serves.

Artificial Intelligence and Recruitment Technology

AI and recruitment technology may be used to support the following,

- Drafting recruitment materials, candidate correspondence, and assessment support.
- Support interview scheduling and administrative tasks.

AI must not make recruitment decisions without human oversight. Recruitment panels will remain responsible for all decisions. The organisation will assess the risks of bias, discrimination, transparency, and privacy when using AI enabled tools and inform candidates where appropriate. AI generated outputs must be reviewed by an appropriately trained individual before being relied upon as part of the recruitment process.

Candidates may use AI tools to support application preparation. However, assessment activities should enable the organisation to evaluate an individual's own skills, knowledge, experience, and suitability for the role.

Recruitment Governance

Roles and responsibilities for approval, assessment, decision making, and compliance are as follows,

Roles	Responsibility
Governing Body/ Board	Approval of senior appointments/ new roles
Governing Body/ CEO	Overall compliance with policy, delegated authority for replacing roles
Senior Management Team	Delegated authority for replacing roles, recruitment and employment of all temporary staff and permanent staff up to and including Officer level (provided recruitment is approved and costs are within the approved staffing budget)
CEO/ HR	Administration, advise and compliance with this policy
Recruitment Panel	Delegated authority to appoint

Equal Opportunities Monitoring

As part of the organisation's recruitment process, equal opportunities monitoring will be undertaken from any completed equal opportunities forms and reported. The organisation will analyse the report to inform future recruitment.

Data Protection/Retention

Candidate information will be processed lawfully, fairly, and securely. Candidates will be entitled to access any notes taken during the recruitment process, presuming that they contain personal data which will relate to them. If any candidate asks for access to this information, their enquiry should be directed to the Data Protection Officer Gillian Spence, Corporate Governance Manager.

All recruitment documentation associated with the vacancy, will be stored confidentially for a period of minimum of six months and up to a maximum of 12 months. After this time, all documents will be confidentially shredded.

The successful candidate's recruitment documentation and all associated paperwork will be made into a personnel file and retained in line with our Privacy Policy.

Special consideration will be given to storing the results of any criminal record check or health questionnaire/medical report. Any organisation will make a record of all checks and whether the result was or was not satisfactory. The original will then be promptly destroyed. The record of the results will then then be stored in accordance with our Privacy Policy. There may be exceptional circumstances where this information should be kept if it is clearly related to the

ongoing employment relationship.

The organisation's Employee Fair Processing Notice outlines how we will process your personal data.

Appointment, Induction & Probation

New employees appointed to a role within the organisation will receive a structured induction programme, essential training, regular support and be subject to a probationary period. During the probationary period, the employee will be supported in adjusting to their new role and understanding the organisations expectations. This will include,

- An induction programme
- Regular review meetings with their line manager
- Clear objectives to be achieved
- Relevant training
- Annual Appraisals

Review of Policy

This policy and the procedures contained within it will be regularly reviewed and updated where required.

Appendix 1

Recruitment Procedure

This procedure forms an appendix to the Recruitment and Selection Policy and provides guidance on the process, from identifying a vacancy through to an employee joining the organisation. It is designed to support fair, transparent, and consistent recruitment practices in our organisation. The procedure should be read alongside the Recruitment and Selection Policy and any associated recruitment guidance, templates or forms the organisation adopts as part of the process.

Identifying the Need to Recruit

When either a job becomes vacant or a new job is created, there is an opportunity to fully consider what the organisation requires. The following questions should be considered:

- Is there a requirement for this post to be filled?
- What would be the adverse effect/s of not filling the post?
- If the post is to be filled, is this required on a like for like basis or are there alternative considerations?
- Does this vacancy provide an opportunity to look at the wider team roles?
- Have all reasonable alternatives been considered

Approval should be sought prior to the recruitment and selection process taking place. Senior Management will seek approval from the Governing Body line with delegated authority arrangements.

The procedure below will be followed prior to the recruitment and selection process taking place:

- A job description and person specification will be developed for the role detailing the duties, skills, knowledge, and experience required. If a current job description and person specification exist, these will be reviewed by the line manager to ensure it accurately reflects the role.
- If this is a new role or you deem an existing role to have significantly changed, job evaluation may be carried out to determine the correct salary/grade for the role. The organisation may seek to engage specialists such as EVH to carry out this work prior to the recruitment process taking place.
- A recruitment panel will be identified and have delegated authority to make an appointment to the post.
- A reasonable timescale for the entire recruitment and selection process should be agreed by the recruitment panel. This will take account of selection checks and notice period for the successful candidate.
- All paperwork required during the recruitment and selection process – the job advert, application paperwork, shortlisting, and interview paperwork will be agreed by the recruitment panel.

- The same people should be involved throughout unless a conflict of interest arises at any point during the process. In this circumstance, the recruitment panel will discuss if it is appropriate for an alternative individual to join the recruitment panel.
- Depending on the seniority of the post, the recruitment panel may seek advice from recruitment advisors, such as EVH, prior to progressing a recruitment and selection process if deemed necessary.
- The recruitment panel will identify the most suitable individual to support with the administration of the process.

The Recruitment Panel

A recruitment panel will be established for every recruitment exercise and will normally consist of a minimum of three members wherever practicable. The composition of the panel should reflect the nature, seniority and responsibilities of the post and should include at least one member with knowledge, skills, or experience relevant to the role being recruited.

All panel members must undertake recruitment and selection training and receive appropriate guidance on equality, diversity, inclusion, accessibility, unconscious bias, and relevant employment legislation. Panel members are expected to conduct themselves professionally, maintain confidentiality at all times and base all decisions solely on evidence provided through the recruitment and assessment process.

Prior to commencing the process, panel members must declare any actual, potential, or perceived conflicts of interest. Where a conflict exists, the individual may be required to withdraw from all or part of the recruitment process. All recruitment records, assessments and decisions must be documented and retained in accordance with the organisation's data retention arrangements.

The recruitment panel is collectively responsible for ensuring that recruitment processes are fair, transparent, objective and applied consistently. Decisions must be based on the requirements of the job description and person specification, and the rationale for shortlisting and appointment decisions must be clearly recorded.

The organisation recognises that their Governing Body will require support when recruiting for the Senior Officer. In this circumstance, they will seek support from an independent organisation such as EVH prior to commencing the recruitment and selection process. The Governing Body will decide who will be involved in the process alongside the Chair.

Any individual serving on a recruitment and selection panel will have undergone relevant recruitment and selection training along with equality and diversity awareness training.

Candidate Experience

The organisation is committed to providing a positive, professional, and respectful candidate experience throughout every stage of the recruitment and selection process. All candidates will be treated fairly, with courtesy and dignity, regardless of the outcome of their application. Recruitment processes will be communicated clearly, including timescales, assessment methods and expectations, and candidates will be kept informed of progress wherever possible. The organisation will seek to ensure that recruitment arrangements are accessible, inclusive, and responsive to individual needs, including the provision of reasonable adjustments where required. Feedback will be offered in line with organisational procedures, and candidate

feedback may be gathered and reviewed to support continuous improvement of recruitment practices. The organisation recognises that every interaction with candidates contributes to its reputation as an employer and is committed to delivering a transparent, supportive, and positive experience for all applicants

Attracting Candidates

Spire View Housing Association understands the importance of attracting suitable candidates through the most appropriate and cost-effective means. The recruitment panel should discuss the best internal and external advertising methods in line with the agreed advertising budget. The knowledge and skills required for the job should ensure suitable candidates are attracted to apply for the job and the advert should outline the main details of the post:

- Job title
- Salary/Grade
- Hours per week
- Location
- Nature of the contract – permanent, fixed term
- Main duties
- Closing date and proposed interview date
- Information on how to apply and any other relevant information.

Advertising

Permanent Recruitment

Spire View Housing Association will advertise all permanent posts via a variety of methods:

- Internal advert – this will be in conjunction with another advertising method.
- Online recruitment platforms and professional networking platforms demonstrating our commitment to Equal Opportunities.
- Sector specific websites.
- The organisation's website.
- The organisation's social media platforms.

The organisation will also consider how vacancies are promoted to underrepresented groups.

All candidates will receive an application pack that will include the following:

- An application form
- Equal opportunities monitoring form
- Job description and person specification
- Any other relevant information deemed necessary for the post e.g., summary statement of terms and conditions of employment, relevant information about the organisation which cannot otherwise be accessed via our website and is relevant to the role.

An exception to this, will be in cases of restructuring or redundancy where it may be necessary to appoint candidates into vacant posts as alternatives to redundancy rather than advertising the vacant posts. If this situation arises, the organisation will seek HR advice on the process.

Temporary Recruitment
Short-term appointments of less than one year e.g., maternity leave cover, may be advertised internally and filled by a current employee where appropriate to do so, or by candidates engaged from suitable employment agencies. Temporary posts more than one year should be advertised internally and externally simultaneously.

Internal Recruitment
All existing staff will be notified of permanent and long-term temporary vacancies. The organisation will ensure that those employees on sick leave or any type of other leave are notified and will be eligible to apply for any post advertised.

For very short-term posts of a few weeks, internal advertising will not normally take place as line managers have discretion to seek a temporary candidate from an employment agency if there is no suitable internal candidate identified.

Modern Apprenticeships
Candidates for modern apprenticeships will also be required to submit application documents, which will be subjected to fair shortlisting procedures. Successful shortlisted individuals will be invited to attend an interview, and the most suitable individual/s will be selected.

Shortlisting

Once the post has closed, only then should shortlisting take place by the recruitment panel. At least one panel member must possess skills, experience or knowledge most closely related to the post for which candidates are to be shortlisted and interviewed. The individual responsible for the administration of the process will number all applications, remove all personal and equal opportunities information making applications unidentifiable before passing all applications to the recruitment panel. This will reduce the risk of unconscious bias and support objective assessment.

Each panel member must complete the shortlisting assessment form independently in relation to each candidate. If a panel member can identify a candidate via the information contained in the application form, resulting in a conflict of interest, they should declare this to the other members of the recruitment panel. That recruitment panel member should exclude themselves from the panel if the candidate is to be shortlisted. This decision will be made by the panel before progressing to the next stage and where possible, another person will be appointed to the recruitment panel.

Essential criteria will be applied in the first instance to shortlist candidates. Candidates who do not match all the essential criteria will not be called to interview. Candidates who do not possess all the desirable criteria may still be called to interview. However, desirable criteria will only be applied, where there has been a large response to the advert, to reduce fairly the number of candidates called for interview.

The recruitment panel will meet collectively after completing their own shortlist and then decide on the final shortlist of candidates for interview. The recruitment panel will record their collective reasons for those candidates who have not been shortlisted.

Those candidates shortlisted will be invited to interview. The organisation will also contact candidates not shortlisted to advise that their application will not progress to the next stage of

the process. Those candidates not shortlisted for interview have the right to request feedback on their application and the reason/s for not being shortlisted.
Any requested or appropriate, information which has been provided by the organisation to a candidate will be made available to all other candidates invited to interview.

Reasonable Adjustments

The organisation is committed to ensuring that disabled candidates and those with other relevant needs are not disadvantaged during the recruitment and selection process. Candidates will be invited to inform the organisation of any reasonable adjustments required to participate fully in any stage of the process, including the application, assessment, and interview stages. Requests will be considered sensitively and on an individual basis, and every reasonable effort will be made to provide appropriate support to enable candidates to demonstrate their suitability for the role. This may include adjustments to communication methods, assessment arrangements, interview formats, timings, or access requirements.

Skills Assessment

As part of the recruitment and selection process, the organisation may ask candidates to carry out a skills assessment. This is not applicable for every role, but the recruitment panel will decide what is necessary to determine suitability for the role. This may take the form of a practical exercise, management test, or presentation to the recruitment panel. Where this is required, candidates will be informed in advance of their interview to allow suitable time to prepare, as necessary.

Interview

All shortlisted candidates will be offered an interview, and the recruitment panel will decide if interviews are to be held face to face or virtually. The interview process will consider the following:

- Each candidate will be asked the same questions, based on the job description and person specification.
- Each candidate will be asked the questions in the same order by the relevant members of the recruitment panel.
- If appropriate candidates will carry out a suitable skills test and/or presentation topic.
- Typically, interviews will be 30-60 minutes duration depending on the nature of the post.
- Each recruitment panel member will complete an interview assessment form for each candidate, recording brief notes to assist with panel deliberations upon the conclusion of the interviews.

The recruitment panel will decide which panel member will Chair the interviews on the day. The Chair of the recruitment panel will be responsible for:

- Introducing the panel members to candidates.
- Explaining the format of the day, ensuring timings are adhered to.
- Informing candidates about when they should expect to be contacted about the outcome of their interview.
- Completing an overall assessment form combining all panel member scores for each candidate interviewed.

- Ensuring panel members state and document justifiable reasons for the rejection of each unsuccessful candidate.
- All interview paperwork being accurately completed.

Upon conclusion of the interviews, the recruitment panel will score each candidate and discuss them in turn to identify if they have an appointable candidate. Where candidates are judged to be equal, they may be called back for a second interview.

Appointment decisions will be based solely on merit and objective evidence gathered throughout the recruitment process. Personal relationships, assumptions, stereotypes, or factors unrelated to the requirements of the role will not influence recruitment decisions.

Job Offer

Once the recruitment panel has made a decision, a conditional offer will be issued to the successful candidate subject to the following terms:

- Receipt of two satisfactory references.
- Original relevant qualifications stated on the candidate's application form being verified.
- Proof of eligibility to work in the UK being provided.
- A satisfactory PVG membership/Disclosure Scotland check where appropriate.

Appointment will normally be made at the bottom of the salary scale; otherwise, an appointment will be made on a suitable salary within the scale paying consideration to a candidate's skills, experience, and current job role. The initial offer can be verbal and followed up in writing. The terms of a written contract of employment will be confirmed and issued noting that the conditions must be satisfied before confirmation of the job offer can be issued.

If the job offer is declined, the recruitment panel should indicate if the second highest scoring candidate was suitable and may be offered the post subsequently. If there is not a suitable candidate, the recruitment process should be revised, and a rerun of the whole recruitment process should be considered.

Once the job offer has been accepted, the interview outcome should be issued to unsuccessful candidates. It is the intention of the organisation where possible, to inform candidates of the outcome of the interview as quickly as possible and within a few days of the interview having taken place.

Feedback

The recruitment panel will record their collective reasons for unsuccessful candidates and agree the feedback at the end of the interview process. All candidates will be advised of the outcome of their interviews by telephone and or email and constructive feedback on their interview can also be made available to them. Feedback will be evidence based, objective and relate to the requirements of the role and assessment criteria.

Selection Checks

References

The organisation will carry out reference checks for the successful candidate only once,

- The conditional verbal offer has been made
- The candidate has accepted the offer and confirmed the references can be requested

Two references will be required, one from the candidate's current employer and another from a previous employer. These will be requested in writing along with a copy of the job description. This will provide the referees with the knowledge and skills required for the post to allow them to give an informed opinion about the preferred candidate. All references will be checked on return to ensure employment dates match those stated on the application form of the preferred candidate and there is no information which would make the reference unsatisfactory.

Right to Work in the UK
Spire View Housing Association has a responsibility to prevent illegal working therefore we will carry out a right to work check before confirming employment for the successful candidate. This will ensure the candidate is not disqualified from carrying out the work in question by reason of their immigration status. The successful candidate will be informed what is required to satisfy this check.

Disclosure Scotland Criminal Records Checks
The successful candidate will be asked to complete a criminal convictions declaration form. Depending on the nature of the role, they may also be asked to undergo a PVG/Disclosure Check. If following these checks, information arises which the candidate has not disclosed or raises concern with the organisation, we will discuss this with the candidate prior to a decision being made about whether the selection check has been satisfied.

Interview Expenses

Reasonable travel expenses will be reimbursed to candidates for non-local journeys. Any reasonable interview travel expenses paid to candidates for new or vacant posts will be in accordance with the organisation's Expenses and Finance Policies and Procedures.

Induction

Our staff will welcome a new staff member by providing initial induction training in the organisation, which will be organised by the line manager in advance of the successful candidate taking up post. This will help to settle the new staff member, convey our aims, objectives, policies, and procedures thereby encouraging the individual to make a valuable contribution to our work. The induction programme will cover,

- Organisations values and objectives
- Key terms and conditions of employment
- Mandatory training requirements
- Health & safety arrangements
- Data protection requirements
- Equality, diversity, and inclusion expectations
- Role specific systems and procedures
- Introductions to colleagues and stakeholders

Complaints

If a complaint is received about any stage of the recruitment and selection process it should be resolved promptly in the first instance and verbally where appropriate to do so. If the complainant wishes to further pursue the matter, they should be advised to put the complaint in writing and address it to the CEO who will investigate the matter and further liaise with the complainant.

Data Protection & Record Retention

The organisation will process all candidate information in accordance with UK GDPR, the Data Protection Act 2018 and its own data protection policies. Personal data collected during the recruitment and selection process will only be used for legitimate recruitment purposes, kept secure and accessed only by those involved in the recruitment process. Recruitment records will be retained and securely disposed of in line with the organisation's retention schedule, with documentation relating to successful candidates retained on the employee's personnel file in accordance with the organisation's data retention arrangements.

Recruitment panel members must handle all recruitment documentation confidentially and not retain personal copies of candidate information following the conclusion of the recruitment process. The organisation will maintain appropriate records of recruitment decisions to demonstrate that recruit