



Recruitment and Selection Policy

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INVESTOR IN PEOPLE

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1.0 Hjaltland Values

Our Vision

Providing homes, supporting communities

Our Values

Teamwork

Working together as one team, to the benefit of our customers. To demonstrate and extend trust in each other.

Open, Honest & Inclusive

We offer a people focused service that is centred in fairness and integrity. We believe in being open, honest and respectful in everything we do.

Ownership

We expect our staff to take responsibility for their actions and give them the freedom to do their job in a positive working environment.

Quality

We value quality in everything we do from the standard of our product to the level of service we provide. We take pride in making a difference in communities and providing continuous improvement.

Innovation

We seek to ensure we have sustainable housing, fit for future generations, maintained and developed to the highest possible standard.

2.0 Introduction

The Association has a commitment to recruiting the most appropriate person available for the post. Recruitment and Selection decisions will be based on consideration of the required skills, knowledge and experience for the effective performance of the job.

The Association recognises the need to employ trade workers to meet specific business needs. The employment of trade workers will be regularly reviewed by managers to ensure that it continues to be the most appropriate form of employment.

In our recruitment practices we are committed to achieving equality of opportunity in the recruitment and selection of staff. This policy outlines the approach that will be taken in the recruitment and selection of staff.

The principles of Association's Equality, Diversity and Human Rights policy will be followed ensuring that a person is not discriminated against on the grounds of sex, race, disability, age, religion or belief, gender reassignment, sexual orientation, marriage & civil partnership, pregnancy or maternity.

3.0 Regulatory Framework / Legal

The Association has a legal responsibility to ensure that no unlawful discrimination occurs in the recruitment and selection process. We will ensure that our approach is consistent and adheres to all current legislation.

The legislation that impacts on this area of the Associations work are as follows

- The Equality Act 2010
- Data Protection Act (2018) and General Data Protection Regulation
- Employment Rights Act 1996
- Police Act 1997 (Criminal Records) (Scotland) Regulations 2001, Part V
- Rehabilitation of Offenders Act 1974
- Rehabilitation of Offenders Act 1974 (Exclusions and Exceptions) (Scotland) Order 2003
- Working Time Regulations 1998.

4.0 Recruitment and Selection Procedure

This procedure aims to give practical advice and guidance to Managers and all those involved in the recruitment and selection of new employees. The procedure for recruitment of trade workers is out with the formal recruitment process and covered in the Procedure for the Appointment of Trade workers, but Trade workers are covered by the Recruitment and Selection Policy and are subject to the same recruitment and selection pre-employment check as employees, for example receipt of satisfactory references, criminal checks and medical clearance (if appropriate). The Associations recruitment decisions will be based completely on the merits and abilities of candidate in line with those set out in the job description and person specification and no other criteria will be used. In order to achieve this, equality and diversity practices will be integrated into every stage of the recruitment and selection process.

4.1 Creation of a Post

A post within the Association will become available either through a post becoming vacant or the creation of a new position within the Association.

In both circumstances the appropriate managers must consider the following:

- What will be the duties and responsibilities of the new post? In the case of existing posts have these duties and responsibilities changed significantly
- What is the appropriate grade for this post?
- Where within the structure will the post sit?
- What are the budgetary implications of filling the post?

4.2 Job Description and Person Specification

The Association will ensure that all posts within the organisation have an up to date and accurate job description and person specification.

The job description will be a statement of the purpose and main duties and responsibilities of the post.

The person specification will detail the essential and desirable skills and abilities necessary for the successful performance of the job. The Person Specification will be the tool used to evaluate candidates and to enable the short listing of candidates for interview. The person specification will outline both essential and desirable requirements.

Due to the nature of the construction industry this will vary when recruiting for trade workers.

Essential criteria are those qualities which are necessary for performance of the job at a satisfactory level from the first day in the job.

Desirable criteria are those which would enable an applicant to perform the job more effectively. The setting of criteria covering personal qualities and circumstances must be justifiable in terms of the requirements of the post and be applied to all applicants.

A Job description and person specification will be created for each new post. These will be agreed by the line manager and the Chief Executive. All existing job descriptions and person specifications will be reviewed prior to the post being re-advertised.

4.3 Advertising

Vacancies will be advertised locally and where appropriate in the national media. It will be normal practice to advertise the post over a two-week period with a closing date stipulated. The closing date will normally be a minimum of 5 working days after the last advert.

4.4 Selection Panel

- For post of Chief Executive the selection panel and appointment will be made by 3 members of the Management Committee as well as specialist external support.
- For posts of senior management, the selection panel and appointment will be made by the Chief Executive and 2 Members of the Management Committee as well as specialist external support.
- For all other posts the selection panel and appointment will be made by one line manager and one other senior member of staff.

In line with the Code of Conduct, Entitlements, Payments and Benefits Policy, Committee member's Conflict of interest policy, Staff or Committee members may not take any part in a selection process where an applicant is defined as a connected person under the Code of Conduct.

All participants will be trained in the Association's recruitment and selection procedures.

All selected panel members will be involved throughout the entire recruitment and selection process. One member of the panel will be identified as the chair of the panel

and will be responsible for ensuring all the appropriate documentation is completed and collated.

4.5 Application Forms

All applications must be made on Hjaltland Housing Association's application form. The procedure for recruitment of trade workers is out with the formal recruitment process and appropriate application forms or CVs for trade workers are to be utilised. CVs are acceptable for trade workers only. Each applicant will be given an Applicant Information Pack which will include

- Application Form
- Job Description
- Person Specification
- Applicant guidance notes

The Applicant Information Pack can be collected from the Association's office at 6 North Ness Business Park, Lerwick can be sent out to applicants by post or can be emailed to an Applicant. The pack will also be included on the Associations website and can be downloaded.

Applicants must return a completed and signed copy of the application or CV to the Association prior to the closing date. The Association will accept Emailed, Scanned or Hard copies (faxed copies are not acceptable unless previously agreed) but these must be signed and legible. If the application received is illegible then the Association will not consider the application. For Trade Workers please refer to the Trade Workers Procedures.

The Senior Corporate Services Officer will open an 'excel sheet' for each new post and will enter the names and addresses of those requesting an application detailing how the information pack was sent to them. All applications will be held by the Senior Corporate Services Officer in a locked cupboard and will only be provided to the chair of the interview panel following closing date. For data protection reasons no other members of staff should seek or be provided with details of those who have applied for the post.

4.6 Short Listing

Those who are to undertake the interview must carry out the short listing. The shortlist will be drawn up by evaluating the information provided in the application forms against the criteria set out in the Person Specification.

The Association has determined as part of Equal Opportunities that if a disabled applicant meets the minimum stated Essential Criteria, they will be guaranteed an interview.

Within 2 weeks of the closing date all applicants who have applied should have received written confirmation of whether they have been selected for interview.

4.7 Those Selected for Interview

All applicants selected for interview must be informed of the interview process including any reports or tests that they may have to prepare or undertake. This may include practical tests for trade workers.

Under the Asylum, Immigration and Nationality Act 2006 it is a criminal offence to employ someone who does not have permission to work in the United Kingdom. The successful candidates will therefore be asked to provide proof of citizenship, through a document showing the person's name and National Insurance number. Examples of relevant documents include a P45, a pay slip, a P60, a NI card, a passport or birth certificate. They will also be asked to supply original certificates of their qualifications.

Travel costs from the mainland will only be covered for the post of Chief Executive, Senior Management and Heads of Department where this post is advertised in the National media.

4.8 Interview process

In person interviews can sometimes pose challenges for candidates, we provide a fully accessible workplace, and remote or virtual interview options using video conferencing platforms to help diverse needs.

The interview panel prior to the interview will ensure that appropriate interview questions are agreed. All candidates will be treated in a fair and consistent manner.

Applicant responses will be evaluated using an interview record sheet. All appointments will be made on merit and the post will be offered to the candidate who most closely met the requirements of the job description and person specification.

An interview decision sheet must be completed ranking the candidates, identifying the successful candidate and a reserve, if appropriate.

4.9 Offer of Employment

The successful candidate should be contacted by phone as soon after the interview as possible and verbally offered the post.

In the event that the successful applicant withdraws the post should be offered to the reserve candidate. Where no reserve has been identified the post should be re-advertised.

Where the post is being offered based on certain conditions e.g. Disclosure check then the candidate should be made aware of this and this should be confirmed in writing in the offer letter.

Where a conditional offer has been made a person cannot start employment until the conditions have been achieved.

4.10 References

All appointments will be subject to satisfactory references. A conditional offer may be made subject to satisfactory references.

References will be sought from the most recent employer, and one other employer using standard reference forms.

Where an applicant has not been employed, they must provide references from individuals who will know them sufficiently well to comment on their skills and abilities.

References cannot be accepted from an applicant's close relative.

4.11 Disclosure checks & Registered Body checks

There are a number of posts that require Disclosure checks to be undertaken prior to appointment. Where applicable the successful candidate will be required to complete a Disclosure Scotland form and provide proof of identity, such as a birth certificate and any certificates showing change of name, verified with a passport, driving licence as well as information detailing their home address.

Appendix 1 outlines the Association's policy on disclosure of criminal records and the employment of ex-offender.

Where posts are subject to registration with a body such as the Scottish Social Services Council an appropriate check will be undertaken to ensure that an appropriate registration is in place and the person is not disbarred.

4.12 Enquiries about Disability and Health

The Association will not ask about a job applicant's health until that person has been offered a job (on a conditional or unconditional basis) except for the purposes of:

- Finding out whether a job applicant would be able to participate in an assessment to test his or her suitability for the work
- Making reasonable adjustments to enable the disabled person to participate in the recruitment process
- Finding out whether a job applicant would be able to undertake a function that is intrinsic to the job, with reasonable adjustments in place as required
- Monitoring diversity in the applications for jobs
- Supporting positive action in employment for disabled people

4.13 Salary Scale

Appointments are normally made to the first point of the relevant grade. Managers may place a candidate on a higher point to reflect level of previous experience and qualifications.

4.14 Probationary Periods

A probationary period of 6 months may be applied to appointments where necessary. Clear achievable targets should be set and regular reviews undertaken during this period to support the individual to achieve these targets.

4.15 Confidentiality

All information on applicants will be treated in confidence and restricted to those Committee Members and Staff involved directly in the recruitment process and its administration.

It is the responsibility of the panel member to ensure that copies of application forms and recruitment documentation are stored securely and confidentially whilst in their possession

5 Complaints procedure

If an applicant feels that they have been treated unfairly they have the right to make a complaint.

This complaint should be submitted in writing outlining their reasons for feeling that they have been treated unfairly. This should be submitted to the Chief Executive who will undertake an investigation of the complaint.

Where appropriate, the findings may result in the review of the policy and procedures, additional training or if appropriate, action under the disciplinary procedures.

6 Recruitment and Selection targets

Advert for post	Advertised for a period of two weeks. Closing date to be set as a minimum of 5 working days after the last advert
Issue of Application Pack	Same day as requested, or at the latest, the next working day
Advised of the outcome	Normally within 2 weeks of closing date of shortlisting applications for post
Notice of Interview	Appropriate notice of interview depending on the nature of the post, unless required to make presentation, when it will be at least 1 week
Written Offer of Appointment	Normally within 5 working days of the interview, reply requested no later than 5 working days
Advised if Unsuccessful	Normally within 2 weeks of interview.

7 Emergency Cover

In the case of a bona fide staffing emergency, the Chief Executive has the authority to employ an individual without following the formal recruitment process.

The appointment is for a maximum of 28 calendar days and must be reported to the Management Committee at the earliest opportunity. This may be extended by a further 28

calendar days with permission of the Management Committee but may not be extended beyond this period.

8 Deviation from the Recruitment and Selection Process

In exceptional circumstances and where there is a legitimate business need the Association reserves the right to deviate from the approaches laid out in this policy. To ensure there is no justifiable public perception of impropriety, The Associations Entitlement, Payments and Benefits policy continues to take priority over any deviation to this procedure. Managers must put in writing to the Chief Executive Officer any proposed changes and the business rationale behind such changes. Until authorisation is received, managers may not deviate from the approaches laid out in this policy. Any deviation to this policy will be reported to and noted by the Management Committee.

9 Induction Training

The Association recognises that the induction process begins during recruitment and selection when contact is first made with potential employees. All new employees will be required to read and sign the privacy notice for Employees and Workers.

When new employees are recruited, the association will aim to help them adjust to their new situation as quickly as possible so that they become integrated and productive members of staff from the earliest opportunity. Senior managers will issue induction packs to new employees when they start work. Further information is provided in the Hjaltland Housing Association Training and Development Policy.

10 Equal Opportunities

Equal Opportunities are aimed at removing barriers to access and opportunity, with positive results for individuals and the Association. In the context of recruitment and selection, equal opportunities refer to equality in the attraction and selection of candidates, promotion or training in line with terms and conditions of employment. In seeking suitable candidates for new or vacant posts, the Association will not discriminate on the grounds of age, disability, gender reassignment, marriage & civil partnership, pregnancy & maternity, race (including colour, nationality ethnic or national origins and citizenship), religion/belief, sex and sexual orientation nor any other factor irrelevant to achieving success and performing our jobs.

Our aim as landlord, service provider and employer is to recognise the needs of all individuals, and ensure these commitments are evident throughout every aspect of our business and our activities.

The Association assesses and reviews all new and revised policies and procedures, and an Equality Impact Assessment is available.

11 GDPR

The Association will treat your personal data in line with our obligations under the current data protection regulations and our own Data Protection Policy. Information regarding how your data will be used and the basis for processing your data is provided in Hjaltland Housing Associations Privacy notices.

12 Monitoring and Review

- *Date approved by Management Committee: 23 October 2025*
- *This policy will be reviewed in 2030 and thereafter every five years*