

RECRUITMENT AND SELECTION POLICY

1.0 INTRODUCTION

- 1.1 Coastline exists to provide housing for those in need, to help improve the neighbourhoods our customers live in, and to provide services that improve the quality of our customers' lives. To enable Coastline to provide great homes and deliver, great services, we need to attract, develop, support, involve, empower, reward, value and retain great people.
- 1.2 The recruitment and selection process plays a key part in ensuring that:
- (i) New positions meet the requirements of Coastline's strategic plan.
 - (ii) All recruitment campaigns are carefully planned and managed, to ensure they are cost effective, timely and the quality of Coastline's workforce is maintained,
 - (iii) Recruitment advertisements accurately reflect the vacant role.
 - (iv) A wide range of suitable individuals are attracted to apply for vacancies.
 - (v) All individuals who experience the recruitment and selection process, receive a good service from Coastline's employees or our representatives (eg agencies/recruitment consultants) and have equal opportunity to be considered for employment, which is free from discrimination.
 - (vi) People appointed are closely matched to the essential and desirable criteria for each position, as well as Coastline's values, which are as follows:
 - Put our customers first
 - Be open, honest and accountable
 - Strive to be the best
 - Value each other
 - (vii) Employment checks are conducted for all new employees.
 - (viii) New employees are welcomed to Coastline and receive appropriate induction and support to maximise their contribution at the earliest opportunity.
- 1.3 All individuals involved in the delivery of the recruitment and selection process are required to follow this policy, together with the Recruitment Procedure (which can be found on the reverse of Recruitment and Selection and Job Offer Form) and the associated documents referred to in this policy.

2.0 TRAINING

- 2.1 Coastline seeks to ensure that those involved in the recruitment and selection process will receive appropriate training to ensure a good service is delivered, to include compliance with the Group Equality and Diversity Strategy and Policy, to avoid direct and indirect discrimination practices.
- 2.2 All employees are required to undertake equality and diversity training.

3.0 EQUAL OPPORTUNITIES

- 3.1 Coastline believes it is necessary and desirable to have a clear policy on equality of opportunity in relation to employment, in accordance with the Group Equality and Diversity Strategy and Policy. This policy applies to all individuals involved in the delivery of recruitment and selection.
- 3.2 In accordance with Equality Act 2010, the recruitment and selection process will not discriminate on the grounds of any of the following protected characteristics: age; disability; gender reassignment; marriage and civil partnership; pregnancy and maternity; race; religion or belief; sex; or sexual orientation.
- 3.3 Wherever possible Coastline will try to support employee development through secondments, where vacancies are advertised on a fixed-term contract basis. There may be some circumstances where this is not possible. If employees wish to consider the possibility of a secondment, they will need to first seek the agreement of their manager and the relevant member of the Senior Leadership Team/Director, before applying for a temporary position. If the manager and the relevant member of the Senior Leadership Team/Director is unable to support a secondment, whilst the employee is still able to apply, if they were offered the position it would be on a fixed-term contract and to accept, the employee would need to resign from their current position.

4.0 WHEN A VACANCY ARISES

- 4.1 Requests for new positions must be presented by the recruiting manager to the Executive Team for approval.
- 4.2 When a vacancy arises, the recruiting manager is responsible for reviewing, and where necessary updating, the role profile, in accordance with the Role Profile Review Procedure. New (and where necessary changed) role profiles will go through job evaluation, to determine the pay group for that role.
- 4.3 The recruiting manager is responsible for completing a Vacancy Requisition Form, specifying the details of the vacancy, the justification for the vacancy, where to advertise, obtaining approval from the relevant Head of Service/Director, and submitting the completed form to Human Resources.

5.0 RECRUITMENT ADVERTISING

- 5.1 All vacancies will be advertised internally and may also be advertised externally, particularly where specialist skills are required. This may include the use of agencies/recruitment consultants where appropriate. The only exception to this is where there is an urgent need for short-term additional cover or where specialist skills are required. In these circumstances it may be more appropriate to go to an agency/recruitment consultants directly, or to second/act-up an existing employee.
- 5.2 The recruiting manager should consider if the vacancy, would be a suitable secondment or acting up role to give an opportunity to progress talent and grow skills within Coastline, particularly for temporary roles. If the post was subsequently to become permanent, the position would normally be advertised, to give equal opportunity of employment.
- 5.3 For external advertisements, due consideration will be given to the appropriate choice of media, balanced against the cost of advertising, to attract the widest possible range of suitable candidates. Human Resources will be responsible for placing all internal and external recruitment advertisements.
- 5.4 Information relevant to the role and Coastline will be available on the recruitment page of the website, eg advert, role profile, benefits, application form, guidance on completing the application form, Coastline's values, the Corporate Plan, the HR Strategy and the Recruitment and Selection Policy.
- 5.5 Where a position requires a Disclosure & Barring Service (DBS) check it will be made clear in the advertisement and on the person specification. Coastline undertakes not to discriminate unfairly against any individual subject to a DBS check on the basis of conviction or other information revealed (see section 11).

6.0 APPLICATIONS FOR VACANCIES

- 6.1 All vacancies must be applied for by completing Coastline's Application Form. This is to ensure consistency and equality in the information requested of applicants. CVs will not be accepted, except where positions are being recruited through agencies/recruitment consultants.
- 6.2 Existing employees are only required to complete an Expression of Interest Application Form.
- 6.3 Candidates are requested to complete an Equal Opportunities Monitoring Form. The Equal Opportunities Monitoring Form is separated from the Application Form and is stored securely by Human Resources. The information is for monitoring purposes only by Human Resources.

- 6.4 Completed application forms must be returned by the published closing date so that the recruitment file can be closed and forwarded by Human Resources to the recruiting manager for shortlisting. Any late applications will be forwarded after the closing date and their consideration will be at the discretion of the recruiting manager.

7.0 SHORTLISTING PROCEDURE

7.1 The recruiting manager is responsible for:

- (i) Ensuring that a systematic and consistent approach is used to assess each applicant's ability to meet the essential and desirable criteria as specified on the person specification.
- (ii) Where possible, involving other members of the interview panel in the shortlisting procedure.
- (iii) Contacting internal applicants who have been unsuccessful to provide feedback.
- (iv) Completing the Shortlisting Form and returning to Human Resources.

7.2 Human Resources will be responsible for arranging interviews and contacting external applicants who have been unsuccessful.

8.0 SELECTION METHODS

8.1 Recruitment tests and assessments

8.1.1 Prior to interviews, the recruiting manager will consider whether conducting recruitment tests or assessments would enhance the interview and help to determine the candidates' suitability against specific criteria outlined in the person specification and/or against Coastline's values (see Section 1.2 [vi]).

8.1.2 A list of recruitment tests and assessments can be obtained from Human Resources and is available on Coastnet.

8.1.3 A psychometric assessment will be conducted for posts, where the individual will be a member of the Senior Leadership Team.

8.1.4 When candidates are invited to interview, they will be advised of any tests and assessments they will be required to complete and the timescale for completion of these.

8.1.5 The Chair of the interview panel will be responsible for:

- (i) Determining the scoring system for tests and assessments.
- (ii) Ensuring all members of the panel are aware of and apply the scoring system.

8.2 Interviews

- 8.2.1 The interview panel will comprise a minimum of two members of staff, one of which must be the recruiting manager or an appropriate manager; the second interviewer will be another appropriate member of staff.
- 8.2.2 Where appropriate and where possible, the need to have a balance of gender and race will also be considered. The most senior member of the panel will act as the Chair of the interview panel.
- 8.2.3 In advance of the interviews, the recruiting manager will determine the questions that will be asked, to assess the candidates' suitability against the essential and desirable criteria of the role, as outlined in the person specification; and to determine if individuals are likely to be able to work in accordance with Coastline's values (see Section 1.2 [vi]). For this purpose the recruiting manager will develop competency-based questions, which require candidates to provide real-life examples as the basis of their answers.
- 8.2.4 All candidates will be asked the same standard questions (as well as specific candidate-related questions), to ensure they are treated fairly and to significantly increase the likelihood that the best candidate will be appointed.
- 8.2.5 The Chair of the interview panel will be responsible for ensuring all members of the panel:
- (iii) Take notes of the candidates' response to the questions asked.
 - (iv) Are aware of the scoring system to be used at interview.
 - (v) Score each question and a total score is given for each candidate.

9.0 **SELECTION AND APPOINTMENT OF SUITABLE CANDIDATE**

- 9.1 Following interviews, the selection of the most suitable candidate must be made on the basis of the closest match to the essential and desirable criteria of the role, and Coastline's values.
- 9.2 The Chair of the interview panel will be responsible for making the selection decision, based on objective criteria and in line with the Group Equality and Diversity Strategy and Policy.
- 9.3 The recruiting manager will be responsible for:
- (i) Making the verbal job offer to the successful candidate in accordance with the Recruitment Procedure (see reverse of the Recruitment and Selection and Job Offer Form).

- (ii) Completing the Recruitment and Selection and Job Offer Form and returning to Human Resources.
 - (iii) Contacting unsuccessful candidates.
- 9.4 For the successful candidate, Human Resources will be responsible for sending the offer letter, conducting employment checks (see section 10) and once these are completed, confirming the start date and issuing the terms and conditions of employment.
- 9.5 For unsuccessful candidates, Human Resources will retain the application forms, interview record and shortlisting form for 6 months, in case of any queries that may arise from candidates. Following this period, they will be confidentially disposed of.
- 9.6 The recruiting manager is responsible for ensuring all new employees receive appropriate induction and training in the role, together with regular feedback to support their development, including probation reviews.

10.0 EMPLOYMENT CHECKS

Following the offer of employment, relevant employment checks will be conducted by Human Resources. For positions within Extra Care, successful candidates will not be permitted to commence employment until all employment checks have been conducted and these are considered to be satisfactory by Coastline.

10.1 DBS check

- 10.1.1 Coastline will comply with the [DBS Code of Practice](#) for posts that require a DBS check, regarding the DBS application process, verifying identity, data handling, suitability for employment and eligibility for applying for a DBS check.
- 10.1.2 Coastline will not discriminate unfairly against any individual subject to a DBS check on the basis of conviction or other information revealed.
- 10.1.3 Coastline will periodically review the roles it has identified as requiring a DBS check. An Enhanced DBS check will normally be required for roles or activities involved with the delivery of Coastline's Extra Care and Homeless services. A Standard DBS check will normally be required for roles that bring staff into regular contact with vulnerable adults, in the normal course of their duties.
- 10.1.4 Where a DBS check is required for the role:
- (i) The recruitment advertisement and person specification will contain statements that the post is subject to a DBS check satisfactory to the organisation.
 - (ii) Candidates invited to interview will be asked to complete a DBS application form and bring this, together with their original identification documents, to interview.

This is to avoid any delays in completing the DBS check for the successful candidate. DBS checks will not be conducted for unsuccessful candidates.

- (iii) During the interview, candidates will be asked to disclose their criminal record, the circumstances around this and the length of time that has elapsed. A criminal record may not necessarily bar an individual from gaining employment. However, an offer of employment, will depend on the nature of the position, the circumstances and background of the offences and the length of time that has elapsed.
- (iv) For unsuccessful candidates, following interview the DBS form and copies of their identification documents will be confidentially disposed of immediately. The interview record will be stored securely, as outlined in section 9.5.
- (v) Following an offer of employment, Human Resources will process the DBS check for the successful candidate only.
- (vi) Where notification is received that the DBS check is unclear, the individual will be requested to bring in their original DBS Certificate. This will be reviewed by Human Resources and the recruiting manager to check this against what was disclosed at interview. A discussion will then take place with the individual.
- (vii) Failure by a candidate to disclose at interview information that is directly relevant to the role, could lead to withdrawal of an offer of employment or termination of employment.

10.1.5 All employees subject to a DBS check, will be re-checked every 3 years from the date of the original check.

10.2 References

10.2.1 References will be requested for successful candidates only.

10.2.2 Human Resources will apply for two written references, from the candidate's two most recent employers. Where this is not possible, character references will be requested.

10.2.3 Where referees do not respond to requests, Human Resources will request the successful candidate provide details of further referees.

10.2.4 References will be reviewed by Human Resources to assess that they are satisfactory and will be made available to the Recruiting Manager.

10.3 Health clearance

10.3.1 Once the successful candidate has been offered and verbally accepted a position, they will be asked to complete a Health Declaration. Occupational Health advice will be sought, to determine if the individual is fit to undertake the role and whether any adjustments need to be considered.

10.3.2 Where health issues are identified by Occupational Health, Human Resources will discuss these with the recruiting manager so reasonable adjustments can be considered.

10.4 Eligibility to work in the UK

10.4.1 In accordance with the Immigration, Asylum and Nationality Act 2006, Coastline will require candidates to prove their eligibility to work in the UK, by bringing their original identification documents.

10.4.2 Reasonable steps will be taken by the individual checking the original identification documents, to ensure that it is genuine and to satisfy themselves that the person presenting it is the rightful holder.

10.4.3 A copy of the original identification documents will be taken, signed and dated, by the person checking them, confirming that the originals have been seen.

10.4.4 Human Resources will be responsible for checking that the successful candidate is allowed to do the type of work Coastline is offering before their employment starts.

10.4.5 For unsuccessful candidates, the copy of their identification documents will be confidentially disposed of immediately.

10.5 Evidence of qualifications

10.5.1 Where the person specification states that specific qualifications are an essential requirement of the role, such as professional or trade qualifications, the original certificates must be submitted to Human Resources to check and record that these have been seen.

11.0 HUMAN RESOURCES RESPONSIBILITIES

11.1 Human Resources will be responsible for:

- (i) Supporting the recruitment and selection process to ensure high standards are maintained.
- (ii) Organising and delivering recruitment and selection training and providing advice.
- (iii) Administration of the recruitment and selection process.
- (iv) Maintaining recruitment and selection records for monitoring purposes.
- (v) Providing regular recruitment and selection reports to the Senior Leadership Team.