



Recruitment and Selection Policy and Process

October 2022 – October 2025

RECRUITMENT AND SELECTION POLICY AND PROCESS

Adopted/Date Reviewed:	November 2022
Review Period:	3 Years
Next Review:	October 2025
Contact Officer:	Maria Fotellis, People Services Manager
Policy Version:	Third version of policy
Version Reviewed by:	LHPCG\JCC on 12/10/22 CLT on 20/10//22
Version Approved by:	ELT on 09/11/22
Policy Links:	Equality and Diversity policy GDPR policy DBS policy

Brief Policy Summary:

Lincolnshire Housing Partnership (LHP) recognises that colleagues are fundamental to its success as is highlighted in the People Strategy. LHP therefore needs to be able to attract and retain people of the highest calibre; a strategic, consistent, fair, attitude and behaviour based on a professional approach to recruitment is essential to do this. This policy and process document provides the method of hiring the right people, at the right times, with the right attitudes, skills and experience as well as recognising and rewarding internal talent. This document also highlights the roles and responsibilities of those involved in the process.

Contents

Purpose	4
Scope.....	4
Policy Statement.....	4
Recruitment Process	5
Data Protection/Confidentiality.....	7
Complaints	7
Review	7

Purpose

1. The purpose of this recruitment and selection policy and procedure is to establish a consistent process, as well as to ensure we recruit:
 - The best possible candidates, on the basis of their relevant merits, to support the delivery of our corporate strategy;
 - In an equal, diverse and inclusive way which is consistent with employment legislation, IIP, IID and Best Companies, industry insights, and as well as good practice;
 - Through a process which supports our values of Customer First, Together and Listen Act and Learn;
 - Positively, promoting LHP as an employer of choice;
 - In a value-for-money way.

Scope

2. This policy applies to all internal and external candidates who are applying to work at LHP.

Policy Statement

3. Recruiting and selecting the best people is of paramount importance to the continued success of LHP. We want to constantly improve our performance as an organisation, to ensure we are doing all we can to protect and promote the interests of customers. To do this, we recognise we need to recruit from the widest possible talent pool and ensure we have the right balance of skills drawn from a diverse candidate pool. Our talent and recruitment team will proactively search for candidates utilising applicant tracking software and other systems to attract the best candidates to LHP.
4. LHP aims to ensure a flexible and business-focused approach to recruitment, using a range of selection methods. Each recruitment campaign will be designed to identify the best person for the job, in the most time and cost-efficient way, without compromising fairness, confidentiality or LHP's commitment to having a diverse workforce.
5. LHP's Talent and Recruitment Team may also hold local recruitment drives and job fairs within the local communities and further afield to promote the organisation as an employer of choice, but also to attract talent which may otherwise go unnoticed or be unreachable through modern IT communications.
6. The Talent and Recruitment Team will also maintain and review a list of local contacts such as schools and universities, outreach project groups and local councils and authorities.

Recruitment Process

Identification of a Recruitment Need	<p>Hiring Manager, in liaison with the Culture Team, identifies recruitment need and gains approval</p> <p>New roles to be approved through ELT by raising an Authorisation to Recruit Document</p>
Job Description	<p>Hiring Manager / Culture Team review current Job Description and update if required</p>
Recruitment Plan	<p>Once approved, Hiring Manager will discuss recruitment need with Talent & Acquisition Team to establish recruitment plan and method in accordance with LHP Values and IID</p> <p>Hiring Manager/Talent & Acquisition Team agree who will be involved in shortlisting and interview stages.</p> <p>Agreed dates and diarise plan</p> <p>Consider including LHP customers in shortlisting and interviewing for customer facing roles</p>
Advertising	<p>All substantive vacancies to be advertised internally</p> <p>If there are suitable candidates internally, no need to advertise externally</p> <p>External adverts to be placed on LHP website and social media outlets</p> <p>All recruitment will include Gender Decoding</p> <p>Ensure underrepresented groups are targeted when advertising vacant role</p> <p>If using external media or agencies, consider cost implications – discuss with Talent & Acquisition Team. Use Procurement Framework to help secure most preferential rate</p> <p>Other outlets: Job Centre Information Boards Inside Housing Women Returning to Work sites Career Transition Partnership – ex-military Neurodiversity in Business – supports Neurodiversity recruitment Even break – matches suitable disabled candidates with employers Employment Fairs Local colleges / Universities</p> <p>Recruitment outside of this framework will need ELT approval</p>

<p>Applications and Shortlisting</p>	<p>Applicants will be shortlisted based on their suitability to the role, i.e. experience, knowledge and skills and anonymised.</p> <p>Hiring Managers may use a scoring shortlisting system to aid decision making</p> <p>In accordance with LHP's Succession Planning, suitable internal candidates will be given the opportunity to attend an interview</p> <p>All reasonable adjustments will be made to avoid placing any applicant at a disadvantage</p> <p>All candidates will be notified by email of the decision made regarding their application. Specific feedback will not generally be provided at shortlisting stage.</p>
<p>Selection – Assessment and Interviews</p>	<p>Selection will vary in line with the complexity of the job requirements.</p> <p>Assessments may be used – psychometric tests, case studies, role play, presentations, job-related exercises</p> <p>All interviews will include 3 panel members (hiring manager + 2 other employees or customers); a customer will be included on the panel when recruiting for a customer facing role.</p> <p>Interviews will focus on experience, knowledge, skills and competencies plus an assessment against LHP Values and Behaviours.</p> <p>Candidates will be assessed against set criteria and a pre-determined benchmark</p> <p>Initial interviews will be via telephone to provide a clear explanation of the content of the interview process</p> <p>Details of interview assessments will be sent via email to allow preparation</p> <p>Suitable adjustments will be made to ensure all suitable candidates have equal opportunity and prevent discrimination</p>
<p>Appointing the New Employee</p>	<p>Conditional offers will be made via telephone, preferably by the Hiring Manager.</p> <p>Formal offers will be emailed after verbal acceptance has been received</p> <p>Once the offer has been accepted, all candidates will be notified of the outcome by email or phone, providing feedback where requested</p>

	<p>LHP will seek two satisfactory references, completion of a pre-employment health assessment, DBS check and confirmation of Right to Work in the UK</p> <p>Check essential qualifications if necessary</p> <p>Offers may be withdrawn if any of the above criteria is not met</p>
--	---

Data Protection/Confidentiality

7. Records relating to recruitment will be held and destroyed in accordance with the GDPR regulations.

Complaints

8. LHP strives to ensure that candidates understand the process and requirements and that they have a positive experience regardless of the outcome of their application. Where a candidate is dissatisfied with the handling of their application, external candidates can address their complaint to LHP's Customer Experience Team. Any complaints from internal candidates can be explored with the People Services team.

Review

9. This policy shall be reviewed every three years or as changes in legislation require.

EQUALITY IMPACT ASSESSMENT

<i>Recruitment and Selection Policy and Process</i>			
Provide a brief summary of the aims and main activities of the initiative (bullet points):			
<ul style="list-style-type: none">• To provide a means to attract and retain staff of the highest calibre• To utilise a strategic, consistent, fair, attitude and behaviour based on a professional approach to recruitment.• To provide a method of hiring the right people, at the right times, with the right attitudes, skills and experience as well as recognising and rewarding internal talent.			
Completed By:	Maria Fotellis	Date:	November 2022

Guidelines: Things to consider

- Where a negative (i.e. adverse) impact is identified, it may be appropriate to make a full EIA (see Stage 2), or, as important, take early action to redress this – e.g. by abandoning or modifying the initiative. NB If the initiative contravenes equality legislation, it must be abandoned or modified.
- Where an initiative has a positive impact on groups/community relations, the EIA should make this explicit, to enable the outcomes to be monitored over its lifespan.
- Where there is a positive impact on particular groups, does this mean there could be an adverse impact on others, and if so can this be justified? - e.g. Are there other existing or planned initiatives which redress this?
- It may not be possible to provide detailed answers to some of these questions at the start of the initiative. The EIA may identify a lack of relevant data, and that data-gathering is a specific action required to inform the initiative as it develops, and also to form part of a continuing evaluation and review process.
- It is envisaged that it will be rare for full impact assessments to be required. Usually, where there are particular problems identified in the screening stage, it is envisaged that changing the approach at this stage, and/or setting up a monitoring/evaluation system to review a policy's impact over time will tackle the problem.

STAGE 1: SCREENING

This stage establishes whether a proposed initiative will have an impact from an equality perspective on any particular group of people or community – i.e. on the grounds of race, religion/faith/belief, gender (including transgender), sexual orientation, age, disability, or whether it is “equality neutral” (i.e. have no effect either positive or negative).

Q 1. Who will benefit from this initiative? Is there likely to be a positive impact on specific groups/communities (whether or not they are the intended beneficiaries), and if so, how? Or is it clear at this stage that it will be equality ‘neutral’ i.e. will have no particular effect on any group? *Please consider all aspects of Diversity including as a minimum: Age, Disability, Gender/Transgender, Race/Ethnicity, Religion/Faith/Belief, Sexuality*

This Policy is equality neutral and there is no detrimental impact on any protected group. The Policy ensures a fair and positive impact on all groups, including those which are currently underrepresented.

Q 2. Is there likely to be an adverse impact on one or more minority/under-represented or community group as a result of this initiative? If so, who may be affected and why: Or is it clear at this stage that it will be equality ‘neutral’? *Please consider all aspects of Diversity including as a minimum: Age, Disability, Gender/Transgender, Race/Ethnicity, Religion/Faith/Belief, Sexuality*

There is no adverse impact on any particular group

Q 3. Is there sufficient data on the target beneficiary groups/communities? Are any of these groups under or over represented? Do they have access to the same resources? What are your sources of data and are there any gaps? *Please consider all aspects of Diversity including as a minimum: Age, Disability, Gender/Transgender, Race/Ethnicity, Religion/Faith/Belief, Sexuality*

The Policy ensures underrepresented groups are targeted by applying adjustments to recruitment and selection

Q 4. Outsourced services – if the initiative is partly or wholly provided by external organisations / agencies, please list any arrangements you plan to ensure that they promote equality and diversity. Please consider all aspects of Diversity including as a minimum: Age, Disability, Gender/Transgender, Race/Ethnicity, Religion/Faith/Belief, Sexuality

Where recruitment is outsourced, applications will continue to be assessed against essential criteria and adjustments will be made for the recruitment and selection stage.

Any literature used by outsourced services, on our behalf, will be approved prior to release.

Q 5. Is the impact of the initiative (whether positive or negative) significant enough to warrant a full impact assessment – see guidance? If not, will there be monitoring and review to assess the level of impact over a period of time? Please consider all aspects of Diversity including as a minimum: Age, Disability, Gender/Transgender, Race/Ethnicity, Religion/Faith/Belief, Sexuality

Does not warrant a full impact assessment

Q 6. To be completed at six monthly review Detail actions taken to assess the level of impact over a period of time, or to address any gaps in data. Please consider all aspect of Diversity including as a minimum: Age, Disability, Gender/Transgender, Race/Ethnicity, Religion/Faith/Beilief, Sexuality