

# Recruitment & Selection

<b>Policy Ref No</b>	<b>PER01</b>
Implemented by	CEO
Approval Body	Management Committee
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## 1. INTRODUCTION AND AIMS

The aim of this policy and the supporting procedures is to ensure that we select and recruit suitably experienced and skilled staff to provide the highest quality of service possible and to achieve our aims and objectives.

We are committed to ensuring that recruitment and selection is carried out fairly, in accordance with current equality legislation, principles and recommended good practice at all stages of the process.

All staff and Committee Members involved in recruitment and selection will comply fully with this policy and the supporting procedures, and with our Equality and Diversity Policy.

## 2. LINK TO OTHER POLICIES AND PROCEDURES

This policy should be read in conjunction with:

- COR09 Equality and Diversity Policy
- PER34 Staff training and development procedure

## 3. POLICY STATEMENT

In the recruitment process our aims are:

To attract comprehensive applications from a sufficient number of candidates with appropriate skills, qualifications and experience for consideration for employment with us.

To use fair and effective methods for the appointment of candidates consistent with our Equality and Diversity policy.

To ensure recruitment procedures are clear and adhered to by all staff and committee members involved in any recruitment and selection processes.

To develop an excellent workforce committed to the aims, values and service delivery requirements of Prospect.

## 4. GENERAL GUIDELINES

We will only recruit staff where the post is already funded as part of the current budget, or where Committee approve the creation of an additional post during a year, and on the basis that there is a genuine vacancy which cannot be covered by existing staff resources within the organisation.

Approval for all recruitment must be given by the CEO, or in the case of the CEO's post, approval must be given by the Chair.

### **Equal Opportunities**

In seeking suitable candidates for new or vacant posts, we will not discriminate on the grounds of any protected characteristic nor any factor irrelevant to the ability to do the job.

Committee Members, Managers and staff who are likely to be involved in advertising, shortlisting and interviews will, as part of our ongoing training and development programmes, receive guidance and training on the effect which generalised assumptions

and prejudices can have on selection decisions and in particular on the importance of complying with the Equality Act as it relates to the recruitment process.

We encourage conducting a structured interview which helps mitigate biases and sets guidelines for the interview panel.

We will seek to ensure no-one receives less favourable treatment or is disadvantaged by conditions or requirements which cannot be shown to be justifiable.

We will seek to ensure that all applicants are treated fairly and equally, and that all decisions on recruitment and selection are based on the job criteria, as set out in the person specification.

We respect diversity and will seek to ensure that all vacancies are accessible to all sectors of the community.

As part of our commitment to equality we are registered as a Disability Confident Employer. All disabled applicants who meet the essential job criteria for a vacancy will be interviewed and adjustments made where necessary to accommodate the individual

### **Permanent Recruitment**

When approval has been granted by the CEO to recruit, consideration should be given to whether the main accountabilities of the role could be met on a part-time or job-sharing basis.

If it is deemed necessary to recruit another staff member or fill a vacant post permanently, a new or updated job description and person specification will be compiled; this will help create the job advert which will be advertised. We will consider whether to recruit internally or both internally and externally. All Management Team posts will be externally advertised as well as being available for internal candidates. We advertise on our website, with Job Centre Plus and through recruitment websites or agencies that are appropriate to the post, as approved by the CEO.

An exception to this will be in cases of restructuring or redundancy where it may be necessary to appoint candidates into posts without advertising the vacancy.

### **Internal Recruitment**

All existing staff will be notified of permanent and long-term temporary vacancies, including if on sick leave, maternity leave or holidays, and will be eligible to apply for any post.

All internal candidates who meet the essential job criteria for a vacancy will be interviewed.

### **Temporary Recruitment**

Short-term appointments of less than a year e.g. maternity leave cover, may be advertised internally and filled by internal transfers, where appropriate to do so, or by candidates engaged from suitable employment agencies.

For very short-term posts of a few weeks internal advertising will not normally take place but rather suitable employment agencies will be approached to provide a candidate.

### **Application Process**

The information contained in the advert and all vacancy literature will be clear and accurate to attract the most appropriate candidates from all groups across society, to allow them to decide their own suitability for the vacancy and whether they wish to proceed with applying. For those that wish to apply we will ensure all applications will have clear instructions for completion and application forms will be free from personal questions that are not relevant to the vacancy and that may lead to discrimination.

Shortlisting will be carried out by at least two people to minimise bias and will be based on the requirements listed in the Job description and Person Specification. All criteria will be applied to each application consistently, to ensure a candidates experience, knowledge and skills match the role requirements.

Each interview panel will consist of at least two people to minimise bias. Committee Members will be involved in interviews for the CEO and Directors. The interview panel will ensure they are informed and agreed on the selection criteria before any interview is conducted and will apply these criteria consistently.

All interview panel members must have completed equality and diversity training.

Where it is necessary to assess whether personal circumstances will affect performance of the job (e.g. when it involves unsocial hours or extensive travel) this will be discussed objectively avoiding assumptions about marital or civil partnership status, caring responsibilities and disability. Information necessary for personnel records will be collected after a job offer has been made.

We will not ask questions about the health of an applicant before offering him or her the job. However, we will ask all applicants if any specific arrangements for the interview are required, e.g.; specific equipment/aids to undertake a job assessment, sign language interpreter, etc.

Candidates' performance at interview will be formally measured and recorded, and the details will be kept for a minimum of 6 months and up to 1 year. This will enable the reasons for shortlisting or rejection to be explained and/or justified if required.

In certain circumstances it may be necessary to offer a job conditional upon the applicant passing an occupational health check. If a more detailed assessment of need is required, this will always be discussed with the employee's line manager first and the opinion of other relevant professional including a medical practitioner may be sought with the post holder's consent (refer to PER43 Obtaining Medical Report procedure for further details). In this situation if the successful candidate has a disability that affects his or her ability to do the job we will always endeavour to make reasonable adjustments. A job offer will only be withdrawn if a reasonable adjustment cannot be made.

## 5. MONITORING

To comply with the Equality and Diversity Policy, all applications will be monitored as detailed in the Recruitment and Selection Procedures. The aims of the monitoring process are to:

- confirm that our Recruitment and Selection procedures are non-discriminatory;
- assist in identifying procedures which require to be improved;

- contribute to the setting of any targets the Management Committee deems necessary, arising from a review of the Equality and Diversity Policy;
- enable ongoing review of our staff complement to assess if it reflects the diversity of the community we serve.

## **6. PERFORMANCE MONITORING**

The CEO is responsible for ensuring that this policy and the supporting procedures are implemented by Committee Members and staff when required.

The CEO will ensure that this policy is reviewed by the Management Committee at least every 3 years.

## **7. PROSPECT EQUALITY IMPACT ASSESSMENT RECORD**

<b>Title of policy/ practice/ strategy</b>	<b>Recruitment &amp; Selecion</b>
<b>Department</b>	Corporate
<b>Who is involved in the EQIA?</b>	Brendan Fowler
<b>Date completed</b>	February 2026

**Stage 1: Screening Record**

***What is the main purpose of the policy?***

The aim of the policy is to ensure we select and recruit suitably experienced and skilled staff to provide the highest quality of service possible and to achieve our aims and objectives.

***Who will the policy benefit and how?***

The policy will directly benefit all potential job applicants by providing clear information about our recruitment process. it will indirectly benefit our tenants, service users, Committee members and existing staff by recruiting staff with the appropriate skills and experience required for each post.

***For each equality group, does or could the policy have a negative impact?***

Protected characteristic	Negative	Positive/no impact	Don't know
Age	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Disability	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Gender reassignment	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Marriage & civil partnership	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Pregnancy & maternity	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Race	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Religion or belief (including no belief)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Sex	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Sexual orientation	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

	Yes	No
<b><i>Is a full EQIA required?</i></b>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

***If you answered no to the above question explain why a full EQIA is not required:***

No impact on equalities identified:	<input type="checkbox"/>
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## Stage 2: Assessing the impacts

### How might the policy impact on people who share protected characteristics?

Protected Characteristic	Description of Impact
Age	The majority of our employees are over 45. We have an employee who started on an apprenticeship with Prospect. We will look to consider more apprenticeships should any future positions become available. No protected characteristic information is shared with the shortlisting panel.
Disability	We are a Disability Confident Employer and we will work with Jobcentre Plus to advertise and attract disabled applicants for our vacancies. Where disabled applicants meet the essential criteria they will automatically be invited for an interview and we will ensure, where possible, reasonable adjustments are made for both the interview process and any resultant employment. No protected characteristic information is shared with the shortlisting panel with the exception if we are shortlisting based on desirable criteria then the panel will be advised if any of the applicants have indicated they have a disability.
Gender reassignment	We do not gather data for this characteristic as part of our recruitment process. Our shortlisting and interview panels will always comprise of at least two people to minimise bias. No protected characteristic information is shared with the shortlisting panel.
Marriage & civil partnership	We do not gather data for this characteristic as part of our recruitment process. Our shortlisting and interview panels will always comprise of at least two people to minimise bias. No protected characteristic information is shared with the shortlisting panel.
Pregnancy & maternity	We do not gather data for this characteristic as part of our recruitment process, however where internal promotion opportunities arise we will ensure any staff member who is pregnant or on maternity leave is offered the same opportunity to apply for the position. Consideration is given to flexible working patterns for advertised posts. This can be an advantage for parents with caring responsibilities. No protected characteristic information is shared with the shortlisting panel.
Race	The majority of our employees are White Scottish. Where possible we will work with Positive Action in Housing (PATH) Scotland and other similar organisations to encourage applicants from other ethnic backgrounds. No protected characteristic information is shared with the shortlisting panel.
Religion or belief (including no belief)	The majority of our employees indicate they have no religion or belief. Our shortlisting and interview panels will always comprise of at least two people to minimise bias. No protected characteristic information is shared with the shortlisting panel. We will ensure, where possible, reasonable adjustments are made for the interview process to accommodate any religious practices.
Sex	At present the majority of our workforce is women. Our shortlisting and interview panels will always comprise of at least two people to minimise bias. No protected characteristic information is shared with the shortlisting panel.
Sexual orientation	We do not gather data for this characteristic as part of our recruitment process. Our shortlisting and interview panels will always comprise of at least two people to minimise bias. No protected characteristic information is shared with the shortlisting panel.

### ***How does the policy promote equality of opportunity?***

We aim to advertise our vacancies in a variety of places to encourage applicants from all protected characteristics. We will also ensure our selection and interview process is as fair as possible by separating any equalities information from the screening. Our shortlisting and interview panels will always comprise of at least two people to minimise bias.

### ***How does the policy promote good relations?***

We carry out annual equalities screening of our employees and where possible we will encourage applicants from underrepresented protected characteristics to ensure our workforce is as representative of our customers as possible.

## **Stage 3: Decision making and monitoring**

### ***Identifying and establishing any required mitigating action***

If, following the impact analysis, you think you have identified any unlawful discrimination – direct or indirect - you must consider and set out what action will be undertaken to mitigate the negative impact.

Does the assessment show a potential for differential impact on any group(s)?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Is there potential for unlawful direct or indirect discrimination?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No

### ***What arrangements could be implemented to reduce or mitigate any potential adverse or negative impacts identified?***

The arrangements described in Stage 2 should reduce or mitigate any potential adverse or negative impacts.

### ***Describing how Equality Impact analysis has shaped the policy making process***

We have considered equality and best practice while reviewing the recruitment policy and have updated on sections 3.4 and 3.9 accordingly.

Where appropriate we will ensure staff and Committee members involved in the recruitment process receive the necessary training.

### ***Monitoring and Review***

This policy and its Equality Impact Assessment will be monitored and reviewed after three years. Equalities data is gathered and monitored as part of the recruitment process.

## **Stage 4 - Authorisation of EQIA**

Please confirm that:

- ◆ This Equality Impact Assessment has informed the development of this policy:

Yes  No

- ◆ Opportunities to promote equality in respect of age, disability, sex, pregnancy and maternity, gender reassignment, sexual orientation, race and religion or belief have been considered, i.e.:
  - Eliminating unlawful discrimination, harassment, victim-survivors;
  - Removing or minimising any barriers and/or disadvantages;
  - Taking steps which assist with promoting equality and meeting people's different needs;
  - Encouraging participation (e.g. in public life)
  - Fostering good relations, tackling prejudice and promoting understanding.

Yes  No

**Declaration**

**I am satisfied with the equality impact assessment that has been undertaken for Recruitment & Selection policy.**

**Name: Brendan Fowler**

**Position: CEO**

**Authorisation date: February 2026**