



Policy Name	Recruitment & Selection
Policy Category	Staffing
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Date to Management Committee	August 2021
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Links to other Policies	S01 Conditions of Service, G20 Disclosure Policy
Consultation	Staff, Committee

This document will be made available in different languages and formats on request, including Braille and audio formats.

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1. Policy Aims and Objectives

The Association as an employer aims to identify and employ the most suitable candidate for any vacant post and recognise that in order to operate effectively the Association has to have the right people in the right place at the right time. The Association will endeavour to attract and retain the most suitably skilled and versatile people.

To attract the right candidate the Association will give due attention to examining the gap in the workforce the vacancy has created and thereafter properly defining the role and the qualities candidates will be expected to possess. Job Descriptions and Person Specifications will be used to ensure the Association attracts the right candidate and drive the whole recruitment and selection operation. Any vacancy will be filled by the candidate who best meets the requirements these documents set out and any testing or other methods of analysis will be similarly based around them.

The Association as employer aims to provide Equal Opportunities and access to all sectors of the community as a Policy Objective.

2. Risk Assessment

Through adherence to the requirements of this policy document the risk of claims against the Association for unfair treatment of job applicants, or of intervention by the Regulator will be eliminated.

3. Equal Opportunities

Equal Opportunities are aimed at removing barriers to access and opportunity, with positive results for individuals and Knowes. Equal Opportunities refer to equality in recruitment, promotion, training or transfer and terms and conditions of employment. In seeking suitable candidates for new or vacant posts, Knowes HA 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 factor irrelevant to the ability to do the job.

It is Knowes HA's goal that all recruitment decisions will be based completely on the merits and abilities of candidates alone 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.

A fair recruitment process will remove barriers where possible to the employment of people from different backgrounds. This will enable the organisation in recruiting from the widest pool of talent, potentially raising the standard of their intake and therefore increasing the opportunity of a more diverse workforce which reflects the community it is serving. A more diverse workforce should improve the organisation's service delivery, as it will

include staff with more knowledge and experience about meeting the needs and aspirations of service users and potential service users.

To highlight Knowes HA's commitment to promoting equality and diversity from the beginning of the employment relationship, all vacancies which are advertised will be aimed at as wide a group as possible and any advertisement for a vacancy within Knowes will state that an equality and diversity policy is in place. In addition, the advert will also display any signs of equality bodies that Knowes is affiliated with. 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, Knowes will ensure that 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.

Knowes HA will ensure that all staff involved at any stage in the recruitment and selection process will receive equality and diversity awareness training. This will ensure that those involved in the recruitment process will not discriminate either knowingly or unknowingly by asking any questions which may lead to discrimination.

4. Recruitment Procedure

4.1. Review the Vacancy

The Director in conjunction with the Employment sub-committee and appropriate manager will consider the following in connection with the vacancy, where required in the Employment Sub-Committee remit this will be referred to the Committee for approval:

- Does it have to be filled?
- What would be the adverse consequences of not filling it?
- Can the work be redistributed amongst existing staff?
- How is the work currently being done?
- How does the job fit in?
- How does it interact with other work being carried out within the organisation?
- Speak to outgoing post holder, peers, colleagues and customers
- Should the post be subject to Disclosure Scotland checks.

4.2. Job Description and Title

Describe what the job involves and contains:

- Purpose of the job

- Role of the Team
- Principal Responsibilities
- Who the postholder reports to
- Relationship / Position within the organisation
- Standards of performance expected
- Main tasks of job

4.3. Person Specification

- Aims to describe the ideal person to fill the job
- Is a profile of the personal skills, aptitude, experience/knowledge and standards the selection panel will look for
- Expresses criteria clearly so that panel members and the applicants have the same understanding of what these are and what type of person is therefore being sought
- Identify competencies required for the job

This will describe the essential and desirable attributes required for the post as follows:

- Skills and abilities
- Competencies
- Experience
- Training/qualifications
- Other requirements

The person specification will be used in the job advertisement, short listing exercise, the selection interview, the decision to appoint and future training needs.

The essential and desirable requirements will be measurable and will not be discriminatory.

4.4. Permanent Recruitment

As a general rule vacant permanent posts will be formally and widely advertised internally and simultaneously externally in the most appropriate media selected from, National/Local press, “specialised” press or newsletters circulated amongst similar organisations, e.g. EVH, SFHA, Inside Housing, Social Housing, Job Centres and in Community venues which include minority groups ensuring that it reaches as many disadvantaged groups and individuals of both sexes as possible. Appropriate wording will be used to ensure that people from discriminated groups, for example ethnic minority groups or people with disabilities, are actively encouraged to apply.

The advertisement will include a closing date, and where possible a date for interviews. The advert will also state that C.V.'s **are not** acceptable. Other information such as our commitment to Diversity and Equal Opportunities, IIP will also be included.

Applicants will be given clear, concise, and accurate information about posts through advertisements, job descriptions, person specification and interview to enable them to assess their own suitability.

In certain circumstances, internal-first advertising, or recruitment without advertising, may be the most appropriate approach, for example where redundancies are taking place, or when an organisational review is being carried out following the resignation of a member of staff, or where the committee is of the opinion that to do so would be in the best interests of the Association.

The Application Pack

Candidates will be issued with an Application Pack, which will include:

- Covering letter
- Job Description and Person Specification
- Guidance notes for applicants (see Appendix 1)
- Application Form (see Appendix 2)
- Diversity and Equal Opportunities Monitoring Form (see Appendix 3)
- Privacy Policy
- Disclosure Scotland - Basic
- Statement of key terms and conditions of employment

Recruitment literature will not imply there is a preference for one group of applicants (e.g. language, photographs) unless there is a “genuine occupation qualification” which limits a post to a particular type of person in which case this must be stated under Section 5 of the Race Relations Act 1976.

The front 3 pages, and the Diversity and Equal Opportunities information will be detached prior to the forms being given to the interview panel for short listing. The forms will be numbered on receipt in order that they can be matched up again later. The Diversity and Equal Opportunities form however should not be numbered.

Records of number of applicants applying and number returning application form will be reported to Employment Sub Committee along with equal opportunity monitoring report.

4.5. Shortlisting

Criteria for shortlisting will be laid down in guidance for members of the selection and interview panel.

Assessment Form (see appendix 5) will be drawn up using job description and personal specification to allow panel to shortlist suitable candidates.

Each member of the interview panel will receive the applications, job description and personal specification.

The selection panel will select from the person specification, those essential criteria, which can be assessed against the information contained within the application form. If a higher number of applicants meet the essential requirements than are required for the short list, then the “desirable” criteria can be used.

Applicants will not be short listed on grounds of age, travelling distance, family commitments or any other preconception.

For all senior management posts a selection and interview panel of 3 or 4 will comprise of one or two committee members, director and one other member of staff. This panel will have full delegated responsibility to appoint an appropriate candidate.

For all posts Grade 8 and below at least two members of staff (preferably 3), normally Director and head of department, will select and interview. They will have full delegated responsibility to appoint an appropriate candidate.

Any member of the panel who is related to or acquainted with an applicant must declare an interest. Should such an applicant be short-listed for interview, the panel member should thereafter withdraw from the selection group.

At least one panel member must possess skills or experience most closely related to the post for which candidates are to be short listed and interviewed. Panel members who short list will also participate as interviewers to ensure consistency in recruitment.

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 be applied, secondly, in a large response, to reduce fairly the number of candidates called for interview.

Each panel member must complete a short-listing assessment form appropriately for each applicant. If a panel member recognises a candidate's details, who is known to the panel member, they should declare this interest and exclude themselves potentially from the panel if the person is to be shortlisted.

Candidates invited to interview, and unsuccessful candidates will be informed simultaneously of the result of their applications. Unsuccessful candidates may be offered the opportunity for feedback on their applications.

4.6. 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. Temporary posts in excess of a year should be advertised internally and externally simultaneously.

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.

4.7. Interviewing

The recruitment process will involve the techniques appropriate to the post under consideration. This may include presentations, tests and formal interviews.

Candidates' performance at the interview will be formally measured and recorded using Assessment Form (See Appendix 6).

In order to ensure consistency in interviewing all questions asked of candidates will relate to the qualities defined in the personnel specification.

Similar questions and the same range of topics will be covered for each candidate.

Each interview will last a similar length of time

External candidates will not meet any member of the panel before an interview, unless all are doing so on the same footing so that all can be assessed objectively on the same criteria.

Where it is necessary to assess whether personal circumstances will affect performance of the job (e.g. where it involves unsociable hours or extensive travel) this should be discussed objectively avoiding assumptions about marital status, children and domestic obligation. Information necessary for personnel records can be collected after a job offer has been made.

If the applicant's capacity to do the job is in doubt because of disability or health problems, the opinion of medical and other relevant professions

with experience of the care and treatment of the particular problem will be sought, with the prior consent of the applicant.

Panel members must complete interview assessment documentation, appropriately, based on evidence for each candidate. Knowes policy on Equal Opportunities will apply to all matters of recruitment and selection.

Where candidates are judged to be equal, they may be called back for a second interview. Panel members must state and document justifiable reasons for the rejection of each unsuccessful interviewee.

4.8. Making the Selection

The interview panel will compare the applicants only with the requirements detailed in the person specification, and not with each other. The decision to select will be based on all the factual information available, using the interview assessment form and overall assessment form. (see Appendix 7)

The successful candidate will be the one who has met all the essential criteria on the person specification. If more than one person has met the person specification, then the desirable criteria should be considered.

The successful applicant will be required to complete a Disclosure Scotland Basic application.

If necessary second interviews may be arranged.

4.9. References

Written references and confirmation of qualifications will be sought prior to interview where possible and before final confirmation of any position being offered to a successful candidate.

Referees will be provided with a copy of the job description and Person Specification.

4.10. The Appointment

The Director / Chair / Advisor will phone the successful candidate where possible to offer the job subject to satisfactory references and disclosure check where appropriate and proof of qualifications and eligibility to work in the UK.

The Director / Chair should then issue a written offer and request written confirmation. (For example of copy letter see Appendix 8) The offer letter

and contract are sent in duplicate, and the candidate is asked to sign and return one copy.

Unsuccessful interviewees will then be informed, with exception of second choice in case offer is not accepted.

Application forms should be stored confidentially for 4 months

4.11. Induction

Induction will be carried out over a period of time with the Health & Safety Induction (see Appendix 9) completed within the first week.

The Director will decide the appropriate member of staff to carry out Induction or specific sections of the induction.

The completed Induction should be passed to the Corporate Services / Compliance Officer for filing in the staff member's file in the HR Manager software.

The Manager will carry out a formal personal review at 3 months.

5. Monitoring

On completion of the recruitment and selection procedure, monitoring reports will be completed by the Corporate Services / Compliance Officer and a report presented to the Employment Sub Committee. (see Appendix 10)

6. Failure to Recruit

Should the full recruitment and selection procedure fail to recruit a suitable candidate, reasons for this should be identified and considered, appropriate alterations made and recruitment should be rerun where appropriate to do so.

7. Exit Interviews

All staff who have resigned their position with the Association will have an Exit Interview with the director. Once the interview has been completed the form should be passed to the Corporate Services / Compliance Officer for saving into the former staff members HR file on HR Manager. (Appendix 11)

Appendix 1

Guidance Notes for Applicants on Filling in the Application Form

Please read these notes carefully – they are to help you make the best of your application

1. The form should be typed or completed in black ink or black ballpoint pen for photocopying purposes.
2. Please do not send in your Curriculum Vitae.
3. One of your references should be your present or most recent employer. If you have not been employed or been out of employment for a long time, you may wish to give the name of someone who knows you sufficiently well to confirm the information you have given and to comment on your ability to do the job.

Please note that referees will be contacted prior to interview unless candidates indicate otherwise on the appropriate part of the Application Form.

4. The enclosed Person Specification lists the minimum essential requirements for this post. When short listing for interview, the selection panel will only consider the information contained in your application form and assess this against the Person Specification.
5. It is not the responsibility of the Selection Panel to make assumptions about the nature of the work that you have done from a list of job titles. It is therefore important that you use the space provided to detail your experience and skills. Neither is it enough for you just to state that you meet the requirements; you must demonstrate this to the panel. Work, voluntary or paid, is not the only means of showing that you meet the requirements of the post. Life experience and skills are just as valid, so long as you are able to demonstrate this.
6. If you are short listed for interview, the Selection Panel will wish to discuss the areas covered in the Person Specification in more detail. In particular, the Panel will assess your commitment to and understanding of Diversity & Equal Opportunities.
7. If you are related to any members of staff, committee members, consultants, contractors or suppliers to the Association – this should be clearly shown on the relevant part of the form. This will not be detrimental necessarily to your application.
8. If you are called for interview you will be required to complete a confidential Criminal Conviction Declaration Form.

9. A Disclosure Scotland check will be conducted for the successful candidate.

For Office use
only:



IN CONFIDENCE

PLEASE COMPLETE ALL SECTIONS
CV's will not be accepted as substitutes for incomplete information.

The information that you supply in this application form will enable the interview panel to decide whether to invite you to an interview. Whilst all sections may not be relevant to you personally, you should complete the form as fully and as accurately as possible to enable your application to be given full consideration.

The information provided within your application form will be processed in accordance with the Data Protection Act 1998 and GDPR Regulations 2018. Please note that the first three pages **will not** be shown to the shortlisting panel.

Post Applied For: xxxxxxxxxxxxxxxx
Closing date for receipt of applications is: 09.00 on 1st July 2021
Applications received after this time will NOT be considered

Personal Information

Title:	Surname:	First Name:
Address for Correspondence:		
Postcode:		
Private Telephone Number:	Mobile Number:	
E-mail Address:		
Your Daytime Telephone Number (on which a message may be left):		

Assistance for people with disabilities

We are committed to being an Equal Opportunities Employer and do not discriminate in any way.

If you consider yourself to have a disability, are there any arrangements that we can make to assist/adapt, for you, if you are called to interview or if successfully employed? Please give details below.

Referees

Please give details of two referees. They should be qualified to comment on your ability and experience for this appointment and should include a referee from your current or most recent employer. Knowes Housing Association does not accept references from family members.

Referees will not be approached prior to a conditional offer being accepted.

Name:	Name:
Job title:	Job title:
Company:	Company:
Address:	Address:
Postcode:	Postcode:
Email:	Email:
Tel No:	Tel No:
May we contact this referee prior to interview	May we contact this referee prior to interview
YES <input type="checkbox"/> NO <input type="checkbox"/>	YES <input type="checkbox"/> NO <input type="checkbox"/>

Asylum & Immigration Act 2006

The Immigration, Asylum and Nationality Act 2006 makes it an offence to employ anyone who is not entitled to live or work in the EU. All applicants selected for interview will be required to provide evidence that they are entitled to live and work in the EU. Appropriate documentation may include the original of your current passport, visa, birth certificate or any other document [or combination of documents] indicated by the Act.

Do you currently have the right to work and live in the EU? **YES/NO** (please delete as appropriate)

Declaration

I have read this application form fully and I declare that the information I have given in support of my application is, to the best of my knowledge and belief, true and complete. I understand that if it is subsequently discovered that any statement is false or misleading, or that I have withheld any relevant information my application may be disqualified or, if I have already been appointed, I may be dismissed without notice.

Signed: _____ **Date:** _____

For Office use
only:

Post Applied For: _____

Secondary Education (please list subjects passed)

Standard/'O'Grade or equivalent	Grade	Higher Grade or Equivalent	Grade

Further Education

University or Further Education Establishment	Course(s) & Subjects Studied	Degrees, Diplomas, Certificates Obtained

Professional Qualifications

Name of Awarding Body	Qualifications Obtained, Membership of Professional Institution etc

Training Courses

(Please give details of any relevant short courses or training undertaken)

Course(s) Undertaken	Provider(s)

Computer Skills (please detail your experience)

--

Driving Licence

Do you possess a full current driving licence? **YES/NO** (please delete as appropriate)

Do you have access to a car for work purposes? **YES/NO** (please delete as appropriate)

Are you insured for Business purposes? **YES/NO** (please delete as appropriate)

Present or Most Recent Employment

Name & Address of Employer	Date From:		Date To:	
	Position Held:			
	Salary and other benefits/payments			
	Notice Required:			
	Reason for Leaving:			

Nature of Post (please describe your main duties):

Employment History (In order of most recent first)

Name & Address of Previous Employer(s)	From Month/Year	To Month/Year	Position Held, Main Duties and Reason for Leaving

Please continue on a separate sheet if necessary.

Employment with Knowes Housing Association

Knowes Housing Association wishes to compare your experience, skills and knowledge with its requirements for this post. You should, therefore, try to show in the following part of the form how you satisfy these. Use each section below to address the following key criteria in terms of Knowledge, Experience and Skills and Abilities derived from the **Housing Manager** Person Specification. You should also cross reference these to the Job Description to see how the criteria may be applied to the areas of work we have identified as being specific to this post.

This section does not all have to be experiences from paid work, it can be from other personal or voluntary experience too. The Selection Panel may not consider candidates who do not address all of the requirements below, therefore please complete all sections as appropriate.

Knowledge, Experience, Skills & Abilities.	Explain how your background matches each of our criteria.

Additional Information

Please provide any relevant information not covered elsewhere on this form, which may include other activities e.g., voluntary work, major achievements, projects to date and indicate how this will enable you to contribute further to this post.

Relationship to Staff Members

If you are related to any employee of Knowes Housing Association or anyone who has been employed as a staff member or has been engaged as a supplier, consultant or contractor in the last 12 months, please provide details:

Relationship to Committee Members

If you are related to a Committee member of Knowes Housing Association or anyone who has been a Committee member in the last 12 months, please provide details:

Rehabilitation of Offenders Act 1974

The Rehabilitation of Offenders Act 1974 enables some criminal convictions to become spent or ignored, after a 'rehabilitation period'. Excepted posts are those to which the Rehabilitation of Offenders Act 1974 (Exceptions) Order 1975 applies. You may be entitled to withhold information about convictions that are 'spent' under the provision of the act. In the event of employment, any failure to disclose could result in dismissal or disciplinary action by your employer. If selected for interview you will be required to complete a criminal convictions declaration form that will only be reviewed if an offer of employment is being made.

Canvassing

Canvassing directly or indirectly in connection with the appointment shall disqualify your application. If discovered after appointment you will be liable to dismissal.

Confirmation of Qualifications

If selected for interview you will be required to bring with you the original certificate(s) of all qualifications referred to in this application. This extends to membership of professional bodies.

Advertisement Source

Where did you see this post advertised? _____

Completed forms should be returned by e-mail to: smcpee@knowes.org

Or by post marked Private & Confidential to:

**Sandra McPhee
Corporate Services / Compliance Officer
Knowes Housing Association
10 Field Road
Faifley, Clydebank
G81 5BX**

(Please affix the required postage for weight/size of envelope if returning by post)

(If returning the application form by e-mail please note that there is no need to also post a hard copy. If shortlisted, you will be asked to sign your application form at interview.)

**Please note: the closing date/time for receipt of applications is
0900 on Thursday 1st July 2021**

The planned interview date for this post is week commencing 12th July 2021



EQUAL OPPORTUNITIES MONITORING FORM

Knowes Housing Association is committed to equal opportunities in employment, regardless 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.

We would therefore ask you to please complete the following questionnaire to help us ensure that we are reaching all sections of the community, and to check the effectiveness of our recruitment practices.

All information will be treated in the strictest confidence, in line with requirement of the General Data Protection Regulations May 2018, and will not be shared with the selection panel nor will it affect your application.

Gender: Female Male Trans Gender

Disability: **Do you consider yourself to have a disability/special needs?**

Yes No

If yes, please describe your disability/special needs (e.g. visual, speech, hearing). This will help us to facilitate your needs/requirements if you are selected for interview.

Ethnic Origin: Please choose ONE section from A to E, and tick the appropriate box to indicate your cultural background.

- | | | | |
|---|---|---|---|
| <p>A White Black</p> <p>Scottish/British</p> <p><input type="radio"/> English Caribbean</p> <p><input type="radio"/> Scottish</p> <p><input type="radio"/> Welsh black</p> <p><input type="radio"/> Irish</p> <p><input type="radio"/> Polish</p> <p><input type="radio"/> Gypsy Traveller</p> <p><input type="radio"/> Other white</p> <p>E Other ethnic group</p> <p><input type="radio"/> Prefer not to say</p> | <p>B Mixed</p> <p><input type="radio"/> Any mixed background</p> | <p>C Asian or Asian Scottish/British</p> <p><input type="radio"/> Indian</p> <p><input type="radio"/> Pakistani</p> <p><input type="radio"/> Bangladeshi</p> <p><input type="radio"/> Chinese</p> <p><input type="radio"/> Other Asian</p> | <p>D Black or</p> <p><input type="radio"/></p> <p><input type="radio"/> African</p> <p><input type="radio"/> Other</p> |
|---|---|---|---|
- Arab, Arab Scottish/British

Any other ethnic group (please state) _____

Religion: I would describe my religious background/belief as: _____

None I prefer not to say

Sexual Orientation:

- Bi-sexual Gay/Lesbian Heterosexual/Straight Prefer not to say

Age: Please indicate your age group.

- 16 - 24 25 - 34 35 - 44 45 - 54 55 - 64 65 +

Short listing Assessment Form

Department:	Post Title:	Grade:
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Candidate No:	Assessment
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Requirements Essential (E) or Desirable (D)	E	D	Doesn't meet requirement (x)	Fully meets requirements (√)	Notes
---	---	---	------------------------------------	------------------------------------	-------

Skills & Abilities e.g. report writing	x				
--	---	--	--	--	--

Previous Experience e.g. policy development		x			
--	--	---	--	--	--

Knowledge e.g. performance standards	x				
---	---	--	--	--	--

Training/Qualifications e.g. Professional membership	x				
---	---	--	--	--	--

Other Requirements e.g. driving licence		x			
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Appendix 5

Interviewing Assessment Form

Post:	Candidate No:	Date:
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Questions	Interview Notes	Points
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<p>(Based on Essential criteria)</p> <ol style="list-style-type: none">1. How easily can you write reports2. Do you always meet deadlines?3.4.5.6.7.8.		
--	--	--

<p>Based on Desirable criteria)</p> <ol style="list-style-type: none">1. Which staff have you managed before2. What policy development experience do you possess3.4.5.6.7.8.		
--	--	--

Please circle recommendation: Consider

Do not consider

Signature _____

Example of Letter of Employment

Date

Name

Address

Contract of employment

Dear

POST OF XXXXXXXXXXXX

Following our recent telephone conversation, I am pleased to confirm our offer of the position of **XXXXX**. This offer is conditional, in that it is subject to our receipt of satisfactory references from the person(s) identified by you as your referee(s) in your application form, proof of identification and eligibility to work in the U.K., proof of qualifications **and a satisfactory standard/enhanced disclosure report..* It is also conditional on you accepting the terms of this contract of employment.

Salary

Your salary will be **£XXXXXX** per annum. This is spinal point **XX** on Grade **X** of the EVH's salary spinal column. You will be entitled to an annual cost of living salary increase from 1 April **XXX** and an annual increment on 1 April **XXX** and each year thereafter until you reach the top of Grade **X**, which is spinal point **X**.

Duties

The objectives, accountability and duties of your post are detailed in the enclosed Job Description. These will be reviewed from time to time and any changes required will be consulted with your line manager.

Terms and Conditions of Employment

Your Terms and Conditions of Employment are as detailed in the enclosed document.

- a) These terms and conditions have been agreed in negotiations between EVH on behalf of the Organisation and the Unite Union who are recognised by Organisation for collective bargaining purposes.
- b) From time to time you will be notified of variations in your terms and conditions of employment which have been negotiated and agreed with the Unite Union. We undertake to ensure that future changes will be brought to your attention within one month of the change.
- c) The non-contractual conditions of your employment (including the policies) may also be varied by the Organisation. Such changes will be notified to you in writing at least one month before they take effect.

- d) All of these agreements are concluded by the Joint Negotiating Committee, which is the representative body for negotiation between the Organisation and the Trade Union.

Pension

** The Association is a member of the PENSION SCHEME, and will make contributions towards your pension in accordance with the current provisions of their scheme.*

** The Organisation has a pension arrangement which is: **DETAIL HERE OR REFER TO ANOTHER DOCUMENT**. You are entitled to join the scheme if you wish after you have been employed with us for **ENTER THE PERIOD OF TIME**.*

Starting Date & Place of Employment

The date of commencement of your employment in your new post is **XXXXXX**. For the purpose of calculating your statutory and contractual entitlements, the start of your employment is DATE.

Your place of employment will be **XXXXXXXXXX**

Probationary period

*Your first **enter the period of time no longer than three months** will be classed as a probationary period. This provision has been put in your contract for the reason of providing the following benefits:*

- a) *To help identify your training and development needs and provide appropriate development activities to assist in achieving your full potential.*
- b) *To assist you in developing your career in a manner which is both personally satisfying and consistent with the organisational goals and needs.*
- c) *To provide the organisation with an opportunity to assess your performance and future potential before deciding about confirmation of your appointment.*

During this period the required notice that you must give to the Director should you wish to terminate your own employment will be one week (and one month thereafter).

The terms and conditions relating to disciplinary procedure are suspended during the first three months probationary period.

Payment of Salary

Your salary will be paid on the DATE of each month (or on the nearest preceding working day if the DATE falls on a weekend or bank holiday). Payment will be by credit transfer to your bank or building society account.

Hours of Work, Excess and Overtime Hours

- a) The normal hours of work will be NUMBER hours per week, not including lunch breaks. **DETAIL DAYS/HOURS/SHIFTS HERE**.

- b) *The Organisation operates a flexible working system, a copy of which is enclosed for your information. (if relevant)*
- c) *From time to time you may be required to work outwith and in excess of your normal working hours. You will be compensated for working any such hours by being allowed to take time off in lieu .*
- d) *In exceptional circumstances where overtime has been agreed in advance, payment for any overtime hours worked will be made in accordance with your Terms and Conditions.*

Annual Leave

The annual leave year is from 1 MONTH to 31 MONTH. Your full annual leave entitlement will be 25 days. Where a full year has not been worked, a proportion of the full year's entitlement will be granted based on the number of complete months worked in the year (see section XX, page XX, in the Terms and Conditions/Employee Handbook).

General and Public Holidays

You will be entitled to NUMBER General and Public holidays with pay as follows:

DETAIL THEM HERE

These holidays have been agreed locally with staff and therefore they differ from those detailed in section A3, page 3, in the attached Terms and Conditions.

Discipline and Grievance procedures

Details of the Discipline and Grievance Procedures are given in sections XX and YY of the attached Terms and Conditions of Employment/Employee Handbook.

Use of Private Car on Business

You may only be reimbursed for any mileage when using your private car on business if you have been authorised to do so and designated as an "Occasional User" by the Organisation (*see section XX of the Terms and Conditions – Travel & Subsistence: 2 Business Travel*).

If you will be using your own car for business purposes please complete and return the Business Travel Certificate enclosed with this letter.

*** Conflict of Interest**

Please confirm that you have no conflict of interest as defined in Schedule 7 of the Housing Act 2001 covering "Payments and Benefits to Housing Association Staff, Committee and their Close Relatives". Information in connection with this legal requirement is enclosed. Please sign the declaration and return it with the signed copy of this letter.

Please confirm that you have no conflict of interest regarding the operations of INSERT ORGANISATION. Please sign the declaration and return it with the signed copy of

this letter. Should you have any queries regarding the issue of whether you may have a conflict of interest please contact your line manager to discuss.

Staff Code of Conduct

Two copies of our Staff Code of Conduct are enclosed. Please sign one copy and return it with the signed copy of this letter.

Confidentiality

You must treat all information about the Organisation, individual applicants, *tenants, customers*, committee/board members and staff as confidential, and must not pass on such information to any third party without the permission of your manager (see section XX in the Terms and Conditions).

Termination of Employment

If you wish to terminate your employment you must write to your Manager at least one calendar month before your last day of work.

Conclusion

Please confirm your acceptance of this contract of employment on the aforementioned terms and conditions as outlined by signing the attached copy of this contract and returning it to myself in the stamped addressed envelope provided.

At the same time, please provide your bank details (name and address of bank, account number and sort code), and your National Insurance Number, so that we may make arrangements regarding payment of your salary.

On your first day of work, please bring your Birth Certificate with you if you have not done so previously.

Once we have received your satisfactory references and a satisfactory *disclosure report* I will write to you again.

** Once your probationary period of insert time period is finished I will write to you again to confirm your appointment.*

We look forward to your continuous valued contribution and wish you every success in your new role.

Yours sincerely

** Delete as appropriate*

On behalf of the Organisation, I **MANAGER'S NAME**, agree to be bound by the terms of this contract of employment for **EMPLOYEE'S NAME**.

Print name

Signature

Date

<<Employee's address>>

<<Address>>

<<Postcode>>

ACCEPTANCE OF CONTRACT OF EMPLOYMENT

I (***employee's name***) acknowledge receipt of the contract of employment as (***post title***) ***with Organisation***, of which this letter is a true copy, and confirm my acceptance to be bound by the terms and conditions outlined in the contract.

*** BUSINESS TRAVEL CERTIFICATE**

I certify that I have examined the insurance policy in respect of my private car registration number _____ and confirm that the car is comprehensively insured for business purposes. I undertake to renew the policy as required while the car is in my possession and similarly to ensure any subsequent vehicle, which is to be used by me for business travel.

DATA PROTECTION ACT 1998

I understand and agree that any information about myself I have provided in the course of my application and subsequent appointment to the post of **(post title)** with XXXXXXXXXXXXX will only be used by the Organisation for the purposes of my employment, and will only be shared with such persons and agencies as required by law or in accordance with the Organisation's registration with the Data Protection Commissioner.

Signed

.....

Name (please print)

Date



New Employee Details and Bank Information for Payroll

Personal Details

Name:	
Address:	
Home Tel No:	
Personal Email:	
National Insurance No:	
Date of Birth:	

Job Role:	
Salary Details:	
Spinal Points:	
Commencement Date:	

Bank Details

Account No:	
Sort Code:	
Name of Bank:	
Address of Bank:	
Bank Tel No.	

Wish to join Pension Scheme YES NO

Wish to join Healthsure Scheme YES NO

I _____ accept the offer of employment as **Property Services Assistant** with Knowes Housing Association on Terms and Conditions outlined in Offer Letter

Date: _____



NEW STAFF HEALTH & SAFETY INDUCTION

Staff Member	
Job Title	
Start Date	
Date of Induction	

Health & Safety Control Manual <ul style="list-style-type: none"> - Location - Updates - Annual Signings 	
Employee Responsibilities <ul style="list-style-type: none"> - Provide Signing Sheet for completion 	
Fire Safety <ul style="list-style-type: none"> - Location of Fire Exits - Fire Alarm Points - Fire Extinguisher Locations - Alarm Test / Drill Details 	
Audits & Inspections <ul style="list-style-type: none"> - Details of when Audits are carried out - Monthly Office Inspections and Checks 	
First Aid & Accidents <ul style="list-style-type: none"> - Details of First Aiders - Location of First Aid Boxes - Location of Accident Book 	
Risk Assessments <ul style="list-style-type: none"> - Location of Risk Assessments - Location of COSHH Assessments - Lone Working Policy 	
Gate Operating Procedure <ul style="list-style-type: none"> - Show operation of Car Park gate - Show side gate 	

<ul style="list-style-type: none"> - Sign attached confirming been shown the operation of the gate.(Appendix 2) 	
<p>General H&S</p> <ul style="list-style-type: none"> - Manual Handling - Working at Height - PPE - Ladders - Blood/Body Fluids/Sharps 	

Induction Completed by _____

Job Title _____

New Staff Member _____

Date _____

Subject	Responsibilities – Employees
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- 1) While the duties of management staff have been made clear in previous sections, it is recognised that ALL employees have general duties to ensure their own safety and that of others. Indeed, the *Health & Safety at Work etc. Act 1974* (Section 7) notes the following in respect of employees’ duties:

“It shall be the duty of every employee while at work –
(a) to take reasonable care for the Health & Safety of himself and of other persons who may be affected by his acts or omissions at work; and
(b) as regards any duty or requirement imposed on his employer or any other person by or under any of the relevant statutory provisions, to co-operate with him so far as is necessary to enable that duty or requirement to be performed or complied with.”

The following procedures will, therefore, be adopted by all employees to ensure their duties are adequately discharged.

- 2) Employees will comply with the policies, procedures and arrangements set out in the HSCM together with any information, instruction and training provided. In addition, any risk control measures and equipment provided to ensure safe-working practices will be properly used.
- 3) Employees will report to their HOD or other member of management any identified breaches of Health & Safety procedures, any accidents or safety related incidents and any aspect, which appears to them to give rise to a significant risk to the Health & Safety of employees or other persons. Such reports will be made without undue delay.
- 4) Employees will inform their HOD or other member of management, without undue delay, where they believe that further training or other risk control measures would be beneficial. Tasks will not be carried out where the employee believes significant risk to be present.
- 5) Employees will co-operate in all safety programmes, training, risk assessments and other initiatives that are intended to reduce risk and will actively implement any control measures identified as being required.
- 6) Employees will not participate in horseplay, practical jokes or other acts, which may result in harm being caused to themselves or to other individuals.

Name	Signature	Date	Review Date



Gate Safety Procedure

Name:

I acknowledge that I have received a manual demonstration on how to open and close the car park gates safely and I have been advised to take care when performing this task.

If I feel I need further training I will notify the Director immediately.

Signed:

Date:

Monitoring Report – Responses to Advertisements

Use: To assess the response to adverts from different advertising media and decide who to use in future.

Post title: E.g. Finance Manager

Total Enquires:	Total Applicants:	Total Interviewed:
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Sample Monitoring Form:

Where was the advert placed e.g. Herald e.g. Scotsman

Total No. of Inquires

Total No. of Applicants

Total Interviewed



Exit Interview Form

Name		Start Date	
Department		Termination Date	
Current Position			

1. What are the reasons for you leaving your employment?
2. What aspects of your employment did you enjoy most?
3. What aspects of your employment did you enjoy least?
4. Have you received sufficient support and supervision to do your job?
5. Do you have any other comments with regards to your employment with the organisation?

6. Would you recommend working for the organisation?

Employee's Signature: _____ **Date:** _____

Manager's Signature: _____ **Date:** _____