

RECRUITMENT POLICY AND PROCEDURE

POLICY

Solon's vision is to be a respected and pioneering social business, delivering continually improving housing, regeneration and related services and working in effective partnerships with other respected organisations. One of our strategies to achieve this is to develop Solon into a happy, motivated organisation. Solon recognises that its workers are vital for its success as an organisation. We therefore need to recruit and retain the right people for the jobs that need to be done.

Solon aims to be a fair and reasonable employer, both in the eyes of its workers and the outside world. Currently Solon's workforce is representative in terms of race and gender and, as an equal pay collective, ethnic minorities and women have an equal say in the management of the association. Our recruitment policy and procedure reflects Solon's vision and the aims of our Equal Opportunities policy.

Recruitment and selection methods must also be cost effective and timely. Internal applicants for vacancies will be considered as, within a collective, changing jobs may be the only method of developing careers and retaining the skills and experience of good workers. When advertising outside, we shall try to attract applicants from all sections of the community. Normally, we shall only use agencies for recruiting temporary staff. Exceptionally we may consider using agencies for recruiting permanent staff only when advertising directly fails to produce suitable applicants. Any agencies used must be committed to equal opportunities.

Short-listing and selection will be carried out by assessing applicants' ability to do the job and to work effectively within a collective. Applicants will be kept informed of their progress and treated in a manner in keeping with a respected organisation.

PROCEDURE

The Personnel Worker is responsible for the operation of this policy and procedure.

1. Identification of vacancy

When a worker resigns, his or her post must be reviewed by the OG, if possible with the input of the worker concerned, to determine whether the post is still needed and, if so, a job description and person specification will be drafted for approval by the Workers' Meeting and the Management Committee. If a new post is identified, the OG is responsible for deciding of which Section it will be a part and ensuring a draft job description and person specification are written, again for approval by the Workers' Meeting and Management Committee.

2. Recruitment Panel

Following approval of the job description and person specification, the OG will appoint a panel of at least three workers, including a worker from the Section with the vacancy and the Personnel Worker.

3. Internal Applicants

The vacancy will be advertised internally first, giving a closing date. Applications will be accepted from any current employee of Solon, including temporary workers (i.e. someone who is being paid directly by Solon, or by an agency if it is an assignment of at least six months). The panel will interview all internal applicants, using objective criteria. If the panel decides to offer the job to an internal applicant, timing will need to be discussed carefully as another vacancy may be created. If the panel decides that none of the internal applicants would be suitable for the job, or if they have doubts, they will advertise externally in the usual way.

4. Attracting Applicants

In consultation with the panel, the Personnel Worker will compose and place an advertisement in appropriate media, again with a closing date. The advertisement will give sufficient information to attract suitable applicants and discourage unsuitable people.

5. Selection procedure

The panel will short-list applicants objectively by comparing details given on the application forms with the person specification. If large a number of applications is received, the Personnel Worker may conduct the first sift of applications to make the short-listing task more manageable for the other members of the panel.

The panel will then decide whether the selection procedure will include a test as well as an interview. Test details and interview questions will be agreed by the panel.

If a panel member has personal knowledge of any of the applicants, they must declare it and if this applicant is selected for interview, the other panel members may decide to replace the panel member concerned.

6. Interviewing

The panel will conduct interviews fairly and consistently. Second interviews may be conducted, either by the panel or other appropriate workers, e.g. Section members, if it is decided that more information is needed before a decision is made. Short-listed candidates should be given sufficient information about Solon to help them decide whether or not they would like to work for us.

7. Administration

Efficient and courteous administration of the recruitment and selection procedure is the responsibility of the Personnel Worker and also all workers involved.

8. Employment Offer

The panel will make a decision, unanimous where possible, of whom to offer the job to. If no applicants fit the person specification exactly, but the panel feels that an applicant (internal or external) has potential, with training or experience, to do the job, they may be offered the job with the agreement of the relevant Section. The cost, time and likelihood of attracting a better applicant, if we readvertise, will be weighed up against the cost and time of training/gaining experience and the risk of recruiting someone who may not succeed in the job.

9. References

Offers of employment will always be made “subject to receipt of satisfactory references”. (References should already have been obtained for internal applicants, but this should be checked.) Referees will only be approached with the permission of the candidate. We should try to cover at least the previous three years of employment or at least obtain two references, one from a recent employer or educational establishment.

10. Probation

The Personnel Worker is responsible for ensuring that the interviewing panel reviews a new worker's performance according to the Probationary Employment Policy and Procedure.