

Recruitment and Selection Policy

People Services



GENERAL - INTERNAL

Policy Review Due:	June 2025	Policy Version:	1.2
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A charitable Registered Society under the Co-operative and Community Benefit Societies Act 2014

1. Introduction

Riverside recognise that our people are our greatest asset and play a critical role in ensuring that we deliver effective, value for money services, and provide excellent customer experiences every time. We aim to attract talented individuals who are identified as the best person for the job, who reflect the communities we serve and demonstrate our Riverside Way.

We are committed to a recruitment process which is fair, consistent, and effective, ensuring equality of opportunity and compliance with legislation. Individuals will be recruited based on ability and merit. This will be measured using selection criteria which is objective and justifiable in relation to the role and does not inhibit applications.

The purpose of this policy is to provide clear guidance for recruiting to roles across Riverside and is designed to ensure that those involved in completing activities understand and comply with the requirements of relevant legislation.

2. Scope

This policy applies to all colleagues of The Riverside Group including Care and Support, Prospect, Riverside Scotland and Compendium.

This policy will be followed for permanent, fixed term and temporary contracts of employment across Riverside. Appointments resulting from organisational change may follow an alternative process, for more information see the Organisational Change and Redundancy Policy.

3. Recruitment Approvals

- 3.1 Before any recruitment activity commences, consideration should be given as to whether this is appropriate or whether there are alternative options for completing the work. This may include increasing the hours of the part time colleagues within the team, re-allocation of work across the existing team or reviewing processes for example.
- 3.2 The appropriate approval to commence recruitment must be obtained for all vacancies before any recruitment activity begins.
- 3.3 Authority to recruit must be gained from Executive Directors for new roles unless the following exemption conditions apply:
 - Care and Support contract funded staff
 - Evolve
 - Fully externally funded
 - Like for like replacement of a leaver
 - Role currently exiting in establishment and has the required budget
- 3.4 For Care and Support roles which are exempt from Exec Director process, recruiting managers will post a vacancy to People Hub, the applicant tracking system, and will seek the necessary levels of approval to allow recruitment to progress.



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4. Recruitment Planning

- 4.1 When deciding the recruitment approach for the vacancy, consideration will be given to the most appropriate methods for sourcing the best candidates, value for money options, the likely training needs and any other associated costs.
- 4.2 The recruiting manager will review the job description to determine whether the role has changed and, if so, whether the job description needs updating. The job description should be on the up-to-date template and clearly state tangible essential criteria which is measureable. If any changes made to the accountabilities section are significant, it may be necessary to have the role re-evaluated. The recruiting manager will contact their People Partner to request an assessment of the role.
- 4.3 Once approval to recruit has been obtained, advice will be provided by the Talent Partner to agree a plan for the recruitment process which:
- Highlights the proposed timetable for completion of the recruitment process.
 - Describes the proposed sourcing methods, including use of talent pools and advertising options.

5. Advertising and Sourcing Candidates

- 5.1 Riverside is committed to supporting colleagues at risk of redundancy find suitable redeployment opportunities. At risk applications should be given priority in reviewing and progressing the application. At risk applications will be identified by the application / expression of interest form.
- 5.2 External advertising will take place when appropriate. Advertisements will appear on Riverside's Intranet (the RIC), on the Internet (www.riverside.org.uk), and in appropriate external media. Candidates will be requested to upload an up-to-date CV.
- 5.3 When the sourcing of suitable candidates through advertising is unsuccessful, or when the role is hard to resource because of the specialist or scarce nature of the skills required, a recruitment agency may be engaged to provide candidates. The Talent Partner will identify and contact a suitable agency from the agreed Preferred Supplier List in relation to the recruiting manager requirements. Agencies who have not signed up to Riverside's terms and conditions should not be contracted to work on vacancies.

6. Shortlisting and Screening

- 6.1 All decisions taken when shortlisting applicants for selection must be valid, justifiable and fair and based on criteria identified from the person specification. Shortlisting will ideally be carried out by a minimum of two people and People Hub will be used to record the assessment of individual applicants against the criteria, to ensure those undertaking the shortlisting consider their decisions carefully.
- 6.2 Every applicant must be assessed consistently against the essential criteria identified on the job description using the scoring system. Only evidence provided on the candidate's application form / CV should be taken into consideration and assumptions should not be made. It is not permitted to use any prior knowledge of a particular



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candidate to influence the decision. Additional criteria should not be introduced once a vacancy has been advertised.

- 6.3 If a CV contains a large number of spelling mistakes or grammatical errors, the recruiting manager should check with the Talent Partner in the first instance to see if any allowances need to be made in line with requirements of the Equality Act 2010.
- 6.4 People Hub can be used to pre-screen candidates, prior to shortlisting, to support managers in identifying the candidates who most closely match the requirements of the role, who will then be invited to interview.
- 6.5 Riverside is a Disability Confident employer and have committed to a guaranteed interview scheme for applicants declaring a disability who meet the minimum criteria for the role. This will be identified via the application form.
- 6.6 Applications for re-employment received from former Riverside colleagues will not be considered when this would breach the terms of their voluntary redundancy/severance agreement. If any colleague below Director level wishes to be re-employed by Riverside within 12 months of leaving on voluntary redundancy/severance, the Director of People and Culture would need to sign off the application before an offer of employment is made. In doing this, the Director of People and Culture would consider the application solely on merit and suitability in relation to the requirement of the role. When employment is offered, the individual must have been considered the best candidate following a full and fair competitive recruitment process taking into account equality and diversity requirements and requirements of the role. For any role at Director level, Riverside Board would need to sign off the application on the same basis as above.

7. Selection Methodologies

- 7.1 Selection methods will provide candidates with the best opportunity to demonstrate their relevant skills and capabilities in relation to those identified as likely to lead to effective performance in the role. Selection methods will be documented and all candidates will be assessed using the same methods for consistency and fairness by at least two assessors who, ideally, should remain constant throughout the selection process. The selection methods, including the interview questions, should be relevant and valid to the requirements on the job description and be non-discriminatory. It is not a requirement for a representative from People Services to be present at interviews or assessment processes. However, if specific support is required, this request should be discussed with the Talent Partner prior to arranging the assessment. Any assessments must be administered by a capable, experienced (and in some cases qualified) colleague. Psychometric tests from commercial suppliers need to be administered by a colleague qualified in British Psychological Society (BPS) Occupational Testing – Personality or Ability.



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- 7.2 The Equality Act 2010 limits the circumstances health-related questions are asked before an offer of employment. Prior to offer, health-related questions can only be asked for:
- Deciding whether any reasonable adjustments are required during the selection process.
 - Deciding if an applicant can carry out an essential job function.
 - Monitoring diversity among job applicants.
 - Taking positive action to assist candidates with a disability.
- 7.3 Notes of interviews or assessments should be made by all panel members and kept securely within People Hub for a period of 6 months from the date of assessment. The assessors should ensure that only the information provided at interview is used in the decision making process - prior knowledge of the applicant should not influence the final outcome. The scoring of the responses should be consistent across all candidates using the scoring system so that a fair and justified decision can be made. Reasons for selecting and not selecting candidates should be recorded to enable feedback to be provided to applicants if requested. Interview notes for all candidates will be uploaded to the People Hub system by the recruiting manager.

8. Offers of Employment

- 8.1 Offers of employment to external applicants are conditional and will not be confirmed until at least two satisfactory references covering the last three years (including one from the most recent employer or educational institution), confirmation of eligibility to work in the UK, confirmation of relevant qualifications, a health assessment form which is satisfactory to undertaking their role and a Disclosure and Barring Service check, when appropriate for the role, have been received.
- 8.2 When an unclear Disclosure and Barring Check is returned, a formal review will take place to risk assess the convictions and agree measures to mitigate these risks. Please see the Criminal Records Check Policy for more information.
- 8.3 A verbal offer, which is conditional on the above pre-employment checks, will be made by the recruiting manager as soon as possible after the completion of the selection process. Recruiting managers will confirm the outcomes of the assessments on People Hub, including offers and regrets, which the Talent Acquisition Team will use to inform candidates of the outcome of their application.
- 8.4 Written contracts of employment will be sent from the People Services Admin Team following confirmation on People Hub that an offer can be made.

9. Remuneration

- 9.1 All advertised salaries and appointment salaries will be in line with current pay and grading structures. Please see Pay Policy for more information.



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10. Candidate Management

- 10.1 Riverside will operate in an open and transparent way, treating all applicants in an equitable and fair manner.
- 10.2 All those involved in the recruitment process will be sensitive to the different needs of diverse applicants and will consider what reasonable adjustments may be required for individuals to be able to participate in the process.
- 10.3 There is an expectation that internal applicants will notify their manager that they have applied for an internal job to ensure they can be released from their current role if successful.
- 10.4 Feedback will be provided to all internal candidates. Feedback will be open and honest and centred on development needs identified, which they will be expected to discuss with their line manager to agree how they can be supported. Feedback will usually be delivered verbally.
- 10.5 Feedback will be provided to external candidates who attend a selection process, when this is requested. This will be provided verbally by a member of the selection panel. It is not expected that feedback will be given to external candidates who are unsuccessful at application stage.

11. Induction and Probation

- 11.1 The line manager is responsible for ensuring that colleagues have a thorough induction upon commencement of employment to support them in settling into their new role quickly, effectively and safely. Please see the Probation Policy for more information.
- 11.2 Employment for all new colleagues will be subject to a probationary period of 6 months during which time they will be required to demonstrate, to Riverside's satisfaction, their suitability for the position. Line managers will be responsible for explaining and planning the probationary period and for monitoring the new colleague's performance and undertaking reviews in line with the Probation Policy.

12. Awareness and Training

- 12.1 All those involved in the selection process are responsible for familiarising themselves with and complying with this policy.
- 12.2 All those involved in the selection process will have received appropriate training. The recruiting manager will be responsible for monitoring this and ensuring that anyone involved in the selection process has received appropriate briefing.



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13. Conflict of Interests

- 13.1 A colleague who has a close relationship, or is closely connected with an applicant for a role with Riverside, will not be involved in any aspect of the recruitment and selection process for that role and should declare a potential conflict of interest.

14. Confidentiality

- 13.1 All application forms and documentation completed throughout the selection process will be treated as highly confidential. Access to application forms will be restricted to only those involved in the recruitment process. Anyone involved in the recruitment process will comply with Riverside's duties under the General Data Protection Regulations (GDPR) and any Group guidance or policy in place in the handling, processing, storage and retention of applicant data.

13. Roles and Responsibilities

For a list of activity specific responsibilities see appendix A

Managers

- Ensure a fair, transparent and consistent approach to all recruitment activity
- Undertaking the recruitment process in line with the steps within this policy
- Contacting Talent Acquisition team if they become aware of a candidate who requires reasonable adjustments at any stage in the process

People Services

- Support managers in the recruitment process advising on advertising, selection methods, reward and
- Report on recruitment and selection diversity data to ensure Riverside are meeting its commitments to EDI.

6. Risk Thresholds

Recruitment and Selection diversity data is reported to Executive Directors quarterly in line with Riverside's commitment to Equality, Diversity and Inclusion.

6. Equality, Diversity and Inclusion

Riverside is committed to Equality, Diversity & Inclusion. We strive to be fair in our dealings with all people, communities and organisations, taking into account the diverse nature of their culture and background and actively promoting inclusion. This policy aligns with Riverside's [Equality, Diversity and Inclusion Policy](#) and has been subject to an Equality Impact Assessment.



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Policy Sponsor	John Glenton- Executive Director Care & Support
Policy Owner	Max Cousens – Director of People and Culture
Policy Writer	Samantha Connolly- ER & Policy Consultant
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Knowledge Tags	Recruitment Selection Talent

Change Category

Category of Change	Tick Box
Minor Changes (Non-Strategic)	✓
Major Changes (Re-Write)	
Summary of Changes Made	
Policy Reviewed (June- 22) ahead of the implementation of the Recruitment module in People Hub	

Quality Assurance and Approval

Consultation and Approval	Tick Box	Date
Associated Documents Reviewed	✓	Oct-20
In Consultation with		
Executive Director	✓	Oct-17
Director of People and Culture	✓	Oct-20
UNITE Convenor	✓	Oct- 20
Governance (where applicable)	N/A	
EQIA Complete	✓	
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Appendix A – Activity Specific Responsibilities

Activity	Recruiting Manager	Talent Partner	PS Administrator
Consider options for completing the work of the vacant role – is recruitment the most appropriate outcome?	✓		
Review Job Description. If update is required, contact the Talent Partner so that amendments can be made.	✓		
Request job evaluation of Job Description from the Reward Team if appropriate	✓		
Seek appropriate approval to commence recruitment if required	✓		
Raise vacancy requisition on People Hub	✓		
Provide advice regarding recruitment process, including timetable, covering the whole recruitment lifecycle		✓	
Progress sourcing activities as appropriate to identify candidate pool		✓	
Engage and brief agencies from preferred supplier list as appropriate		✓	
Support with pre-screening of candidates if required		✓	
Undertake selection activities and make appointment decision	✓		
Obtain and verify the candidate's right to work in the UK	✓		
Progress offer of employment	✓		
Progress and complete pre-employment checks			✓
Use People Hub to manage recruitment process and candidate management	✓	✓	✓
Deliver local induction and manage probationary period	✓		
Monitor completion of induction and probationary period by recruiting manager for all new starters			✓



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