**Recruitment & Selection Policy**

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**Sign-off**

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* This is a non-contractual policy

## Scope

This Policy defines our commitment to recruit and select the best person for each vacancy using a fair and consistent method. Crown Estate Scotland will ensure our process is in line with all relevant legislation, best practice and our values.

It is applicable to the recruitment and selection of employees, including non-permanent employees. For the avoidance of doubt, this policy does not cover contractors / consultants – i.e. individuals contracted through a consultancy who provides an agreed service to Crown Estate Scotland. If in doubt about whether a new recruit should be classed as employed or self-employed for tax purposes, please use the [‘Check Employment Status for Tax’ (CEST) tool](https://www.gov.uk/guidance/check-employment-status-for-tax) to inform your approach, or speak to HR.

All employees who are involved in recruitment and selection must read this policy and comply with it. It is the responsibility of the Hiring Manager, in conjunction with HR to ensure that this is the case. The Hiring Manager’s Director is required to ensure the policy is being complied with.

## Aims and Purpose

2.1. Crown Estate Scotland recognises that our employees are fundamental to our success. We need to be able to attract, retain and develop employees of the highest calibre who operate in line with our values, and a strategic, collaborative, professional approach to recruitment and selection is essential to do this.

2.2. We are committed to undertake the development and retention of existing employees to fill vacancies wherever possible.

2.3. When recruiting externally, in order to recruit the best person for each vacancy, we aim to undertake the widest possible search and encourage applications from a diverse group of candidates. Where appropriate, this can include positive action to ensure the widest possible field of candidates are aware of the opportunity.

2.4. We will use fair, consistent and inclusive methods to allow candidates to present their capabilities.

## Key Principles

We are committed to ensuring that our recruitment process is fair, transparent, consistent, confidential and inclusive. This means that:

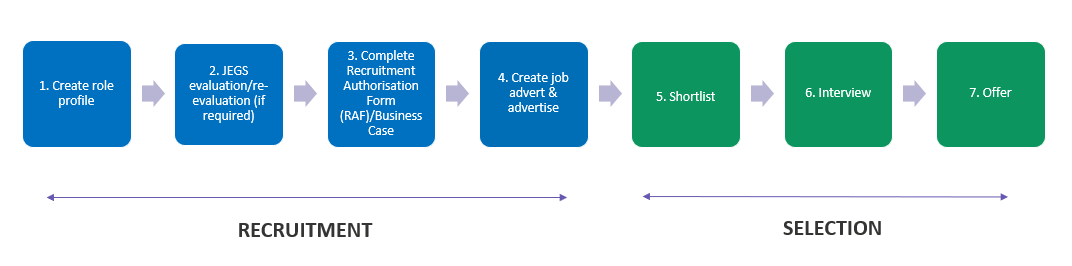
* We will evaluate new roles in line with the Crown Estate Scotland’s job evaluation model and grading structures. Existing roles are re-evaluated if required according to criteria set out in our JEGS policy.
* All vacancies must be advertised internally for at least one week first (unless there is a valid business reason for not doing so), then externally if required.
* Internal candidates who meet the role requirements or have the potential and a clear development path to meet standards should be considered and offered the opportunity to go through the selection process before a decision is made to recruit externally.
* When recruiting externally, we will aim to reach a wide and diverse pool of candidates, taking positive action to attract a diversity of candidates when appropriate.
* All who are involved in recruitment and selection must be aware of and comply with our Equal Opportunities Policy and the Equality Act 2010 and other relevant legislation, and have completed the necessary training for Hiring Managers.
* We will conduct recruitment in a consistent and fair way, using an evidence-based selection process and ensuring a clear and documented assessment process to rank candidates and determine which candidates are suited to the role.
* Ensure recruitment panels are composed of suitably capable, experienced and diverse individuals. This could include board members and external advisors where appropriate.
* Treat all candidates with respect and courtesy aiming to ensure that the candidate experience is positive, irrespective of the outcome. Seek to provide a positive candidate experience: offering to consider reasonable adjustments to help deliver an equitable experience and to ensure the candidate is able to most effectively demonstrate their suitability for the role.
* Commit to providing all unsuccessful candidates with constructive feedback following interview, when requested.

## Definition of Terms

For this policy the following definitions apply:

|  |  |
| --- | --- |
| **Term** | **Definition** |
| Recruitment | An activity of establishing contact between employers and applicants. |
| Selection | A process of selecting the most suitable person for the position. |
| Recruitment Authorisation Form (RAF) | Form used to gain authorisation to recruit. A role can’t be advertised until this completed form has been received. |
| Hiring Manager | Individual who is responsible for hiring an employees (usually, but not always, the role holder’s Line Manager). |
| JEGS | Stands for Job evaluation and grading support (JEGS) for civil servants. |
| Role profile | A document used to accurately reflect the elements of the role including key tasks, responsibilities and objectives. |
| Person specification | The person specification should state both the essential and desirable criteria in terms of skills, aptitudes, knowledge, qualifications and experience for the job. |

## Stages of Recruitment and Selection



## Responsibilities

HR and the hiring manager are responsible for ensuring that correct procedures are followed and that all employees involved in the recruitment and selection process observe these procedures. For this policy the following responsibilities apply:

|  |  |
| --- | --- |
| **Role** | **Responsible for** |
| Executive Team | * Completing Equality and Diversity training, and championing this throughout the recruitment and selection process. Channels may include ‘iHASCO’ and ‘LinkedIn Learning’. * Evaluating the need for the post(s) in the context of current workforce plan/s and budget the Corporate Plan. |
| Hiring Manager | * Completing Equality and Diversity training (prior to recruiting if training hasn’t been completed previously), and championing this throughout the recruitment and selection process. Channels may include ‘iHASCO’ and ‘LinkedIn Learning’. Confirmation that this has been undertaken should be indicated on the relevant section of the RAF. * Working with HR and Finance to ensure proper process is followed and Recruitment Authorisation Form is completed (see Annex A) * Providing HR with a complete and up-to-date role profile that accurately reflects the role prior to job evaluation to ensure this can be completed accurately (when appropriate/required). * Agreeing marketing plan and timescales with HR including any specialist or targeted routes for publicity, considering opportunities to encourage under-represented groups to apply. * Identifying selection panel members and agreeing dates for shortlisting and interviews. * Agreeing candidate selection tools / process with HR. * Creating a comprehensive induction programme for new employees in conjunction with the Business Support team. employee the template provided by HR |
| Human Resources | * Providing professional HR advice on content of role profiles/person specifications, advertising, and appropriate salary levels in line with evaluated job and job evaluation. Consideration must be given to how job design can promote equality and diversity. * Alongside the Hiring Manager, taking responsibility for ensuring the Recruitment Authorisation Form is completed as required. * Ensuring that where necessary roles are formally graded before they are advertised. * Supporting job evaluation processes. * Supporting the preparation of the role profile, person specification, drafting advert and further particulars. * Developing an appropriate marketing campaign, working with Corporate Affairs to ensure roles are publicised in a proactive way through CES digital channels. * Ensuring sift, interview and selection processes are properly conducted and meet CES recruitment policy requirements. * Providing feedback to candidates where this is requested. * Providing verbal offers of employment. * Issuing written offers and employment contracts. * Carrying out pre-employment checks (if required) and sourcing references prior to employment start date. * Undertaking any other tasks agreed to as part of the recruitment and selection timescales such as inviting shortlisted candidates to interview, issuing rejection emails etc. |

## Valuing Difference

7.1. We are committed to promoting equality of opportunity and valuing diversity in an inclusive and welcoming culture. All stages of the recruitment and selection process will comply with the requirements of our Equality and Diversity Policy. We will take all possible steps to widen our search to be inclusive and not to exclude any individuals based on their diversity characteristics. Selection criteria and tests will relate to the requirements of the job. Recruitment and selection decisions will be made based on those requirements and based on individual’s merit.

7.2. Crown Estate Scotland will review its recruitment and selection procedures periodically to ensure that they are appropriate for our Recruitment & Selection Policy aims and purpose in section 1. No applicant or employee will be treated less favourably than another because of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex or sexual orientation. Although we are a small organisation with limited numbers of employees to sit on selection panels, choice of panel members should ensure diversity – of identity, such as gender and of experience and perspectives from across the organisation.

7.3. We provide appropriate training, development and support to those involved in recruitment and selection activities. As a minimum requirement, any employee who takes part in any stage of our recruitment and selection activity under this policy and procedure must first complete our Equality and Diversity training and have good knowledge and understanding of our Equality & Diversity policy.

## Recruitment Advertising

8.1. As a minimum, all vacancies should be advertised internally. This will help maximise equality of opportunity and provide employees with opportunities for career progression or broadening of their skills and knowledge thus maintaining the skills and expertise of existing employees within the organisation. On some occasions a Hiring Manager may wish to opt out of advertising internally for a week prior to advertising externally. This decision along with justification for this should be stated on the relevant section of the Recruitment Authorisation Form (RAF).

8.2. Use of agencies. In order to maximise access to diverse candidates, agency credentials around diverse recruitment need to be evidenced. When determining potential direct advertising avenues, consideration will be given to how to reach as diverse a range of candidates as possible.

## Contractual Locations

At the outset of a recruitment process the contracted location for any role being recruited should be stated the Recruitment Authorisation Form (RAF).  The normal contract locations will be Edinburgh Quartermile Two office for most staff or Fochabers/Glenlivet for Estates based staff.  If a role is required to be regionally based, then a local contractual place of work can be designated such as home or an HIE Office.

The hiring manager can indicate that an island location would be feasible as the contractual place of work for the post.  Please note that this would only be suitable for some roles and should be discussed with your Director to be authorised as part of the RAF process.  It should be noted that regular attendance at a secondary office such as Quartermile Two could generate a tax liability on travel expenses.

CES recognises the importance of flexible working.  Our policies on hybrid working may make it feasible for a post holder to live some distance from the contracted location.  In these circumstances, post holders will be required to undertake travel to the contracted location when required at their own expense and in their own time, for situations where digital attendance would not achieve the business need.

So, on the RAF, one of the following contractual work locations should be ticked:

1. Edinburgh Quartermile Two office.
2. Glenlivet or Fochabers for Estate posts.
3. A local location where the employee is required to be based in that region.

In addition to this, it should be indicated if an island location would be feasible as the contractual place of work for the post.

## Temporary Roles

10.1. Occasionally there may be a need to make short-duration appointments. These may take the form of:

* Employees on Fixed-Term contracts – a person directly employed by Crown Estate Scotland with an agreed contract end date.
* Temp/Agency workers – a person who is employed through and supplied by a temporary work agency.

10.2. Where a temporary role, which is by definition fixed-term, becomes a permanent requirement, the process for filling a permanent role will be followed where it is deemed appropriate, including readvertising and selection.

## Permanent Roles

They key stages in recruiting and selecting for a post are outlined below. Further advice and guidance are available from HR. A full recruitment and selection process map is available at [Annex B](#_Annex_B:_Recruitment).

* 1. Preparation Stage

The recruitment and selection process should only commence when a full evaluation of the need for the role has been completed. The recruitment and selection of employees will consider Crown Estate Scotland’s need for new ideas and approaches. Formal authorisation to recruit to a post should be sought before commencing the recruitment process by completing a Recruitment Authorisation Form (available on the Information Store).

If the post is a new post which is not within budget, you should also speak to your Executive Team member to ensure the correct approvals process is followed.

* 1. Role profile, Person Specification & Job Advert

A role profile and person specification must be produced or updated for any new or vacant role that is to be filled. The role profile should accurately reflect the elements of the role including key tasks, responsibilities and objectives. The person specification should state both the essential and desirable criteria in terms of skills, aptitudes, knowledge, qualifications and experience for the job, all of which should be directly related to the role and applied equally to all applicants.

If a criteria is deemed to be essential then a candidate cannot be appointed without that criteria being demonstrated in the hiring process. Hiring managers should carefully consider the distinction between essential and desirable criteria when developing the person specification for a role.

Once the final version of the role prole and person specification has been received by HR, it will be reviewed to ensure it is as inclusive as possible and that it doesn’t exclude or discourage any individuals from applying based on their diversity characteristics. Special attention will be paid to areas more open to discrimination such as physical requirements of the role and qualifications required to fulfil the role. For example, where appropriate the qualification section should state ‘or equivalent’. The job advert will then be compiled by HR using this documentation. One of the tools that may be used to ensure that the language used within the job advert is inclusive and doesn’t discourage any individuals from applying based on their diversity characteristics is the [‘Gender Decoder’](https://gender-decoder.katmatfield.com/).

For guidance on what posts require evaluation before RAF is completed, please see our JEGS policy or speak with HR.

A template role profile and person specification are available on the Information Store. It is important that this format is followed as it aligns with the requirements of JEGS. HR will only accept the role profile and person specification in this format.

* 1. Selection & Interview

The selection process and appropriate tools will be discussed and agreed on a case-by-case basis. Both essential and desirable criteria in the person specification should be assessed. This will enhance objective decision making which is difficult through interview alone. For example, different assessment methods could include case studies, in-tray exercises or presentations.

We request that all candidates provide proof of their eligibility to work in the UK prior to beginning employment.

Selection material, such as interview questions, and structure should be consistently applied to all candidates and should be based on the person specification. Notes recording the salient points of the selection process should be taken by the selection panel, so that they can refer to these when assessing candidates against the person specification and making decisions.

Hiring managers should be aware that candidates may request to see copies of the selection notes, regardless of the outcome. Selection notes and any other notes on the candidate taken during the recruitment and selection process should be passed back to HR following the selection process and kept for a minimum of 6 months.

Interviews should always be carried out by a minimum of two people, one of whom should be the Hiring Manager. Where possible, choice of panel members should ensure diversity – of identity, such as gender and of experience and perspectives from across the organisation.

Selection is a two-way process; candidates are assessing the role and the organisation and, as such, those involved in recruitment should consider how best to convey a positive image.

If a candidate requests feedback about their performance in the selection process, this should be arranged by the hiring manager in conjunction with HR. Unsuccessful interview candidates should be dealt with courteously and sensitively and will, as a minimum, receive telephone or written notification of the outcome of the selection process.

HR and the Hiring Manager will work together to identify a suitable selection process and selection tools consistent with our organisation’s standards. Assessment will be made of essential and desirable criteria in the person specification.

* 1. Referees

HR will conduct reference checks as part of the selection process. Successful candidates will be asked to provide details of two referees (one of which should be from their most recent employer). Director approval is required to confirm an offer of employment in cases where there are no references available.

* 1. Making the Offer

It is recognised that in many cases it is desirable to make a verbal offer very shortly after the selection process to enhance our ability to recruit the selected candidate. In such cases the offer will be made by HR.

Appointment to a role will normally be made at the bottom of the pay grade, and this should be communicated to candidates consistently through the interview process.

Once a selection decision has been made, HR will produce a written offer of employment. Offers of employment are normally subject to satisfactory references, checks of qualifications and any other checks as appropriate, such as Disclosure Scotland and Right to Work checks.

* 1. Induction

Once the successful candidate has accepted the offer of employment and a start date has been agreed, the Hiring Manager is responsible for preparing for the new employee starting in the business and completing the [Induction Checklist](https://thescotlandportfolio.sharepoint.com/:w:/r/sites/IS/_layouts/15/Doc.aspx?sourcedoc=%7BC95003D5-3569-4A75-9E38-58A3FF1BF7C4%7D&file=Induction%20Checklist.docx&action=default&mobileredirect=true) and returning this to HR within 10 days of the new colleague starting.

Additionally, the Hiring Manager should ensure that the new employee is familiar with the role, their team and key stakeholders and what is expected of them, particularly in relation to what must be achieved to pass the probation period.

All new employees should have short-term objectives set for their probation period which should be reviewed at least once, ideally twice, during their probation.

Once the new employee has successfully passed their probation, they should be given further objectives to last until they fall into the established performance management cycle.

## Related Policies

Equality and Diversity Policy

Probation Policy

1. General

This policy was reviewed in November 2021. It should be updated every two years.

## 

## Annex B: Recruitment Process

Are there any changes to the post from when it was last recruited for?

Is the post included within the headcount for the year? Is there budget to recruit?

Yes

No

Complete Recruitment Authorisation Form (RAF)

Write a new role profile and person specification

Update existing role profile and person specification

Is this a new post?

Yes

No

Yes

No

Complete Business Case review and follow authorisation process

Submit role profile and person specification for evaluation

