



Involving Tenants in Staff Recruitment and Selection

Date Policy Approved by Board	July 2014
Review Date	July 2017
SHR Regulatory Guiding Standards	GS1.2 Policies and procedures: We have high-quality written policies and procedures to guide our actions.
National Care Standards	Standard 3: Management and staffing arrangements

1. Viewpoint's services are shaped by the wisdom and ambitions of its customers. Our Tenant Participation Strategy (TPS) seeks to ensure that all tenants have the opportunity to engage with and influence Viewpoint. Involving tenants in Viewpoint's recruitment and selection processes is a key feature of this strategy.

2. This policy currently applies to customer facing roles being recruited specifically within Viewpoint's Housing & Property Services, but line managers who are recruiting for positions for other areas will be encouraged to adopt this policy.

3. Within this document the term 'tenant' is generic and includes all tenants, including Loanstock Assured tenants.

4. Our customer focused culture will support this policy. Creating this further opportunity for tenant influence will enable Viewpoint to embed involvement within its organizational structure. Other benefits of involving tenants in the recruitment of staff include:

- Acknowledging the tenant perspective will help Viewpoint to recruit employees who are committed to customer focused services and tenant engagement;
- Partnership working between staff and tenants;
- Increased transparency in Viewpoint's recruitment process;
- Increased opportunities to build tenants' skills and experience for an increasing number of tenants.

5. Tenants have been involved in the recruitment of Viewpoint staff for some time. This policy seeks to ensure that there is consistency of approach and opportunity. Therefore the aims of this policy are:

- To provide a consistent and clear approach to how tenants are involved in the process;
- To define the criteria for when tenants should be involved and in which roles;
- To increase the number of interviews in which tenants are involved;
- To ensure that individual tenants and staff understand their roles and responsibilities;
- To clarify the support and training to be provided;
- To further advance equality of opportunity.

6. The Role of Tenants in Recruitment and Selection

6.1 During the recruitment and selection process, tenants and staff are considered equal members of the recruitment process. While our current process involves separate staff and tenant panels, we will now work toward the development of one combined panel, involving both staff and tenants for posts apart from the Housing Co-ordinator, Cleaner or Catering roles which are complex based and where we will continue with separate staff and tenant

panels. The tenant panel will be supported and facilitated by a member of staff. Clear guidelines and training will be provided for this.

6.2 Candidate shortlists will be agreed by the staff, and tenants will not be involved in this initial part of the process.

6.3 Prior to the interview stage, tenants who are to participate on a panel will meet with staff to discuss the role being recruited, and the competencies set out in the job description. Interview questions will be jointly agreed between the staff and tenants and based on the competencies described in the job description.

6.4 During the interview the tenants panel are required to ask candidates questions and score candidates' answers.

6.5 After the interviews tenants are required to participate in discussions relating to the suitability of the candidates, including the choice of the successful candidate.

6.6 The Viewpoint Recruiting Manager will always have the final decision in the event of any dispute over the preferred candidate.

6.7 All staff recruitment activities are undertaken in accordance with the relevant policies, procedures and guidance, and will meet all legislative and regulatory requirements.

7. Criteria for Tenant Interviewers

7.1 Before becoming eligible to participate in the interview process tenants are required to meet the following criteria:

- They must be a tenant of Viewpoint property or in certain circumstances a nominated relative (nominations can only be made by the Recruiting Manager);
- The tenant must have held a Viewpoint tenancy for a minimum of six months;
- There must be no outstanding breaches of tenancy under investigation;

8. Recruiting roles in which tenants should be involved.

8.1 Currently tenants may be involved in all customer-facing roles, however Viewpoint aims to extend this involvement to all job roles. (The exception would be those specifically related to Care Homes, where a separate process of resident/relative involvement is applied).

9. Training and Support

9.1 All tenants taking part in staff recruitment must read and agree to the guidance provided by Viewpoint on the principles of recruitment and selection. This will be included in a short training document/session and will address:

- competency based interviewing;
- data protection;
- confidentiality;
- conflict of interest; and diversity and inclusion.

9.2 Any tenant who meets the criteria, and is interested in participating in recruitment will be offered the opportunity to do so when recruitment is required.

9.3 When the vacant post is a complex based Housing Co-ordinator, Cleaner or Catering staff we will seek volunteers from within the Housing Complex, where the vacancy has arisen, to form a Tenant Recruitment Panel. For all other posts we will use a combined staff & Tenant Recruitment Panel.

9.4 Viewpoint will now develop a register of tenants who are interested in participating in recruitment. A Tenant Recruitment Register will be developed.

9.5 Where there are insufficient numbers on the Register adverts will be placed to encourage participation.

9.6 In addition to the training course tenants will receive the following support and information from staff:

- the Job Description and Person Specification;
- An opportunities to discuss and ask questions about the recruitment prior to the interviews;
- An opportunity to influence the interview questions and format,
- Any further information on recruitment and selection and diversity.

9.7. After the interview, Recruiting Managers will provide tenants with feedback on their performance during the interview and other related discussions.

9.8. All tenants taking part in recruitment are eligible for expenses in accordance with Viewpoint's Expenses policy.

10. Confidentiality and Data Protection

10.1 Tenants involved in recruitment panels will have access to candidate's personal information, for example application forms/curriculum vitae (CVs).

10.2 All participating tenants are required to sign a confidentiality agreement.

10.3 All candidates who are shortlisted for interview will be informed that their personal information may be shared with a Viewpoint Tenant panel member.

11.0 Conflict of Interest

11.1 Tenants must declare any conflict of interest to the Recruiting Manager as soon as it is recognized. Examples of conflicts of interest include but are not limited to:

- Where the tenant is either a relation of the candidate or knows the candidate in a personal capacity;
- Where the tenant has an outstanding complaint with Viewpoint relating to the service area to which the candidate is applying for a position.

11.2 Where a conflict of interest is identified the tenant will be prevented from participating in the recruitment. Similarly, personal information about candidates will not be shared with the proposed interviewing tenant.

12. Diversity and Inclusion

12.1 Viewpoint will treat all customers with fairness and respect in line with its Diversity Strategy. Viewpoint recognizes that we have an ethical and a legal duty to advance equality of opportunity and prevent discrimination on the grounds of age, sex and sexual orientation, disability, race, religion or belief, gender reassignment, pregnancy and maternity, marriage and civil partnership.

12.2 Access to this policy document will be freely available, either through our website www.viewpoint.org.uk or by tenant request to Head Office or their local office.

12.3 This document and any related leaflet may be translated or interpreted, or provided in accessible formats such as large print or Braille according to customers' needs.