



# Homes England

Date: 9 May 2025

Our Ref: RFI4862

Tel: 0300 1234 500

Email: [infogov@homesengland.gov.uk](mailto:infogov@homesengland.gov.uk)

[Redacted]  
By Email Only

Dear [Redacted]

## **RE: Request for Information – RFI4862**

Thank you for your request for information which was processed in accordance with the Freedom of Information Act 2000 (FOIA). Please accept our sincere apologies for the delay in providing this information to you, we recognise that the handling of your request has fallen below our standards and outside the time for compliance set out in the legislation.

You requested the following information:

**Please provide me with copies of any guidance, policies, training literature or instructional documentation provided to Homes England staff relating to:**

- **Application shortlisting processes and procedures**
- **Interviewing processes and procedures**
- **The use and management of the applicant tracking system**

## **Response**

We can confirm that we do hold the requested information. Please see **Annex A** attached to this letter for all our internal documentation relating to your request. This includes the following documents:

- Intranet guidance (page 1). This is the landing page for Homes England's HR Hub guidance covering recruitment.

2<sup>nd</sup> Floor  
The Lumen  
St James Boulevard, Newcastle Helix  
Newcastle upon Tyne, NE4 5BZ

0300 1234 500  
@HomesEngland  
[www.gov.uk/homes-england](http://www.gov.uk/homes-england)





Homes  
England

Date: 9 May 2025

Our Ref: RFI4862

Tel: 0300 1234 500

Email: [infogov@homesengland.gov.uk](mailto:infogov@homesengland.gov.uk)

- Recruiting a Permanent Fixed Term Colleague intranet guidance (pages 2 – 5). This document contains step-by-step instructions hiring managers must follow when recruiting new team members.
- Invitation to interview template (page 6). This is an email template candidates receive as part of their invitation to interview.
- Recruiting a Contingent Worker intranet guidance (pages 7 – 12). This document contains step-by-step instructions hiring managers must follow when recruiting contingent workers.
- Recruiting Guidance (pages 13-33). This document contains guidance on the end-to-end recruitment process.
- Recruitment Policy (pages 34 – 41). This document outlines the principles and expectations that underpin recruitment at Homes England.
- Setting up a role in the Applicant Tracking System (ATS) (pages 42 – 49). This document gives practical instructions on how to use the ATS to create and advertise a vacancy.
- Hiring Manager recruitment checklist – step by step (pages 50 – 58). This guide gives instructions on every stage of the recruitment process.

There are several links to internal guidance contained within these documents. All of the linked guidance which is within the scope of your request is included within Annex A.

We can confirm that we also hold a training video on the Applicant Tracking System. However, we rely on section 31 and section 40 exemptions to withhold the information from disclosure.

#### Section 31 – Law Enforcement

Under section 31(1)(a) Homes England is not obliged to disclose information that would, or would be likely to, prejudice the prevention or detection of crime.

Homes England has identified that information contained within the Application Tracking System video engages section 31(1)(a) of the FOIA as release could result in it being fraudulently used by third parties to access Homes England systems.

Section 31 is a qualified exemption. This means that once we have decided that the exemption is engaged, Homes England must carry out a public interest test to assess whether or not it is in the wider public interest for the information to be disclosed.

#### Arguments in favour of disclosure:

2<sup>nd</sup> Floor  
The Lumen  
St James Boulevard, Newcastle Helix  
Newcastle upon Tyne, NE4 5BZ

0300 1234 500  
@HomesEngland  
[www.gov.uk/homes-england](http://www.gov.uk/homes-england)





# Homes England

Date: 9 May 2025

Our Ref: RFI4862

Tel: 0300 1234 500

Email: [infogov@homesengland.gov.uk](mailto:infogov@homesengland.gov.uk)

- Homes England acknowledges there is a general public interest in promoting accountability, transparency, public understanding and involvement in how Homes England undertakes its work and how it spends public money.
- Disclosing information about Homes England recruitment procedures can help the public understand how resources are allocated, providing more accountability and transparency as to how Homes England undertakes its obligations as a public body.

## Arguments in favour of withholding:

- The video contains discussion of Homes England security protocols which would be likely to make Homes England more vulnerable to crime. Disclosure of this information would be likely to therefore harm efforts to prevent crime as it may allow unauthorised users to access Homes England systems, resulting a greater likelihood of cyber-attacks or other security breaches.
- There is a clear public interest in protecting society from the impact of crime. If inappropriate access to Homes England facilities was granted, it could potentially cause harm to Homes England, its employees, our partner organisations or the wider public generally.
- Homes England has been unable to identify a wider public interest in disclosing the information requested.

Therefore, after careful consideration we have concluded that at this time, the balance of the public interest favours the non-disclosure.

The full text of the legislation can be found via the following link:

<https://www.legislation.gov.uk/ukpga/2000/36/section/31>

## Section 40 – Personal information

We are withholding information on the grounds that the Applicant Tracking System video contains third party personal data and therefore engages section 40(2) of the FOIA.

To disclose personal data, such as names and email addresses of Homes England staff could lead to the identification of third parties and would breach one or more of the data protection principles.

Section 40 is an absolute exemption which means that we do not need to consider the public interest in disclosure. Once it is established that the information is personal data of a third party and release would breach one or more of the data protection principles, then the exemption is engaged.

2<sup>nd</sup> Floor  
The Lumen  
St James Boulevard, Newcastle Helix  
Newcastle upon Tyne, NE4 5BZ

0300 1234 500  
@HomesEngland  
[www.gov.uk/homes-england](http://www.gov.uk/homes-england)





# Homes England

Date: 9 May 2025

Our Ref: RFI4862

Tel: 0300 1234 500

Email: [infogov@homesengland.gov.uk](mailto:infogov@homesengland.gov.uk)

The full text in the legislation can be found on the following link:

<https://www.legislation.gov.uk/ukpga/2000/36/section/40>

## **Advice and Assistance**

In compliance with the Section 45 Code of Practice (Paragraph 14) and to offer advice and assistance under section 16 of the FOIA, we can confirm that the Applicant Tracking System video is a visual description of the written processes we have provided in Annex A at pages 42 to 49, rather than a resource that offers additional information.

## **Right to Appeal**

If you are not happy with the information that has been provided or the way in which your request has been handled, you may request an internal review. You can request an internal review by writing to Homes England via the details below, quoting the reference number at the top of this letter.

Email: [infogov@homesengland.gov.uk](mailto:infogov@homesengland.gov.uk)

Information Governance Team  
Homes England  
The Lumen  
2<sup>nd</sup> Floor  
St James Boulevard  
Newcastle Helix  
Newcastle upon Tyne  
NE4 5BZ  
United Kingdom

Your request for review must be made in writing, explain why you wish to appeal, and be received within 40 working days of the date of this response. Failure to meet this criteria may lead to your request being refused.

2<sup>nd</sup> Floor  
The Lumen  
St James Boulevard, Newcastle Helix  
Newcastle upon Tyne, NE4 5BZ

0300 1234 500  
@HomesEngland  
[www.gov.uk/homes-england](http://www.gov.uk/homes-england)





# Homes England

Date: 9 May 2025

Our Ref: RFI4862

Tel: 0300 1234 500

Email: [infogov@homesengland.gov.uk](mailto:infogov@homesengland.gov.uk)

Upon receipt, your request for review will be passed to an independent party not involved in your original request. We aim to issue a response within 20 working days.

You may also complain to the Information Commissioner's Office (ICO) however, the Information Commissioner does usually expect the internal review procedure to be exhausted in the first instance.

The Information Commissioner's details can be found via the following link:

<https://ico.org.uk/>

Please note that the contents of your request and this response are also subject to the Freedom of Information Act 2000. Homes England may be required to disclose your request and our response accordingly.

Yours sincerely,

**The Information Governance Team**  
For Homes England

2<sup>nd</sup> Floor  
The Lumen  
St James Boulevard, Newcastle Helix  
Newcastle upon Tyne, NE4 5BZ

0300 1234 500  
@HomesEngland  
[www.gov.uk/homes-england](http://www.gov.uk/homes-england)



# Attract Me

This part of the HR Hub will help you to recruit colleagues to the agency, by providing step-by-step guidance on the recruitment process for colleagues joining us on a permanent or a temporary basis.

Below is further guidance and support on do this, taking you through each stage of the process.

If you have any further questions relating to the recruitment process, please contact the resourcing team at [recruitmentinfo@homesengland.gov.uk](mailto:recruitmentinfo@homesengland.gov.uk).



**Recruiting a Permanent/Fixed Term Colleague**



**Recruiting a Contingent Worker**



**Useful Recruitment Resources**





# Recruiting a Permanent/Fixed Term Colleague

We understand that the recruitment process can be challenging for a manager who has not previously recruited. This page will take you through the recruitment process from start to finish, giving you the information you need to make sure you recruit diverse, talented individuals. You will find practical tips on each stage of recruitment, along with frequently asked questions.

Before you get started please take some time to read through our [recruitment policy](#) and [guidance document](#). We also have a [step by step Hiring Manager guide](#) to assist you as you successfully recruit a new starter.

You can find out about our exciting new vacancies at the Homes England Career's [page](#).

If you would like to contact a member of the resourcing team, please take a look at our page [here](#).

## **I need to recruit a new member to my team, what is the process that I need to follow?**

If you are looking to recruit a permanent or fixed term member to your team, please follow the steps below. If you are looking to recruit a contingent worker, please look [here](#).

### **Step 1**

The first step is to identify a vacancy and to establish if changes need to be made to the vacancy before we recruit to the role. For example, this could be a change to the job description or a change in role funding.

(If no changes are to be made to the role then you should progress straight to step 2)

## Job description changes

The [job evaluation guidance](#) explains the process in more detail. In summary – if you are making '*significant and permanent changes*' to a job role then you should use the [job description guidance](#) and [job description template](#) to revise the job description and send this, along with a completed [job evaluation form](#) to the Reward team. The Reward team will organise a re-evaluation of the job role at a panel to determine the correct job level.

Please note that the Reward team aim to complete evaluations within 2-3 weeks, so you should prepare for this process as soon as you are able, to avoid delays in recruitment.

If the request is for a re-evaluation of an existing role that has significantly changed then please complete [this form](#) instead of the new role form.

## Other changes to the role

To make changes such as a job title change, or a source of funding change, you will need to complete the [Establishment Controls Form](#) (ECF). Full guidance on how to complete the ECF is within the form. Finance will then ensure that budget is in place.

## Step 2

The second step is to request approval for your new role from your Corporate Director/relevant budget holder. This is done via our [Applicant Tracking System](#) (ATS). Guidance on how to create the vacancy and request approval, can be found [here](#). Alternatively, you can view our helpful [video](#).

As the ATS authorisation is a chain process it's important that you add the Corporate Director/Budget holder first and then finally the Resourcing Advisor. The Resourcing Advisor needs to be last in the chain so when the role comes to them on the ATS it has already been fully authorised.

## Step 3

When the role has been added to the ATS and has been through the chain of approval, your Resourcing Advisor will arrange a hiring manager briefing call to find out more information about the role and advise on how best to attract talent and next steps. To help you to prepare for the call [here](#) are some of the things that will



## Step 4

Once the advert is live you should look at sharing with your team and networks. A recent study showed 85% of open job positions are filled by networking (HubSpot,2022). Don't forget to highlight the [brilliant benefits](#) on offer.

## Step 5

Candidates should be shortlisted using the ATS. Your Resourcing Advisor will advise you of any candidates that are eligible for an interview as part of the [Disability Confident Scheme](#).

## Step 6

All invitations to interview should be sent via the ATS. You will set up suitable timeslots and will be notified when candidates have selected a slot. Once you have received this notification you can send the candidate a follow up email giving details of when/where interview will take place and any additional requirements, using the following invite [template](#).

## Step 7

Once all interviews are completed, interview notes should be collated and added to the ATS within the private documents section. Verbal feedback should be offered to all candidates who have attended an interview, candidates who are unsuccessful at shortlisting stage should be notified via the ATS (all internal candidates should be contacted directly by the hiring manager).You should link in with your Resourcing Advisor who can advise you on the process of offering the role to your successful candidate.

At this stage, salary expectations, notice period, upcoming holidays and potential start dates should be discussed. **Before** discussing salary expectations please familiarise yourself with the [pay level ranges](#) and the Homes England [Pay Controls](#). When finalising a start date, please consider the [payroll cut off](#) dates.

## Step 8

Once the candidate has verbally accepted the role, they will now need to complete the BPSS pre-employment checks. The application of the BPSS will ensure that we are employing people entitled to work in the UK and with the honesty, integrity and values needed for government-related work. BPSS checks consist of a standard

DBS check and references to cover a complete 3 year employment history. More information on BPSS checks can be found [here](#). REF14862 - Annex A

## Step 9

Once the BPSS check has been completed and a start date has been confirmed you will receive a completed new starter grid from a member of the Colleague HR Support Hub Team. This grid should be logged on the Digital Self-Service System to request all equipment ready for your new starter.

## Step 10

As screening checks are ongoing, it is important that the hiring manager keeps in regular contact with the candidate. It might be helpful to invite them to meet the team or attend a team meeting prior to their start date.

[Job Role Title – Directorate and Location]

Dear [Name]

Thank you for your application for the above mentioned role, I am very pleased to confirm the your interview with Homes England on [Day/Date/Month] at [Time] a.m./p.m. at the [location] office with [Name and Titles of Interviewers].

Office details:[Full office address and postcode, please also add any addition information about travel to the office, parking arrangements and anything specific that may support the applicant]

The interview will last approximately [one hour/one and a half hours] and will consist in a range of questions around competencies, strengths/values and job specific questions. In terms of preparation, it is advised that you read and refer to the Job Description and Person specification as this is where many of the questions are developed from, so having examples that are relevant from your past experience would be useful. It is also valuable for you to spend some time reading our Strategic Plan which will give you a very good overview of the organisation and our values, which are important to us.

<https://www.gov.uk/government/publications/homes-england-strategic-plan-201819-to-202223/homes-england-strategic-plan-2018-to-2023>

[If the candidate is being asked to prepare a presentation please add details of the title and duration here]

**Important:** Please ensure that you bring original copies of your eligibility to work in the UK (examples may include; passport, birth certificate, driving licence, letter showing your home address and work permit) and the certificate for the highest level qualification and/or professional membership detailed on your CV.

If you require any special arrangements or support on the day please contact me in advance of the interview and if you could please confirm your attendance by return email?

Any further information you require at this time, please do not hesitate to contact me, my direct line is [\*\*\*\*\* \*\*\*\*\*]. We are looking forward to meeting you.

Kind regards

[Name and Title]



# Recruiting a Contingent Worker

We recognise the great contribution that contingent workers bring to our business and there is always likely to be a need to remain flexible in our approach to our workplace. However, it is essential that we do this within legal parameters and with value for money at the heart of everything we do.

From 5 December 2022, Homes England has a contract in place with a single supplier for all contingent workers, Alexander Mann Solutions Limited (AMS). AMS manage Public Sector Resourcing (PSR), which is a single supplier which public sector authorities use to hire all contractors and temporary workers.

Bringing in temporary resources can be more complicated than may first appear, due to the interaction of employment law, tax law ([IR35](#)) and procurement law, and binding statutory/organisational guidance such as:

- Spend controls and budgets
- Managing Public Money
- Procurement Policy Notes
- Homes England's agreed number of employees.

This is why you **must** use **PSR/AMS** to source and supply your temporary worker. No other routes are permitted without the express approval of the Head of Complex Transactions (Commercial team) and the Head of Legal Regeneration and Commercial (General Counsel's office) or their delegates.

## Why have we changed the process?

First and foremost, Legal, Procurement and HR colleagues have reviewed the current process to remove any risk to the Agency in relation to IR35 legislation and to ensure a, managed, value for money approach to contingent labour.

Secondly, we are keen to make the process clearer and easier for hiring managers with a “one stop shop” and reduced duplication.

Thirdly, we want to ensure a consistent set of terminology and understanding around IR35 and contingent workers to help support you in your decision making.

## What do we mean by contingent worker?

One of the key challenges that we have identified over the last 12 months is that we need to support our hiring managers and be really clear around terminology and definitions to be clear that everyone is applying them consistently. This can be a very complex and confusing area both legally and in terms of language. Therefore in conjunction with our Legal and Procurement colleagues we have developed a [glossary of terms](#) to help managers in our on going discussions.

- If you are unsure whether you need an ‘agency’ contingent worker or a ‘contract for services’, please see this helpful [flowchart](#).
- (We have produced a [detailed note](#) on IR35, spend controls and process to recruit an ‘agency’ contingent worker).
- Click [here](#) for the steps to take should you require a “contract for services”.



## Step by step guide to recruiting a contingent worker

### Step 1

The first step is to identify a vacancy and to establish if changes need to be made to the vacancy before we recruit to the role. For example, this could be a change of job title or a change in role funding.

To do this, you will need to complete the [Establishment Controls Form](#) (ECF). Full guidance on how to complete is within the form. If “[significant and permanent](#)” changes are made and the role is to last more than six months then the role will be sent to the Reward and Evaluation Team to determine the correct job level. The role will then be created and added to the establishment list by HRMIS.

## Step 2

Public Sector Resourcing (PSR) is a single supplier agreement which public sector authorities can use to hire all contractors and temporary workers. [Fieldglass](#) is the portal you will use to access PSR. To create an account, please email [temprecruitment@homesengland.gov.uk](mailto:temprecruitment@homesengland.gov.uk).

## Step 3

To create the role in Fieldglass, please watch this [video](#) . Since launch, we have noticed a few common errors that have occurred:

- You must apply for and obtain Cabinet Office approval (where required) BEFORE making a request to AMS for a temporary worker. The approval must be attached to your request to AMS on Fieldglass.
- Please note, when Newcastle is selected as a location, the Lumen building is selected and **not** the Civic Centre.
- Also, the client reference number is set as optional, however it is mandatory that this is completed and this should be the job position number.
- In the field "If the role is Outside of IR35 please confirm if a substitution will be permitted", please select the field "NA – Inside IR35".

## Step 4

Following creation of the role PSR will check that all details of the role are fully completed. The HRMIS team will check the position number is accurate. The PSR recruitment team will then reach out to the hiring manager to set up a role briefing call, where full details of the role are taken and discussed. Only when this call is completed will PSR begin to search for suitable candidates.

## Step 5

PSR will search for candidates and provide the hiring manager with a shortlist of 5 candidates. The hiring manager will then carry out the interviews, and choose the successful candidate.

## Step 6

PSR then create a Work Order based on the successful candidate, rates and total committed spend must now be approved by appropriate Executive Director (as we are entering in to a contract). [The rate table](#) for PSR shows the agency margin and a worked up example based on £500 per day rate.

## Step 7

Executive Director will approve in [Fieldglass](#).

## Step 8

Hiring manager raises PO (see [guidance](#)) for total spend commitment.

## Step 9

Hiring manager forwards PO to PSR onboarding team.

## Step 10

Hiring manager agrees start date (taking into consideration 5 day SLA for digital kit)

## Step 11

Manager completes the [new starter grid](#) and attaches this to the ticket in [HR Self Service](#), along with a copy of certificate of checks and the work order.

## Step 12

Hiring manager forwards digital new starter grid to Digital Self-Service once back from HR Self Service team.

## Extending the contract of a contingent worker

Extensions of temporary contracts always require approval of the uplift in spend by an Executive Director. Extensions beyond 12 months also require the approval of the Head of Complex Transactions and Head of Legal Regeneration and Commercial or their delegates.

Extensions of legacy engagements (under the previous process prior to AMS appointment), will continue to be dealt with by General Counsel's office for the time being. Once all approvals are obtained, the General Counsel's office must be instructed by the Hiring Manager to document the extension.

## Cabinet Office Spend Controls effective 1 February 2023

The Government exercises control over some areas of spending by its departments and executive agencies such as Homes England. One of those areas is the engagement of temporary staff. Cabinet Office approval is required if the total day rate (including the agency's mark up) will be £1000 and above. This reflects the

change to the previous spend control on temporary workers and is effective from 1 February 2023.

Please also see this link to the Commercial team's page. You can find details here of how to apply for Cabinet Office spend control approval [here](#).

**You MUST apply for and obtain Cabinet Office approval (where required) BEFORE making a request to AMS for a temporary worker. The approval must be attached to your request to AMS on Fieldglass.**



Homes  
England

The Housing and Regeneration Agency

# Recruitment Guidance





# Contents

1. Introduction/Purpose	4
2. Key elements when for managing the recruitment process	4
3. Hiring managers role	5
3.1 Briefing call	5
4. Resourcing advisor's role	6
5. Grow our own	6
6. Managing a Vacancy	6
7. Job Descriptions	7
7.1 New roles	7
7.2 Existing roles	7
8. Adverts	8
8.1 Advertising mediums	8
8.2 Disability Confident	8
8.3 Closing Dates	8
9. Typical recruitment timelines	8
10. Shortlisting	9
10.1 Unsuccessful Applicants at Shortlisting	9
11. Assessment and Selection	9
11.1 Selection Criteria	9
11.2 Assessment Methods	9
12. Interview Panel	10
12.1 Adjustments / additional support prior to attendance at interview/assessment	10
12.2 Interview/ Assessment Paperwork	10
13. Outcomes of interview	11
14. Baseline Personal Security Standards (BPSS)	11
15. Right to Work in the UK	11
16. Unsatisfactory BPSS / Vetting Checks	11
17. Declining the offer	11
18. Colleagues on legacy terms	11
19. Expressions of Interest / Acting Up	11
20. Internal applicants	12
21. Direct Appointments	12

22. Contingent (Temporary) Workers	12
23. Equality, Diversity and Inclusion	12
23.1 Monitoring	12
23.2 Attraction	12
Frequently Asked Questions (FAQs)	13
Appendix 1 – briefing call – working with hiring managers to ensure we get the right information to fill the role the first time	14
Appendix 2 – Quick reference recruitment flowchart	18
24. Supporting Documents	20
25. Document Control	20

# 1. Introduction/Purpose

This guide will take you through the recruitment process from start to finish, giving you the information, you need to make sure you recruit the person who is most suited to the job. You will find practical tips on each stage of recruitment, along with frequently asked questions.

This guidance should be read in conjunction with Homes England recruitment policy. Our aim is to ensure that all recruitment to be on merit on the basis of fair and open competition.

## 2. Key elements when for managing the recruitment process

### Key elements to remember

Our approach to Recruitment & Selection is that we aim at all times to recruit the person who is most suited to the job. Recruitment will be on the basis of the applicant's abilities and individual merits, measured against the job criteria and competencies.

We recognise the positive value of diversity, promote equality and challenge unfair discrimination.

We aim at all times to recruit the person who is most suited to the job and welcome applications from those currently underrepresented in our workforce.

We will not discriminate or tolerate discriminatory behaviour on the grounds of age, disability, educational background, gender, employment status, ethnic origin, marital / partnership or family status, race, religion or belief, sex, sexual orientation, social class, transgender, working pattern or any other irrelevant factor in any aspect of employment.

We are committed to being an inclusive employer, and reasonable adjustments will be made to the recruitment procedure to ensure that no-one is disadvantaged. As a Disability Confident employer for example, if a disabled person is appointed, reasonable adjustments will be made to the workplace, including premises & equipment, duties, practices or policies.

### When to involve the Resourcing Team

The resourcing team will support and advise you through the recruitment process. They will be involved:

When a position becomes vacant: before proceeding with recruitment to discuss the possible options

To advertise a role; the resourcing team will ensure the vacancy is advertised on the most appropriate job sites and internally.

Preparing for interview: advising on suitable interview structure/questions/assessments

Making an offer of employment: ensuring that correct pre-employment documents and processes are completed.

## 3. Hiring managers role

The hiring manager is the person who initiates the recruitment process, this person will have responsibilities as listed in our recruitment policy, and in particular for a briefing call. The recruitment process should be initiated after Establishment Controls approvals have been agreed and signed off, and a position has been created in the HR system with a job number and evaluated grade assigned.

### 3.1 Briefing call

Once the hiring manager has instigated the recruitment process, a resourcing advisor is allocated to partner them throughout the process. To ensure that we provide the best service, a briefing call is set up between the resourcing advisor and the hiring manager.

This call will last approximately an hour and by the end of the call a recruitment plan will have been established. There are a number of questions that you will be asked during this call, such as ideas on advertising, specific job details (salary, job title etc) and skills/experience required. Further details can be found in appendix 1.

This call is a vital part of the ensuring recruitment reaches the widest audience of candidate and we place a great value on it. If this call does not take place, recruitment may be paused.

Some aspects to consider prior to the briefing call include:

- Is it a new post or a replacement for an outgoing employee?

The post must be agreed in the organisational establishment, if this is a new role budget the establishment control process needs to be followed.

- Is the job description still relevant or does it need to be updated?

All roles must have a current job description and be evaluated in line with the job evaluation process before recruitment start. This will establish the grade job level of the role, which is essential to start the recruitment process. Further details on the job evaluation process and writing a job description can be found at [Pay and grading hub](#)

Your HR Business Partner can provide further details on how to make changes to an existing Job Description.

- The hours/working pattern and whether the position can be worked on a flexible basis

We work to a blended working model using a defined number of office days over a defined working period. Consider flexible approaches which may help increase inclusion in our workplaces. This may also secure skills and experience that are not available on a full-time basis.

- Should the vacancy be made available on a permanent or fixed-term basis?

Dependent on the project and budget you may wish to consider the type of contract issued.

- Where should the role be located?

Post Covid remote working is becoming more prominent, this opens the applicant pool. The resourcing team can provide you with further advice on current office capacity across our sites.

The recruitment overview flow chart in appendix 2 provides more detail on what will be discussed during the call.

## 4. Resourcing advisor's role

The resourcing partner will partner the hiring supporting the co-ordination of the recruitment process. They will:

- place adverts
- providing advice, guidance and coaching to the recruiting manager. Additional tools to support the assessment process are available for recruiting managers, for example, advice regarding selecting and designing appropriate assessment exercises, how to assess candidate performance etc
- Long list the applications, based on the briefing call
- Guide the hiring manager through until the completion of the recruitment process

## 5. Grow our own

When a vacancy arises, you should take time to consider whether there is still a business requirement for the role, or whether there are any other ways the work can be done.

Our culture and people framework details “grown our own” initiatives such as trainees, apprenticeships and graduate management scheme. You should consider if any of these are suitable to be incorporated into your recruitment plans, your resourcing advisor can advise further on this

## 6. Managing a Vacancy

All vacancies are managed through our **Applicant Tracking System (ATS)**. This is our online system which standardises the process as well as allows assessment of candidate suitability, enabling applicants to compete on equal terms.

It is important to note that exceptions are made inline with the Equality Act (2010) if a candidate is unable to complete an application online. Applicants can request an alternative method of application as a reasonable adjustment by contacting the Resourcing Team.



## 7. Job descriptions

### 7.1 New roles

As an evolving organisation we appreciate that there may be roles that require new job descriptions, however our preference is that we use existing job descriptions wherever possible.

If you plan on introducing a new role the job description must be discussed with your senior HR business partner and approved by the executive director. Once approved the job description must go through the job evaluation process, this identifies the correct “job level”. Further details on the job evaluation process can be found here [http://hca-net/news-hub/pay-and-grading-hub-2/annex-d\\_job-evaluation-review-process-updated-2-3](http://hca-net/news-hub/pay-and-grading-hub-2/annex-d_job-evaluation-review-process-updated-2-3) Note that job evaluation can take 7- 10 days to complete so please factor this into your recruitment timeframes.

### 7.2 Existing roles

If you plan to introduce a new role which is very similar to existing role job description, you should discuss this with your senior HR Business Partner to discuss the approach and any possible impact on existing post holders.

## 8. Adverts

Job adverts must follow the standardised template held within ATS; however, your Resourcing Advisor will work with you to shape and tailor to suit your needs.

It is important to clearly reflect the job description and person specification within the advert and be clear on realistic requirements with regards to skills, qualifications and experience. We also need to ensure that the language we use is inclusive and doesn't include any unjustifiable requirements.

Advice and partnering on the development of job adverts can be provided by the Resourcing Team.

Our aim is to make our adverts as warm and welcoming as possible to reflect the culture and values of our organisation and create a consistent brand.

### 8.1 Advertising mediums

All vacancies will be advertised on our careers site and yammer. This will be either internally only, or internally and externally, dependent on the anticipated talent / skill pool within the business.

Internal vacancies are open to all internal colleagues, including any agency staff but **excluding** self-employed workers or those engaged in a contract of services arrangements.

We use several standard job boards which are procured annually to minimise ad-hoc advertising costs.

For some specialist posts, or if a vacancy is difficult to fill, the appointing manager can request for the position to be advertised on an external publication or website other than the standard job boards. Advice and approval must be sought from a senior member of the Resourcing Team to discuss budget implications.

The decision to approve additional advertising spend will be taken in consideration of any previous recruitment process and the potential scarcity of that skill set in the talent market.

### 8.2 Disability Confident

Disability Confident is creating a movement of change, encouraging employers to think differently about disability and take action to improve how they recruit, retain and develop disabled people.

As such we are committed to the Disability Confident scheme and are reviewed every 3 years to ensure we are achieving the standards expected.

A key requirement is that all disabled candidates who meet the minimum essential criteria detailed in the job description will automatically be short listed and either invited for an interview or to the first stage of the assessment process. This may be a telephone screening interview for example.

Hiring managers must not progress to offer until all candidates wishing to be considered under the Disability Confident Scheme have been reviewed.

The Resourcing Team will inform you of any candidates who wish to be considered under the Scheme once the vacancy has closed and shortlisting has taken place.

### 8.3 Closing Dates

All vacancies will be advertised internally, as a minimum, for two weeks.

The closing date for applications will be considered in light of the potential talent pool available and nature of the role and volume of applications. The advert may be extended until a sufficient number of suitable applicants are received, often classed as a rolling advert.

We do reserve the right to close an externally advertised vacancy prior to the closing date should a high volume of applications be received. In this instance, the role would continue to be advertised for the full two weeks to enable internal colleagues to apply.

## 9. Typical recruitment timelines

The Resourcing Team aims to support you to fill your vacancy as quickly as possible.

We have a commitment to advertise all roles internally for at least two weeks to allow internal colleagues the opportunity to apply. This can be done in conjunction with external advertising.

Typically, recruitment can take between 8-12 weeks from advert to start date, however, this depends on a number of factors. Anticipated timelines are below:

- **Advertising duration** – typically 2 weeks
- **Shortlisting completed** – typically 3 working days after advert closing (however we recommend shortlisting as applications are received)
- **Invite to interview/ assessment** – ideally 7 days' notice for candidates
- **Interview/Assessments** – up to 3 days depending on volume of candidates
- **BPSS / Vetting / Contract** – typically up to 21 days (depending on career/address history for checking / national volumes at DBS)
- **Candidates notice period** – between 0 – 12 weeks

Note that in some cases 2 interviews may be required, this is based on the nature of the vacancy and will be discussed in the briefing call.

## 10. Shortlisting

You will have identified who the panel responsible for shortlisting are, as this would have been identified on the “approval to recruit form”. This however can be amended in the event their availability changes beyond control.

At least 2 members of the panel must have an in-depth knowledge of the role and the essential and desirable criteria. Panels should be diverse and reflective of the communities that we serve wherever possible.

The basis for short-listing applicants for assessment must relate clearly to the person specification of the role. All applicants who meet a minimum of 3 across all shortlisting criteria should be considered for interview. It may, however, be necessary to limit the number of short-listed candidates due to a high number of applications for a particular post and further shortlisting can take place based on candidates scoring 3 and above across all criteria.

Where a candidate does not meet a minimum of 3 in all criteria they must not be progressed i.e., if a qualification is stipulated as essential in the job description / person specification the candidate may not be progressed if they do not possess this qualification. If a candidate has not stipulated qualifications and / or grades, and the shortlisting manager is unable to confirm that they meet the essential qualification levels for the role to which they applied, assumptions cannot be made, and the candidate will not be progressed past shortlisting stage.

Hiring Managers must not proceed with any offers of employment until all applicants who wish to be considered under the Disability Confident scheme have been reviewed and assessed as / where appropriate.

The shortlisting panel will indicate on the ATS the reason for an application not being shortlisted.

Successfully shortlisted candidates will be notified by the Resourcing Team, via the ATS and will be provided with information regarding assessment and interview details. Late applications will be accepted at the discretion of the Hiring Manager.

### 10.1 Unsuccessful Applicants at Shortlisting

External applicants who are unsuccessful following shortlisting stage will be advised by email via the ATS.

Internal candidates will receive feedback from the hiring manager as to why they have not been shortlisted and will also receive an email to confirm

## 11. Assessment and Selection

### 11.1 Selection Criteria

The selection process aims to appoint the candidate who has demonstrated they are most able to perform the role and has evidenced behaviours aligned to Homes England values.

Selection for posts will be based solely on objective criteria laid down in the person specification and the behaviours / values deemed to be applicable to the role.

The hiring manager has the responsibility, in conjunction with the selection panel and the Resourcing Team, to ensure the criteria being used is not directly or indirectly discriminatory and that any measurement is undertaken objectively.

Following shortlisting, the next stage of the selection process may include some form of assessment other than interview or presentation depending on the requirements of the role.

Standardised assessment templates must be used under the guidance of the Resourcing Team.

### 11.2 Assessment Methods

It is vital that we utilise the right assessment approach to allow candidates to demonstrate their skills, behaviours and experience in the best and most inclusive way.

We may use a variety of assessment methods such as situational judgement tests, presentations, role plays, or role specific technical assessments. This is to enable the panel to not only assess the candidates' suitability for the role but also to ensure the candidate has a fair opportunity to demonstrate their skills and experience.

Additional assessments must be agreed in advance with the Resourcing Team to ensure they are fair, appropriate and inclusive.

Where applicable, candidates will be entitled to receive feedback from the assessment process. This should be requested from the hiring manager / panel. This should be delivered by the hiring manager, preferably verbally, within a timely manner.

## 12. Interview Panel

The hiring manager will normally chair the panel which must consist of at least one other panel member and should reflect the diverse nature of the Agency and the communities we serve.

Where a candidate is known to a panel member, the panel member / candidate must declare this to the Resourcing Team at the 'invite to interview' stage and consideration should be given to the use of alternative panel members.

For internal recruitment, this may be unavoidable in certain circumstances but an impartial second panel member should be sought, possibly from outside of the department. Where a candidate is related to a panel member, another panel member must be used for that specific assessment.

Any potential conflict of interests during the recruitment process must be flagged to the Resourcing Team at the earliest possible opportunity.

### 12.1 Adjustments / additional support prior to attendance at interview/assessment

Candidates should inform the Resourcing Team if they have a disability or other condition which requires reasonable adjustments or additional support to enable us to take steps to give the candidate the best opportunity of demonstrating their skills and experience. Wherever possible, adjustments must be made to the process.

Where an adjustment may be deemed to be unreasonable, advice must be sought from the Senior Resourcing Manager and the Employee Relations Team.

### 12.2 Interview/ Assessment Paperwork

Interview (including assessment paperwork) should be completed by the hiring manager for each candidate and provide a record to show how the individual compared to assessment criteria. All notes and outcomes of the recruitment and selection process must be returned to the Resourcing Team within 3 working days of the assessment.

Recruitment paperwork will be retained in line with the [Records Retention Schedule](#). The information collated during this process will be used to form the basis of feedback to candidates to demonstrate that the recruitment and selection panel have acted fairly and reasonably.

Interviewers should remember that candidates may request sight of interview notes made by the panel in line with the General Data Protection Regulations and so notes should be legible.

Scoring and notes must reflect an objective assessment and enable the panel to provide meaningful feedback to candidates where requested.

Written offers of employment will not be progressed unless all interview/assessment notes are returned.

## 13. Outcomes of interview

Following completion of the interview/assessment process all candidates, both successful and unsuccessful, will be contacted by phone, wherever possible, within 3 working days by the hiring manager (or a member of the panel).

## 14. Baseline Personal Security Standards (BPSS)

The initial offer of posts to all successful candidates, both internal and external, will be conditional and subject to the successful completion of all relevant Baseline Personnel Security Standard (BPSS).

## 15. Right to Work in the UK

Where a candidate does not currently possess the Right to Work in the UK or is able to provide Right to Work in the UK on a restricted basis, hiring managers are asked to contact the Resourcing Team at the earliest possible opportunity for guidance before taking any further steps.

We have a limited capability to sponsor candidates to work in the UK and each case must be considered individually in line with Immigration rules. This typically means that we cannot sponsor a worker unless we have been able to evidence that the role cannot be filled by a UK citizen.

## 16. Unsatisfactory BPSS / Vetting Checks

We may withdraw an offer of employment where all, or some, of the employment checks have not been completed to a satisfactory standard. Any decision to withdraw an offer of employment must be done under the guidance of a senior member of the Resourcing Team. This will be based on the level of risk in relation to the role and the transparency, or otherwise, of the candidate during the process. There is no recourse to appeal.

## 17. Declining the offer

If a successful candidate for a post withdraws, or declines the offer, or another role that is exactly the same level / skill set / experience as the original role becomes available, the post can be offered to the next highest scoring candidate without advertising. This is providing that the alternative candidate has been interviewed within the prior 6 weeks and none of the role details have changed. This will need to be explored fully with the Resourcing Team to progress.

## 18. Colleagues on legacy terms

Colleagues on legacy terms and conditions of employment who voluntarily apply for a new role do so on the basis that the terms and conditions advertised (for the new role) will apply and, if successful, any offer of employment will reflect this. Management discretion with regard to the continuation of any legacy terms will be applied only in very exceptional circumstances and following discussion with senior HR business partners.

## 19. Expressions of Interest / Acting Up

Subject to business-critical need, internal short-term opportunities or posts requiring specific experience may be advertised through an Expression of Interest process. The maximum amount of time period a role of this nature will cover is 6 months, at which point a full recruitment process must take place.

An example of this maybe where a senior leader, technical expert or lead on a business project or workstream is unexpectedly absent from work.



Where there is more than one applicant through an Expression of Interest process an assessment process must be undertaken and guidance can be sought from the Resourcing Team.

Further guidance can be found in the [Secondments](#) guidance

## 20. Internal applicants

Applications from internal colleagues are welcomed and follow the same process as an external applicant. We do, however, ask that the internal colleague alerts their line manager that they are applying for a new role. The reason for this is twofold; it advises the line manager that there could soon be a vacancy in their team and allows them to workforce plan. In addition, it also alerts the line manager that the colleague wishes to progress their career for which they can be supported, in the spirit of “grow your own”.

It is expected that managers are supportive of colleagues who wish to undertake an internal move, and support colleagues’ internal development and applications.

## 21. Direct Appointments

There may be exceptional circumstances where due to a requirement for highly specialist skills or other specific business-related reason there is a requirement to directly appoint an external candidate or move an internal colleague into a vacant position. This maybe where full open competition is judged unlikely to secure suitable appointees into the post within the required timescale, or there is a significant business need to transfer a colleague into a position. These circumstances will be rare and an exception, and the senior HR business partner will facilitate discussions should this be deemed as necessary.

## 22. Contingent (Temporary) Workers

Hiring Managers should be mindful that Homes England are unable to pay agency placement fees. Therefore, any steps to appoint an agency worker as a Homes England employee must be done so in consideration of the terms and conditions agreed with that agency around timescales / notice period required to prevent a fee being chargeable. This could be up to 12 weeks.

The engagement of contingent workers can be extremely expensive and other alternatives must be considered in full in the first instance to ensure value for money in the use of public funds.

Please refer to [Contingent Worker Guidance](#). For further details.

## 23. Equality, Diversity and Inclusion

### 22.1 Monitoring

Monitoring information regarding protected characteristics is collated from all job applications but is only accessible in an anonymous form by the Resourcing Team and is not made available to the hiring manager.

This data is collected and analysed anonymously to enable us to monitor and ensure that our process is fair and inclusive.

### 22.2 Attraction

We will pro-actively advertise all externally available roles on at least one specialist diversity jobs board. Additional steps may be taken to pro-actively encourage applications from under-represented groups.

## Frequently Asked Questions (FAQs)

**Q. What would I do if I find that an applicant or an employee is subsequently discovered to have been dishonest during the recruitment process?**

**A.** This is classed as a false declaration. For example, they may have been dishonest about qualification levels, previous convictions, length of service. We view this as a serious matter and any offer of employment may be withdrawn and / or disciplinary action may be taken which may result in dismissal.

This is also applicable in the event changes in an individual's circumstances occur whilst going through the recruitment process i.e., a candidate becomes the subject of a criminal conviction during the recruitment process.

**Q. Do we pay for interview expenses?**

**A.** Interview, and other subsequent recruitment and selection expenses, incurred by the candidate will not normally be paid.

**Q. Can an interview be recorded?**

**A.** No

**Q. What if a candidate does not want to put their camera on during an online interview?**

**A.** Where an online interview is conducted (e.g., Microsoft Teams, Zoom etc), the panel members and the candidate must ensure that their camera is on for the duration of the interview / assessment. For further guidance please see <http://hca-net/doing-my-job/finance-performance/our-structure/human-resources/recruitment-and-induction/recruitment/>

**Q. Who can I have on an assessment/ shortlisting panel?**

**A.** All panels must be mixed gender and, where possible, consider the involvement of colleagues who identify with one or more protected characteristics.

For roles at job level 18 and above the panel must consist of at least two females in line with our aim of reducing our gender pay gap.

It is the responsibility of the hiring manager to ensure the panel is diverse.

## Appendix 1 – briefing call – working with hiring managers to ensure we get the right information to fill the role the first time

<b>Position number</b> Is this part of the operating model? Is it listed on tracker as approved in structure?	
<b>Job title</b> Job title must be exact match to that in the structure. If not, please flag with HRBP and Hiring Manager before proceeding. If a discussion is needed to ensure job title matches those in the market, please check with Senior Resourcing Manager.	
<b>Salary</b> Is the salary in line with guidance and has the manager ensured it is comparable to team? Can we put explicit salary parameters in here? As soon as these are clarified?	
<b>Working pattern</b> Could we advertise that we would consider role on a full time / part time / job share / flexible basis? (If not why not? May open wider / diverse talent <b>pool</b> )	
<b>Contract type</b> Permanent/FTC/Secondment	
<b>Location ** NO LONDON LOCATION HM MUST GO BACK FOR EXEC DIRECTOR APPROVAL **</b> We have been instructed by Lynda McMullan to seek further authorisation from the relevant Executive Director for any future London recruitment as this should be the exception going forward. Could you please raise this with your Executive Director and provide email confirmation from them that that this role must be based in London.	
<b>Car</b> Is the role entitled to Essential (Car) User Status? There have been significant changes to our Car Lease Scheme – please advise managers using the guidance here <a href="http://hca-net/task/car-leasing/">http://hca-net/task/car-leasing/</a>	
<b>Is the role internal / external or both and for how long?</b> Internal – two week minimum External – one week minimum or we can close after one week if high volumes of applicants Does the HM want cap the maximum number of applicants? Have similar roles attracted high volume of applications? Are there killer questions?	
<b>Interviews</b> Has the manager secured dates, times and booked in to diaries and panel (diverse wherever possible)	

Unconscious Bias training completed? Interviews should take place no later than 10 days after closing date but can also be done dynamically	
<b>Talk the hiring manager through expected timescales. Remind that you will send CV's dynamically</b> Advert – one / two weeks Shortlisting – ongoing but 3 days maximum from Disability Confident Download (prompt to schedule in time in diary) Interviews / assessments – minimum 7 days notice BPSS checks – up to 14 days (often quicker) Candidate notice period – TBC Our aim is to get the vacancy filled in 6 weeks maximum and the candidate started in 12 weeks subject to notice period.	
If role is being re-advertised as unable to fill we need to: Review advert content / re-write if necessary Understand what was missing from the candidates Ensure the candidates were progressed quickly enough Revisit advertising methods / approach	
<b>Ask the hiring manager what would the perfect candidate look like?</b> Where do they work now? (sector, industry, competitors)	
<b>Essential skills</b> Ask the hiring manager which are the essential skills that are required for the role? (think shortlisting criteria in line with JD)	
<b>What are the desirable skills for the role?</b>	
<b>Advertising</b> All roles will go on Civil Service Jobs, Total Jobs, Linked In, Inside Housing and Vercida (don't offer any other advertising unless asked)	
<b>Social Media</b> Prompt to HM and Team to share on their own social media (guidance available if needed)	
<b>Where would we find these sorts of candidates?</b> Where are they likely to look for roles? What sort of hashtags would stand out when sharing?	
<b>Review advert content with hiring manager</b> Tone our personalised language / tone of voice? All merge or optional fields are complete? Spelling and grammar?	
<b>Does the manager wish to add any 'killer' questions?</b> These can only be drawn from essential criteria Check non-discriminatory. Is it selling the essential criteria in job description? If the job description does not detail the criteria it can't be used.	

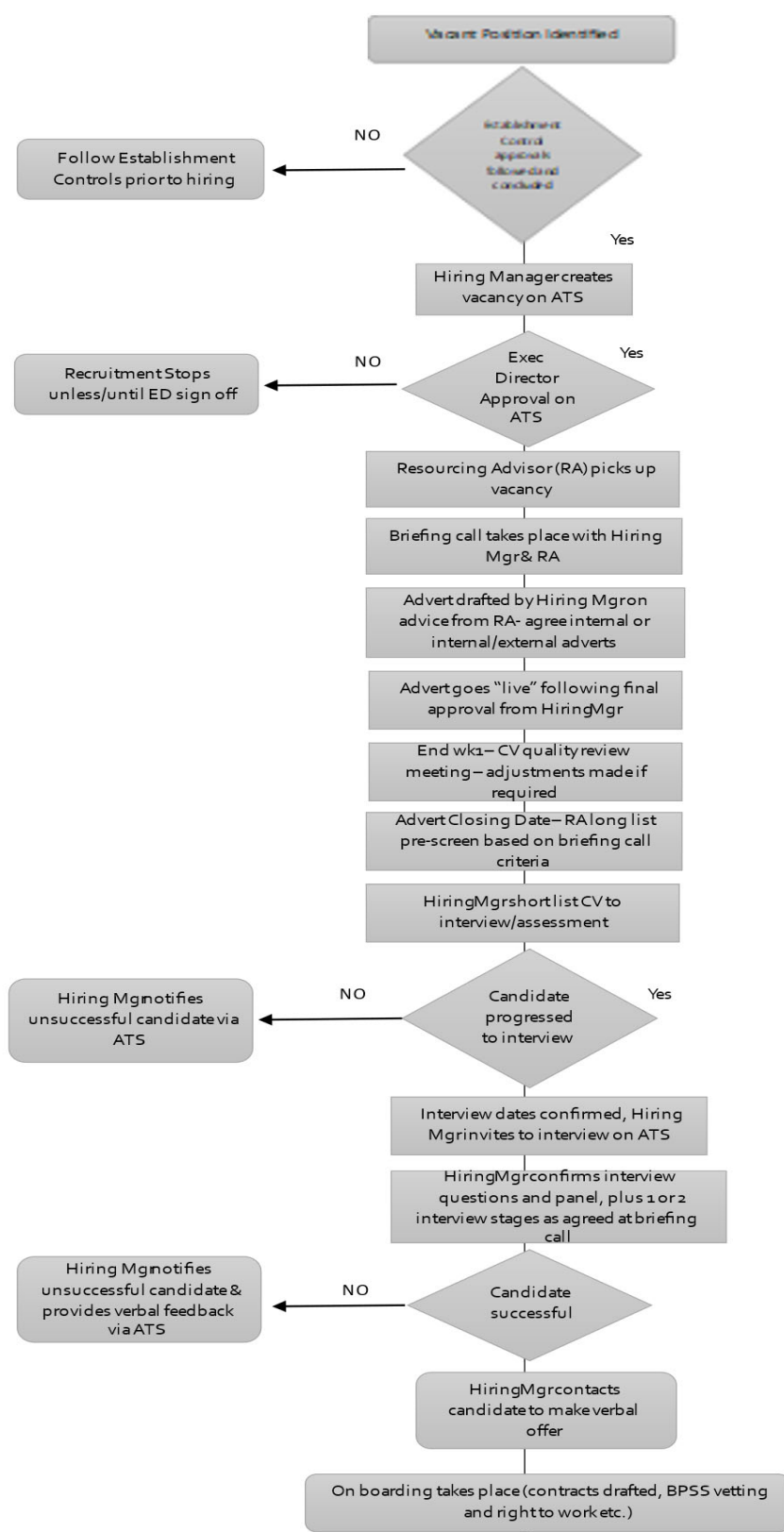
s. 40(2)

Where a criteria says 'or equivalent' that must be included in the killer question. Questions must be non-discriminatory.	
<b>Does the manager wish to add a free-text question?</b> This must be scored in line with shortlisting matrix. These can only be drawn from criteria in job description. If the job description does not detail the criteria as part of the role or a requirement it can't be used.	
<b>Assessment process</b> You will need to select the correct workflow in the system if anything other than an interview is required	
<b>Attach relevant assessment pack in ATS to vacancy</b>	
<b>Diarise reviews and follow ups with hiring manager</b> Week one – diarised review – candidate quality and volume (any alterations needed?) Week two – diarised review and report for Disability Confident / close vacancy – final shortlist and interviews Week three / four – interview outcomes and offer	

Expected SLA's		
A2R to Advert	3 days maximum	
First review of candidates with hiring manager	7 days from advert live	
Final review of candidates and Disability Confident Checks	Within 2 days of closing	
Interviews / assessments to take place	Within 10 days of closing	
Offer and confirmation	Within 2 days of assessment	

## Appendix 2 – Quick reference recruitment flowchart





## 24. Supporting Documents

Title
Recruitment policy
Equality, diversity and inclusion policy
Job evaluation process
Blended working policy
Flexible working policy
Secondment process

## 25. Document Control

Document Information	
Document Owner (Title not name)	HR Director
Document Author (Title not name)	Senior Resourcing Manager
Issue Date (month & year)	June 2022
Equality Impact Assessment completed (date)	June 2022

Governance/Approved by			
Security Classification	Official/Official Sensitive		
Review Due	12 months		
Communication			
Version Control			
Version	Date	Summary of Changes	Editor

Legal Reference	Employment Right Act 1996 Employment Relations Act 1999 Equality Act 2010 Agency Workers Regulations
-----------------	---

This document is designed for on-line viewing, and we recommend it is accessed via the intranet rather than being printed to ensure that you are accessing the most up to date copy.



Homes  
England

# Recruitment Policy



# Contents

1.	Introduction	3
2.	Scope of Policy	3
3.	Principles	3
4.	Procedure	4
5.	Location	4
6.	Responsibilities	4
7.	Data Privacy	6
a.	General principles	6
b.	Data retention	6
8.	Non-Compliance	6
9.	Variations/Exceptions to this policy	6
10.	Legal & Other References	6
11.	Supporting Documents	7
12.	Document Control	7

## 1. Introduction

At Homes England we recruit people at all levels and in all positions who have the appropriate skills and aptitudes to meet our needs and to properly support our ambitions.

People are recruited and selected (both internally and when being considered for promotion) fairly and in a manner consistent with employment legislation

As a non-departmental public body (NDPB) we determine recruitment guidance appropriate for Homes England and where possible, in line with the Civil Service Recruitment Principles.

We are also proud to have accreditation to the Disability Confident scheme and are reviewed every 3 years to ensure we are achieving the standards expected. More detail can be found here <https://www.gov.uk/government/publications/disability-confident-guidance-for-levels-1-2-and-3/level-2-disability-confident-employer>

The purpose of this recruitment policy is to provide clear and transparent principles for managing recruitment.

This policy should be read alongside, recruitment guidance, [interim pay control guidance](#) [Pay and Grading –](#) and [Contingent \(temporary\) workers and IR35 Compliance](#)

## 2. Scope of Policy

This policy applies to all Homes England colleagues, including apprentices, graduates and secondees.

It supports our people and culture strategy and our values. Our values are what we stand for and what we believe in - they are the heart of our Agency.

## 3. Principles

Through this Recruitment Policy, we aim to:

- Ensure the selection of people for appointment to be on **merit** on the basis of **fair** and **open** competition.
  - **Merit** – means the appointment of the best available person judged against the published criteria for the role. No one should be appointed to a role unless they are ~~the~~ competent to do it and the appointment must be offered to the person who would be best
  - **Fair** means there must be no bias in the assessment of candidates. Selection processes must be objective, impartial and applied consistently.
  - **Open competition** means that appointment opportunities must be advertised publicly. Potential candidates must be given reasonable access to information about the role and its requirements, and about the selection process. In open competition anyone who wishes must be allowed to apply.
- Recruit the best candidate for the job
- As a Disability Confident employer, encourage the recruitment of colleagues with disabilities and to make reasonable adjustments to all stages of the recruitment process and as required in order for a successful candidate with a disability to undertake the post.
- Ensure recruitment and selection is conducted in a professional, timely and responsive manner and in compliance with current employment legislation.

- Provide appropriate training, development and support to those involved in recruitment and selection activity
- Treat all candidates fairly, equitably and efficiently, with respect and courtesy, aiming to ensure that the candidate experience is positive, irrespective of the outcome.
- Ensure that our recruitment and selection process is cost effective
- If a colleague involved in the recruitment process has a close personal or familial relationship with an applicant, they will declare it as soon as they are aware of the individual's application and avoid any involvement in the recruitment and selection decision making process
- All documentation relating to applicants will be treated confidentially in accordance with the Data Protection Act (DPA) and General Data Protection Regulations (GDPR). Applicants have the right to access any documentation held on them in accordance with the DPA and GDPR.

## 4. Procedure

Hiring managers are responsible, with the support of the resourcing team, for designing and delivering selection processes which meet our principle of fair and open competition.

There is no single right process for all appointments; processes can and should vary and be proportionate to the nature of the appointment. The process must enable the panel to decide the relative merit of candidates against the skills and experience required. Key stages in recruiting and selecting are outlined in detail in our Recruitment and Selection guidance document.

## 5. Location

Homes England have a number of office locations around the UK, and Hiring Managers will consider which locations are suitable when advertising roles.

We work closely with the Department for Levelling Up, Homes and Communities (DLUHC) and support the "Beyond Whitehall initiative" and as such have detailed specific guidance in relation to locations of vacancies for some Homes England roles

## 6. Responsibilities

Role	Accountable for
Director – may also at times be the Hiring Manager	<ul style="list-style-type: none"> <li>• Evaluating the need for the post(s) in the context of the establishment and budget.</li> <li>• Ensuring competence of all nominees who make recruitment decisions within their department</li> <li>• Ensuring a comprehensive induction programme for a new colleague(s).</li> </ul>



Hiring Manager	<ul style="list-style-type: none"> <li>• Attending Homes England recruitment and selection training course</li> <li>• Ensuring that all new/revised posts have a position code and updated job description, person specification and evaluated job grade.</li> <li>• Attends a briefing call with the resourcing team to agree a recruitment plan and schedule dates for shortlisting and interviews.</li> <li>• Preparing a comprehensive induction programme</li> </ul>
Chair of the shortlisting/interview panel – usually the hiring manager	<ul style="list-style-type: none"> <li>• Attending Homes England recruitment and selection training course</li> <li>• Producing a short list on behalf of the panel</li> <li>• Keeping a written record of all short listing and interview decisions</li> <li>• Making a verbal offer of employment</li> <li>• Making verbal contact with unsuccessful candidates and providing feedback where requested.</li> </ul>
Resourcing Team	<ul style="list-style-type: none"> <li>• Providing advice on the recruitment and selection process</li> <li>• Allocating a named member of the resourcing team to partner the hiring manager throughout the process</li> <li>• Placing job adverts</li> <li>• Undertaking any other tasks agreed as part of the recruitment timescale</li> <li>• Supporting the initial pre-screen and long-list of applicants</li> </ul>

## 7. Data Privacy

### a. General principles

Managers will only have access to information relevant to any recruitment they are supporting along with their relevant Senior HR Business Partner and the resourcing team. Any electronic or printed personal information must be kept securely. Once any recruitment exercise has been concluded, all documentation containing personal information must be returned to the HR team to be stored.

### b. Data retention

In compliance with Data Protection legislation, employment records containing information related to the management of the workforce including recruitment documentation will be retained while employment continues and up to six years after employment ceases.

## 8. Non-Compliance

Colleagues are required to adhere to this policy.

Any breach of the requirements of this policy may result in disciplinary action.

Individual managers are responsible for ensuring that this policy is applied within their own area. Any queries on the application or interpretation of this policy should be discussed with the Senior HR Business Partner prior to any action being taken under the Homes England Disciplinary Policy.

## 9. Variations/Exceptions to this policy

This policy is intended as an overview of the key policy principles when handling recruitment and selection in Homes England. However, on occasions the policy may need to be adapted to suit the needs of any situation where other factors may give rise to a slightly different approach. Discussion over any variations to this policy will be discussed with the recognised trade unions via the Employee Relations Team.

## 10. Legal & Other References

Employment Right Act 1996

Employment Relations Act 1999

Equality Act 2010

Agency Workers Regulations

## 11. Supporting Documents

Supporting Documents	
Recruitment Guidance	
GDPR & Data Protection Policy	<a href="http://hca-net/task/data-protection/data-protection-policy">http://hca-net/task/data-protection/data-protection-policy</a>
Contingent Workers	<a href="#">Contingent (temporary) workers and IR35 Compliance</a>
Secondment Guidance	<a href="#">Secondments</a>

## 12. Document Control

Document Information	
Document Owner (Title not name)	HR Director
Document Author (Title not name)	Senior HR Manager
Issue Date (month & year)	June 2022
Equality Impact Assessment completed (date)	June 2022
Governance/Approved by	People Executive May 2022
Security Classification	Official/Official Sensitive

Review Due	12 months		
Version Control			
Version	Date	Summary of Changes	Editor
1	June 2022	First version launched	

This document is designed for on-line viewing and we recommend it is accessed via the intranet rather than being printed to ensure that you are accessing the most up



Homes  
England

RFI4862 - Annex A

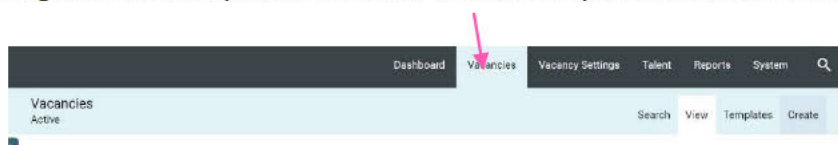
Making homes happen

# Setting up a role in the ATS – Permanent or Fixed term roles

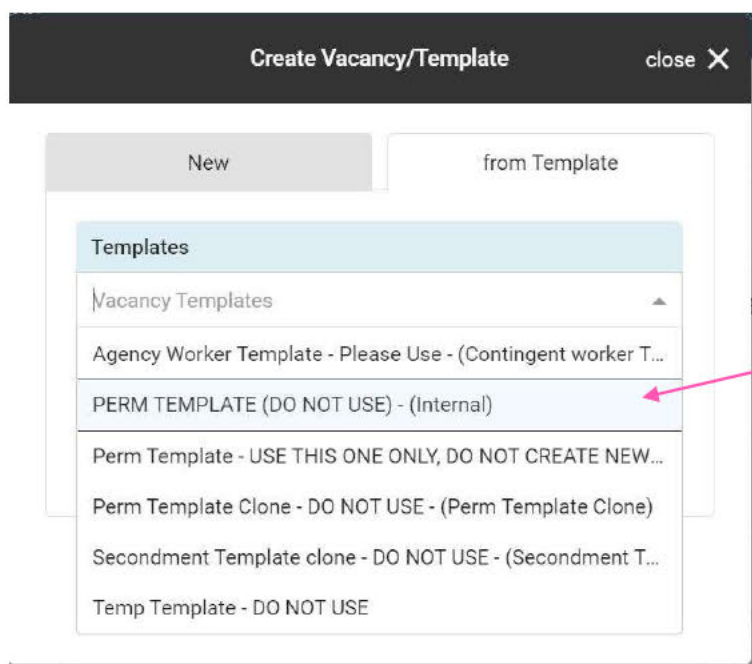
## Resourcing Team

OFFICIAL

1. Log into the ATS, and select the vacancies option on the tool bar

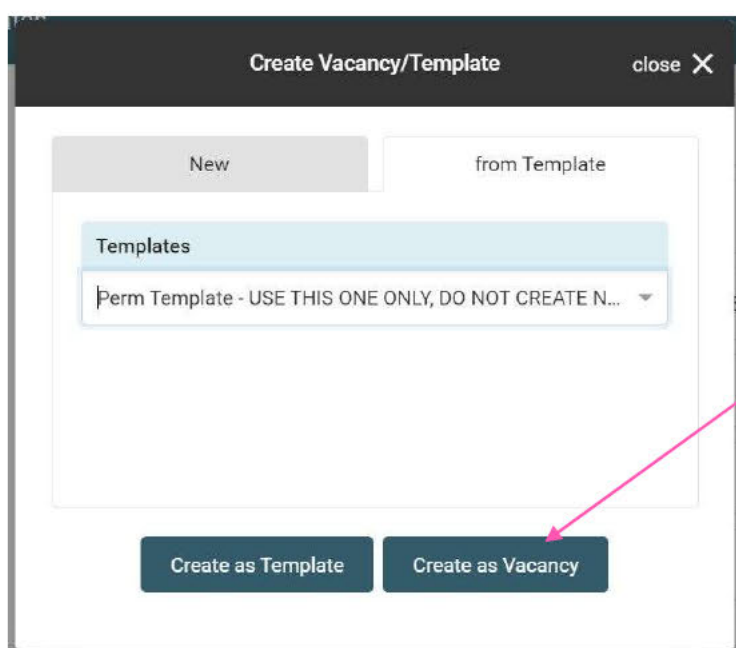


2. Select the role you wish to view by double clicking on the appropriate vacancy.



From template option – select the appropriate template, ie perm template or temp template

3. Select the appropriate template and 'Create as Vacancy'.



Click the appropriate template and then CREATE AS VACANCY

Please do not create as template.

4. The ATS will now create a unique vacancy number. You are now able to set up all the essential information in the vacancy details to create your role in the system.

The screenshot shows the 'Vacancy Details' form with the following fields and annotations:

- Job Title (\*)**: Perm Template - USE THIS ONE ONLY, DO NOT CREATE NEW TEM. (Annotation: Enter the job title)
- Internal Title**: Perm Template. (Annotation: Role number(s))
- Vacancy Code**: JOB ID HERE. (Annotation: Select business area)
- Business Area (\*)**: Government Agency. (Annotation: Select business area)
- Salary Type**: Annual. (Annotation: Anticipated salary for the role (don't include £ sign or commas))
- Actual Salary**: 0. (Annotation: Anticipated salary for the role (don't include £ sign or commas))
- Salary Grade**: Salary Grade. (Annotation: Salary grade (including £ sign and commas))
- Salary Description**: E.g. Competitive. (Annotation: Salary grade (including £ sign and commas))
- Contract Type**: Permanent. (Annotation: Contract Type)
- Employment Type**: Full Time. (Annotation: Employment Type)
- Onboarding Pack**: (Annotation: Salary Grade)
- Location**: Leeds - LS. (Annotation: Employment Type)

You won't be able to amend the location, however, the Resourcing Advisor will discuss location with you as part of the hiring manager briefing call.

The screenshot shows the 'Onboarding Pack' and 'Location' section of the form with the following fields and annotations:

- Onboarding Pack**: Contract Original. (Annotation: Amend head count if more than one vacancy)
- Location**: Leeds - LS. (Annotation: Amend head count if more than one vacancy)
- Autoclose on Application Count**: E.g. 300. (Annotation: Amend head count if more than one vacancy)
- Head Count**: 1. (Annotation: Amend head count if more than one vacancy)
- Remote Working**: ☐. (Annotation: Amend head count if more than one vacancy)
- Brand**: Brands. (Annotation: Amend head count if more than one vacancy)
- Save**: Button. (Annotation: Amend head count if more than one vacancy)

You can autoclose a role after a certain number of applicants – your Resourcing Advisor will discuss this as part of the briefing call once the role has been approved.

Finally press 'SAVE' to ensure the information isn't lost.



5. This is the stakeholder section. The Line Manager will be responsible for screening CVs and arranging interviews. If you're setting up on behalf of the Line Manager, ensure your name is in the vacancy owner and their name is in the Line Manager section.

The screenshot shows the 'Stakeholders' form with the following fields and annotations:

- Vacancy Owner:** A dropdown menu with 's. 40(2)' selected. A pink arrow points to it from the text 'Select your source of funding'.
- Line Manager:** A dropdown menu with 's. 40(2)' selected.
- New/Replacement Vacancy:** A dropdown menu with 'Admin Bid' selected. A pink arrow points to it from the text 'Enter cost centre'.
- Reason for Vacancy:** A dropdown menu with 'Leaver' selected. A pink arrow points to it from the text 'Use the drop-down box to select the reason for the vacancy'.
- Budget:** A text input field with 'E.g. 5000'.
- In Budget:** A checkbox that is checked.
- Authorisation Type:** Radio buttons for 'Parallel' (unchecked), 'Chain' (checked), and 'Override' (unchecked).
- Authorisation Override Reason:** A text input field with the placeholder 'Authorisation override reason'.

Select your source of funding    Enter cost centre

Always use a chain authorisation process, all roles must be approved within the ATS by the Executive Director.

Enter the names of the approvers of the vacancy (pressing the plus button after each name) – firstly enter the name of the Executive Director, then the Line Manager, lastly enter the name of the Resourcing Advisor for your Directorate. If you're unsure of who your Resourcing Advisor is, please reach out to the team at [recruitmentinfo@homesengland.gov.uk](mailto:recruitmentinfo@homesengland.gov.uk)

The screenshot shows the 'Authoriser List' and 'Comments' section of the form:

- Authoriser List:** A dropdown menu with 'Authorisers' selected. A pink arrow points to it from the text 'Enter the names of the approvers of the vacancy'.
- Create new Authoriser:** A text input field for 'Authoriser email address' with a plus button.
- Assigned Authorisers:** A section with the text 'No Authorisers Added'.
- Comments:** A text input field containing the following text:
  - Budget = Cost centre
  - Vacancy new/replacement = Source of Funding
  - Authorisation code = Job ID
  - Always chain authorisation
- Save:** A button at the bottom of the form.

6. The next section is the application form.



This is already pre-populated by the system and will include the following sections:

- Free text / Y&N Question
- E&D
- CV
- Disability

This is the only information we require to select from the candidate at their initial point of application.

7. In the workflow section select whether your role requires the workflow 1 stage interview or workflow 2 stage interview. Use the pre-populated drop down box, then press 'select workflow'.

8. The next section is the Job Description. In this section you need to attach your job description and create the advert text.

A well-written job advert is **your chance to 'sell the role' to potential applicants**. It's an opportunity to show off the vacancy to candidates and make sure you're attracting only the right people to the role.

Remember – a job advertisement is not the same as a job description or a job spec. A job advert is outward facing, designed to attract and excite the right kind of candidate.

A job *description* is more for internal use, where the full responsibilities and expectations of the role are laid out more comprehensively.



## Supporting Documents

Drop or select your JD for the vacancy and save it in the supporting documents section

9. This is the advert text example which can be tailored to your role. It's vital to make the advert attractive to attract only the right candidates to apply.

In order to amend the advert text, select the pencil which transfer the wording into the body copy

Copy and cut the wording from the body text into WordPad – make the necessary changes to the advert in sections:

- A bit about the role ....
- A bit about you....

These are probably the most important sections of any job advert - *before applying to any job, candidates will want to see that it is the right fit for their professional and personal development. Will they be spending time developing the skills they want to perfect? Will they find the work they do engaging and challenging?*

<p>Who are we?</p> <p>We are the Government's national housing agency. Our role is to accelerate the pace of house-building across the country, particularly in areas where there are the most serious affordability issues – meaning people are struggling to find homes.</p> <p>We have the appetite, influence, expertise and resources to drive positive market change and meet the Government's ambition to deliver 300,000 new homes a year. We are using our land, influence, funds and knowledge to increase the pace, scale and quality of new homes accelerating delivery in areas of greatest demand and helping create great places to live. Within the next few years, we will have invested over £27 billion across our programmes. To deliver against these aims we're building a different kind of public service - join us to help make this happen.</p> <p>We would encourage all applicants to apply as soon as possible as we may close vacancies early should we receive a high number of applications. We also encourage you to apply using the full application option as opposed to quick apply, this is especially important if you would like to indicate to us that you would like to be considered under the disability confident scheme.</p> <p>If your application is shortlisted to interview we will require you to provide proof of your right to work in the UK at that stage.</p>	<p>No changes should be made to either of the sections entitled what we offer or who are we?</p> <p>All adverts are to contain this information to ensure a standardised approach.</p>	<p>What we offer...</p> <p>We understand how important life is outside of work so, as well as competitive salary and 33 days annual leave, we are totally committed to flexible working. We'll support you, wherever possible, so that you don't miss out on what truly matters to you.</p> <p>If you do ever need a little bit of extra help we have a great employee assistance programme, financial well-being support and access to loads of great discounts with leading high street names.</p> <p>Our range of network groups are also there to support you to truly be yourself at work and play a key role in helping shape our future.</p> <p>If you are a member of a professional body we'll pay for your membership and once you get your top of the range digital kit you'll be good to go in one of our great offices.</p>
--	--	--

10. Copy and paste the wording from WordPad into the body copy (in the Job Description section of the advert). Press save and the wording will upload.

Headline

E.g. Store Supervisor

Body Copy

File Edit View Insert Format

↶ ↷ Paragraph B I ↻ ...

Add

Add Job Title here

PLEASE ENSURE EVERYTHING IN ITALIC IS TAILORED TO YOUR ROLE OR DELETED WHERE NOT APPROPRIATE

Add role title in headline section

Press Ctrl then V to copy text from Notepad into the ATS.

← Details Application Form Workflow Job Description Questions Advertising Agencies Interviews AI

The next section is questions.

Consider adding knockout questions or free text questions to gather information from candidates which will ultimately assist you during the shortlisting process.



**Freetext Questions**

Type Question ⓘ

E.g. Do you have a full driving licence?

Add

**Knockout Questions**

Type Question ⓘ

E.g. Do you have a full driving licence?

Do you currently have the right to work in the UK?  
If you answer yes to this question then we will need to see evidence at interview stage.

Auto Reject ⓘ No is the right answer ⓘ

Add

Role specific questions are really helpful in the freetext section – it will help you gather specific information about each of your candidates.

← Details Application Form Workflow Job Description Questions **Advertising** Agencies Interviews AI

The last section to complete is the advertising of the role.

**External Advertisement**

<b>Advertised Externally</b> ⓘ <input type="checkbox"/>	<b>Start Date</b> 29/09/2020	<b>Start Time</b> 12:00 ⓘ
<b>Indefinite Close Date</b> ⓘ <input type="checkbox"/>	<b>End Date</b> 28/09/2020	<b>End Time</b> 12:00 ⓘ

11. Tick if you would like it to be advertised internally or externally or both.
12. Dates will be agreed with the Resourcing Advisor as part of the briefing call once all approvals are sought.
13. Lastly, review all sections of the advert, and then launch the role for approval by pressing on the three dots and selecting 'Launch' and confirm.

⋮ Perm Template - Leeds

14. The role will now follow the approvals process. Once all approvals are sought your Resourcing Advisor will contact you to arrange a Hiring Manager brief prior to advertising the role.

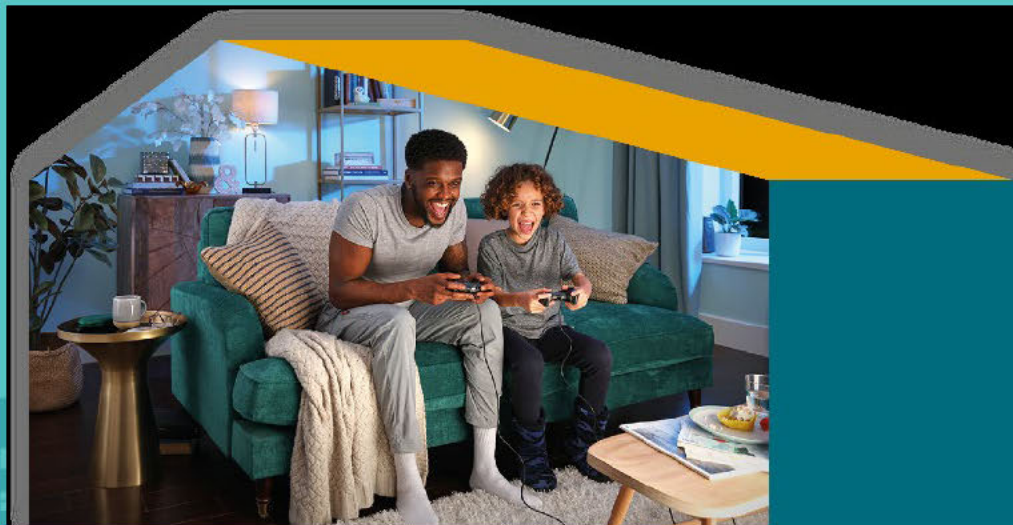


Homes  
England

RFI4862 - Annex A

The Housing and Regeneration Agency

# Hiring Manager recruitment checklist – step by step





Homes  
England

RFI4862 - Annex A

The Housing and Regeneration Agency

## Step 1 – Confirm the position details in the HR system and Job Description are correct

a) If you need to make changes to the HR system you will need to submit an Establishment Controls Form (ECF). If you need any support with this process / need to make changes to Job Description / need a copy of the Job Description, please contact your Senior HR Business Partner to discuss

b) As standard vacancies are advertised from the minimum up to mid point of the grade salary range. If you want to explore the possibility of advertising up to the max point of the grade, please discuss this with your Senior HR Business Partner as it would require business case approval before we could advertise up to the max point.







Homes  
England

## Step 2 – Advertisement

a) Login to **Genius** our Applicant Tracking System (ATS) and create your vacancy to be launched to request the required approvals from your Budget holder, hiring manager and resourcing colleague to enable advertising your vacancy. If you require the guide on how to do this or if it is your first time recruiting and you need logins to the ATS please email **[RecruitmentInfo@homesengland.gov.uk](mailto:RecruitmentInfo@homesengland.gov.uk)**

b) Once all approvals are received on the ATS your resourcing colleague will schedule a briefing call within 2 working days to discuss suggestions on advertising, specific job details (salary, job title etc), skills/experience and essential qualifications required before the advert is taken live. You will also be required to agree interview dates which will be listed on the advert



Homes  
England

RFI4862 - Annex A

The Housing and Regeneration Agency

## Step 3 – Shortlisting

a) You will be required to review the CV's received on the ATS, we strongly advise to start this process whilst the advert is live and finalise your shortlist for interview within 3 working days of the advert closing date. If you require the guide on how to do review CV's on the ATS, please email [RecruitmentInfo@homesengland.gov.uk](mailto:RecruitmentInfo@homesengland.gov.uk)

b) The sifting process should be based on the Essential criteria set out in the Job Description

c) Your Resourcing colleague will share a list of any candidates who have applied under the Disability Confident Scheme (if these candidates meet 80% of the essential criteria you will be required under the Scheme to

make them a shortlist candidate)

d) External candidates not shortlisted will need to be emailed via the ATS, however internal candidates not shortlisted will need to be contacted directly to provide feedback on the reasons why for their own development! || ||





## Step 4 – Interviews / Assessments

- a) If your role is Grade 19-20 and above please discuss with your Resourcing colleague the requirement to organise Occupational Personality Questionnaires (OPQ32) assessments as part of the interview process
- b) Once you have confirmed your shortlist you will need to set up your interview slots on the ATS and notify the shortlisted candidates to login and select a slot for interview. If you require the guide on how to do this, please email [RecruitmentInfo@homesengland.gov.uk](mailto:RecruitmentInfo@homesengland.gov.uk)
- c) If you receive any candidate requests for reasonable adjustments / additional support prior to attendance at interview/assessment, please discuss this with your Resourcing colleague
- c) The ATS will automatically notify you by email when a candidate has selected a slot for interview, you will then need to set up the interview invite with all the details in your calendar inviting the other panel members and candidate
- d) In preparation for your interviews you will need to select your interview questions from the Question Bank (which is attached under 'Private Documents' on the ATS)
- e) You will also need to populate your Assessment Pack (which is attached under 'Private Documents' on the ATS), with your interview questions ready to use for each candidate to record your interview notes and scores for audit purposes
- f) After your interviews are complete, you will be required to email the interview notes for all panel members to your Resourcing colleague to be saved on the ATS for audit. You will be unable to move forward to the offer stage until this have been done.





## Step 5 – Offer

- a) Please contact your Resourcing colleague to update them on who you would like to offer and discuss the salary you would like to offer. Your Resourcing colleague will be able to confirm salaries of internal colleagues as well as offer advice on what salary can be offered to internal and external candidates in line with the current Pay Controls
- b) If you want to make an offer outside of the current Pay Controls you will need to submit a Business Case to your Senior HR Business Partner in the first instance to obtain the required approval
- b) Before any verbal offers are made you are required to obtain approval at Executive / Budget holder level – this should be requested by the hiring manager via email so that an audit trail can be saved for audit purposes
- c) Once Executive / Budget holder approval is received and shared with your Resourcing colleague you can go ahead with your verbal offer
- d) Once your offer is verbally accepted, please complete either the internal or external starter form (which are attached under 'Private Documents' on the ATS), and forward to your Resourcing colleague who will progress the offer to Colleague HR Support Hub team on the Service Desk on your behalf who will email out the offer paperwork / contract change and initiate Baseline Personnel Security Standard (BPSS) checks for external candidates (typically BPSS checks take 3-4 weeks, please bare this in mind when agreeing a potential start date



Homes  
England

RFI4862 - Annex A

The Housing and Regeneration Agency

## Step 6 – Interview outcomes

a) Once you have a verbally accepted offer, one of the interview panel members will be required to be contact all unsuccessful candidates you have interviewed, ideally by phone, to advise their outcome and feedback

b) Please notify your Resourcing colleague when these candidates have been contacted so the ATS can be updated





Homes  
England

## Step 7 – Pre-employment / Onboarding for external candidates

HR0002 - Annex A

- a) All external new starters are required to undertake Baseline Personnel Security Standard (BPSS) checks as part of their pre-employment, typically these checks take minimum 3-4 weeks to process
- b) If you need an update on the progress of your new starter's checks, please email the Colleague HR Support Hub team on HRMail@homesengland.gov.uk your Resourcing colleague will be unable to provide an update on this process
- c) As the future line manager to a new member of your team we would encourage you to have regular contact with your new starter throughout the pre-employment process to ensure there are no delays in bringing them on board. We would also encourage you to start preparing a plan for their first couple of weeks and booking in calls with key members of your team/stakeholders
- d) Once all checks are in place and start date is confirmed you will receive an email from the Colleague HR Support Hub team with your New Starter Grid
- e) Next you will be required to submit a Digital Self Service ticket to order your new starter's equipment and IT account set up (attach the New Starter Grid to the ticket)



Homes  
England

RFI4862 - Annex A

**If you have any questions or would like to speak to a member of the Resourcing team about upcoming recruitment, please contact [RecruitmentInfo@homesengland.gov.uk](mailto:RecruitmentInfo@homesengland.gov.uk) and someone will be in touch!**

