



Recruitment Policy

V1.0 November 2025

Introduction

This policy sets out ELCAP's approach to the recruitment process. It includes information about line manager responsibilities, job descriptions and employee specifications, assessment criteria, interviews (both remote and onsite) and equality, diversity and inclusion.

Line manager responsibilities

Line managers are responsible for recruitment. A line manager who wishes to recruit someone must first obtain approval from senior management. Where recruitment is planned to fill a vacancy created by a leaver, the line manager will still need to seek approval from the senior manager.

If the line manager wishes to upgrade a role, or create a new role, they must provide the CEO with justification, focusing on organisational needs.

Assessment criteria

We always aim to recruit the person who is most suited to each particular job. We recruit solely on the basis of the applicant's abilities and individual merit as measured against the predetermined criteria for the job. Qualifications, experience and skills are assessed at the level that is relevant to the job.

Job descriptions and employee specifications

Before initiating the recruitment process, the responsible line manager must ensure that there is an up-to-date job description for the role and a clear employee specification.

The job description will describe the duties, responsibilities, level of seniority associated with the role and pay and benefits, while the employee specification will describe the type of qualifications, training, knowledge, experience, skills, aptitudes, competencies and personal qualities required for effective performance of the job.

Advertisement of vacancies

It is our policy that all vacancies will be placed on our website. Line managers should encourage existing employees to apply for vacant posts if they have the appropriate qualifications, experience and skills.

For jobs we intend to advertise externally, managers must send the proposed advertisement to the Business Manager for approval.

The administrative team will put together the advertisement. Line managers should consider and discuss with the Business Manager whether it is appropriate to advertise the vacancy with the

Government's 'My Job Scotland' service and/or an approved employment agency/social media platform.

Equality, diversity and inclusion

We are committed to applying our equality, diversity and inclusion policy at all stages of recruitment and selection. We always carry out shortlisting, interviewing and selection without regard to an applicant's sex, gender identity, sexual orientation, marital or civil partnership status, skin colour, race, nationality, ethnic or national origins, religion or belief, age, pregnancy or maternity leave or trade union membership.

We will never exclude any candidate with a disability unless it is clear that the candidate is unable to perform a duty that is intrinsic to the role, having taken into account reasonable adjustments. Line managers must only ask a candidate questions about their health where this is directly necessary for a particular role and, in any event, only once they have been shortlisted.

To prevent any candidate from being disadvantaged because of a disability, the individual responsible for communicating with applicants should ask each candidate whether they require reasonable adjustments to be made. These may include [ensuring easy access to the premises for an interview/adapting psychometric tests/replacing psychometric tests with an alternative option/providing an alternative to a telephone interview for a deaf candidate/providing a suitable chair for an interview with a candidate suffering from back problems etc.

Interviews

Line managers conducting recruitment interviews will ensure that the questions that they ask job applicants are not in any way discriminatory or unnecessarily intrusive. The interview will focus on the role and the skills needed to perform it effectively.

Line managers must make a record of every recruitment interview using the [interview assessment form] and forward this to the administrator to be retained for a suitable period of time.

To ensure fairness, the line manager should ensure that questions asked are consistent in all interviews for a particular job. On no account should any job offer be made during or at the end of an interview.

In some cases, we will hold interviews remotely via telephone/online video call/online with pre-recorded questions. Video interviews are carried out using Microsoft Teams. The responsible line manager should in advance provide the interviewee with details of how the interview will be conducted. They should also give the interviewee the opportunity to provide details of any reasonable adjustments that should be made or technological difficulties that they may encounter.

References

We ask every successful candidate to give their consent for us to obtain two written references and to provide us with documentary proof of qualifications. Any offer of employment will be conditional on these requirements being satisfactory.

Right to work checks

We only recruit individuals with a legal right to work in the UK. All offers of employment will be subject to the candidate providing the required original documents or our organisation being able to carry out a check on the Home Office online [right to work checking service](#) confirming their right to do the work in question. To enable us to conduct an online check, the candidate must have shared their right to work details using the Home Office [prove your right to work to an employer](#) online service.

The requirement to provide evidence of the right to work in the UK applies to all new recruits, regardless of their race, nationality or ethnic or national origins.

Data protection

We process all personal data collected during the recruitment process in accordance with our [Data protection policy](#) / [Processing special category personal data and criminal records data policy](#).

We do not collect unnecessary personal data from applicants during the recruitment process. For example, we will only request bank account details and next-of-kin contact details from successful applicants. Data collected as part of the recruitment process is held securely and accessed by, and disclosed to, individuals only for the purposes of managing the recruitment exercise effectively to decide to whom to offer the job. Staff should report immediately any inappropriate access or disclosure of job applicant data in accordance with our organisation's data protection policy. It may also constitute a disciplinary offence, which will be dealt with under our organisation's [Disciplinary procedure](#).