

Recruitment & Selection Policy

Purpose:	Our Policy in relation to recruitment and selection, ensures good practice and equal opportunities are reflected throughout our recruitment and selection process, to which all staff are required to adhere.
Review Date:	28 April 2021
Guidance:	Adaptation of EVH model policy with additional information relevant to DPHA.
Regulatory Standards:	<p>4.1 The governing body ensures it receives good quality information and advice from staff and, where necessary, expert independent advisers, that is timely and appropriate to its strategic role and decisions. The governing body is able to evidence any of its decisions.</p> <p>5.1 The RSL conducts its affairs with honesty and integrity and, through the actions of the governing body and staff upholds the good reputation of the RSL and the sector.</p> <p>5.3 The RSL pays due regard to the need to eliminate discrimination, advance equality and foster good relations across the range of protected characteristics in all areas of its work, including its governance arrangements.</p>
Other Relevant Policies	<p>Equality & Human Rights</p> <p>Data Protection</p> <p>Staff Training & Development</p> <p>Disciplinary</p> <p>Terms & Conditions of Employment</p>
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Publish on the Website	Yes

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1.0 INTRODUCTION

- 1.1 Dalmuir Park Housing Association (DPHA) seeks to hire only the best candidates for appointment. We conduct business following the spirit and the intent of Equal Opportunities legislation and strive to maintain a diverse staff. We encourage excellence at all levels in our organisation and are not influenced by age, disability, gender reassignment, marriage & civil partnership, pregnancy & maternity, race (including colour, nationality ethnic or national origins and citizenship), religion/belief, sex and sexual orientation nor any other factor irrelevant to achieving successfully and performing our jobs.

2.0 PURPOSE

- 2.1 This statement is DPHA's policy in regard to recruitment and selection, to encourage good practice and equal opportunities to which all staff are required to adhere. In the recruitment process the aims of DPHA are:

- To attract comprehensive applications from a sufficient number of candidates with appropriate skills, qualifications and experience for consideration for employment with DPHA.
- To use fair and effective methods for the appointment of candidates consistent with DPHA's policy on Equality & Human Rights.
- To ensure that recruitment procedures are clear and adhered to by all staff and Board Members involved in any recruitment and selection processes.
- To develop an excellent workforce committed to the aims, values and service delivery requirements of DPHA.

3.0 GENERAL GUIDELINES

- 3.1 In recruiting for newly created or vacant posts, DPHA will ensure that it complies with legislative requirements and demonstrate best practice as an employer in relation to employment rights and equal opportunities.

4.0 JOB ANALYSIS AND ADVERTISING

- 4.1 When recruiting for new or vacant posts DPHA will conduct a job analysis, co-ordinated by the Finance & Corporate Services Team with analysis carried out by the post's Team Leader. This involves assessing whether or not the post has to be filled and how it could be filled, what would be the adverse effects of not filling it or if the work could be distributed amongst existing staff.
- 4.2 If decided that the post should be filled, a suitable role profile, person specification and application form will be compiled by the Team Leader and an advertisement will be composed. We will advertise all posts internally at the same time as advertising externally through recognised trade e-magazines or in the national press, on our

website and in other recruitment sources. A recruitment specialist may be engaged to provide assistance.

4.3 An exception to this will be in cases of short-term need, restructuring or redundancy where it may be necessary to appoint candidates into posts without advertising the vacancy externally.

4.4 All existing staff will be notified of any permanent and long-term temporary vacancies, including all staff who are on sick leave, maternity leave or on holidays.

5.0 TEMPORARY RECRUITMENT

5.1 Short-term appointments of less than a year e.g. maternity leave cover, may be advertised internally and filled by internal transfers through secondment, where appropriate to do so, or by candidates engaged from suitable employment agencies. Temporary posts in excess of a year will normally be advertised internally and externally simultaneously.

5.2 For very short-term posts of a few weeks internal advertising will not normally take place but rather internal arrangements or suitable employment agencies will be approached to provide a candidate.

6.0 RECRUITMENT INFORMATION TO CANDIDATES

6.1 All candidates will normally receive an information pack that will include a role profile a person specification, a criminal conviction form, a summary statement of conditions of employment together with an application form and equal opportunities monitoring form. A full information pack will be available to download from our website.

6.2 Successful candidates to new and vacant posts will be selected on merit through shortlist, testing and interview in accordance with the person specification and our standard short listing and interview assessment forms.

7.0 SHORTLISTING

7.1 A panel, recommended to be no more than three individuals (with the exception of the Chief Executive's position), comprised of the following staff or Board members will carry out the recruitment processes for each vacant or new post:

Role	Panel Members			HR Representative
Chief Executive	Chairperson and <u>minimum</u> of 2 x Staffing Committee Reps			External Recruitment Advisor
Leadership Team (EVH Grade 8 and above)	Chief Executive	Chairperson	Vice-Chair or Staffing Committee Rep	External Recruitment Advisor
Officers (EVH Grade 7)	Chief Executive	Team Leader	Staffing Committee Rep	Internal
Grade 6 and below	Team Leader	Officer	Officer	Internal
Grade 5 and below	Team Leader	Officer	None	Internal
Supervisory Care Roles TAS 5	Care Services Manager	Team Leader	None	Internal
Care Roles TAS 4 and below	Care Services Manager	DOSCG Co-ordinator	None	Internal

- 7.2 The External HR Recruitment advisor is there to provide support and guidance to the panel in terms of good practice relating to the recruitment and selection process for senior management roles.
- 7.3 The Internal HR Representative will be an appropriate member of the Finance & Corporate Services Team who is there to ensure that the interview and selection process is being carried out in a transparent and fair manner.
- 7.4 The panel will be alerted to any conflicts declared on application forms to ensure that these are managed appropriately, and panel members will be changed if required to ensure openness and transparency.
- 7.5 Ideally, only individuals who have received recruitment and selection training will be able to participate in short listing and interviewing.
- 7.6 At least one panel member must possess skills or experience most closely related to the post for which candidates are to be short listed and interviewed. Panel members who shortlist will also participate as interviewers to ensure consistency in the recruitment process.
- 7.7 Essential criteria will be applied in the first instance to shortlist candidates. Candidates who do not match all the essential criteria will not be called to interview. Candidates who do not possess all the desirable criteria may still be called to interview. However, desirable criteria will be applied, secondly, if a large number of applications has been received for a post in order to reduce fairly the number of candidates called for interview.
- 7.8 All applicants declare any close connections with Staff or Board members on their application form, therefore any connection with a panel member will be highlighted by Finance & Corporate Services staff at the outset and it will then be considered if the panel member should exclude themselves from the process. Any other professional connections discovered at the shortlisting stage should be declared and

all relevant declarations will be made as per the Entitlements Payments and Benefits Policy and procedures to ensure transparency. If any doubt remains over a potential conflict of interest advice should be sought from an external recruitment advisor.

- 7.9 Candidates shortlisted will be invited to interview and given at least 5 working days' notice of their interview. Unsuccessful candidates will be informed once the recruitment process has been completed and may be offered the opportunity for feedback on their applications.
- 7.10 Psychometric testing will be considered for EVH Grade 8 posts and above.
- 7.11 A tenant representative can observe the shortlisting process for posts involving tenant contact.

8.0 INTERVIEW

- 8.1 The interviewing panel should reflect the same members as the short-listing panel and only individuals who have received interviewing skills training should be able to participate.
- 8.2 All short-listed candidates should be offered an interview, at which the same questions, based on the role description and person specification, will be put to all candidates. The interview may also include a suitable test and presentation topic where appropriate. Interviews will be typically of 30-60 minutes' duration depending on the nature of the post.
- 8.3 Any requested, appropriate information which has been provided by DPHA to an interviewee will be made available to all ~~other~~ candidates invited to interview.
- 8.4 At the interview panel's discretion interviews can take place face to face or through video conferencing. Where possible, the default position is face to face.

9.0 ASSESSMENT

- 9.1 Panel members must complete interview assessment documentation, appropriately, based on evidence for each candidate. DPHA's policy on Equality & Human Rights will apply to all matters of recruitment and selection.
- 9.2 Where candidates are judged to be equal, they may be called back for a second interview. Panel members must state and document justifiable reasons for the rejection of each unsuccessful interviewee.

10.0 JOB OFFER

- 10.1 Once the panel has made a decision, a conditional offer will be issued to the successful interviewee subject to: the receipt of satisfactory references, verification of original qualification certificates, proof of eligibility to work in the EU and a satisfactory PVG membership/Disclosure Scotland check.

- 10.2 Appointment will normally be made at the bottom spinal point for the post's salary grade but may, on occasion be made on a higher spinal point within the approved salary grade due a candidate's skills, experience and current or expected salary. The initial conditional offer can be verbal and followed up in writing. A 6-month probationary period will be included in all permanent contracts. The terms of a written contract of employment will be confirmed and issued within 7 days of the interview once the conditions have been satisfied.
- 10.3 If the job offer is declined, and if agreed by the interview panel, the second highest scoring suitable candidate may be offered the post subsequently. If there is not a suitable reserve candidate, the recruitment process should be revised, and a re-run of the whole recruitment process may be considered.
- 10.4 Once the job offer has been accepted, then interview outcome notifications should be issued to unsuccessful interviewees. It is the intention of DPHA where possible, to inform candidates of the outcome of the interview as quickly as possible and preferable within a few days of the interview having taken place.

11.0 REFERENCES

- 11.1 Two references will be sought after a conditional offer of employment has been made. Reference requests will be made to the most current/recent employer /academic/voluntary or good character referee contact, which must not be related to the candidate. If a referee happens to be a panel member then the candidate will be asked to provide an alternative referee.

12.0 DISCLOSURE / PVG (ADULT AND CHILD)

- 12.1 Adult PVG will be sought after an offer of employment has been accepted. This applies to all posts, excluding DOSCG.
- 12.2 Child PVG will be sought after an offer of employment has been accepted for our DOSCG roles.
- 12.3 DPHA will meet the cost of new / updates to existing PVG certificates.
- 12.4 Any convictions returned on the PVG will be checked against declared convictions on individual's criminal conviction form.
- 12.5 Convictions may not exclude a candidate from being offered a contract of employment and each case will be reviewed on its own merit.

13.0 SSSC – SCOTTISH SOCIAL SERVICES CODES OF PRACTICE

- 13.1 SSSC registration is not required prior to the appointment of Sheltered Housing or DOSCG roles.
- 13.2 SSSC registration will be completed after employment has commenced and DPHA will meet the cost of registration.

14.0 FEEDBACK

- 14.1 All interviewees will be advised typically of the outcome of their interviews by, telephone/email or letter and constructive feedback on their performance can also be made available to them, if they desire, via the telephone.

15.0 INTERVIEW EXPENSES

- 15.1 Reasonable travel expenses may be reimbursed to candidates selected for interview travelling from non-local journeys.
- 15.2 Expenses will be paid at public transport second class / standard class rate. All claims should be accompanied by tickets and/or receipts. Where it is cost effective to make a business journey by car, a mileage allowance may be claimed in line with HMRC rates.
- 15.3 Reimbursement for the cost of travel must be agreed in writing by DPHA prior to the purchase of any tickets.

16.0 EQUAL OPPORTUNITIES MONITORING/REPORTING

- 16.1 As part of DPHA's recruitment process, equal opportunities monitoring, and outcomes of the recruitment process will be evaluated and reported to our Staffing Committee bi-annually.

17.0 RECORDS

- 17.1 Application forms and recruitment documentation must be stored confidentially for a period of 6-months in accordance with our Data Retention Schedule.
- 17.2 Any undertaken PVG membership records/Disclosure Scotland checks must be stored in accordance with DPHA Retention Schedule.

18.0 PERSONNEL FILE

- 18.1 The successful candidate's recruitment documentation will be retained into their personnel file.

19.0 INDUCTION

- 19.1 DPHA staff will welcome a new post holder by providing initial induction training in the organisation, which will be organised before the new post holder starts and will be carried out by their Team Leader. This will help to settle the new staff member, convey our aims, objectives, values and expected behaviours, policies and procedures thereby encouraging the individual to settle, stay and make a valuable contribution to our work.

20.0 FAILURE TO RECRUIT

- 20.1 Should the full recruitment and selection procedure fail to recruit a suitable candidate, reasons for this should be identified and considered, appropriate alterations made. Within 3 months of the recruitment of the same post, the campaign should be rerun, where appropriate to do so, advising whether those who have already applied will be considered.

21.0 EXIT INTERVIEWS

- 21.1 Team Leaders will conduct exit interviews with any permanent member of staff who has resigned. This is to identify why an individual wishes to leave, to receive insight into the role that has been performed and to thank the individual for their contribution to the organisation.
- 21.2 The Team Leader carrying out the exit interview may not be your current Team Leader.

22.0 PROBATIONARY PERIOD

- 22.1 Contracts of employment for all staff who are externally recruited to DPHA will be subject to the satisfactory completion of a six-month probationary period.
- 22.2 In the case of the Chief Executive and the Leadership Team, the Chair and Vice Chair will assess the satisfactory conclusion of the probationary period for the Chief Executive, and the Chief Executive will assess the outcome of the probationary period for members of the Leadership Team.
- 22.3 A Report on the outcome of the six-month probationary assessment for the Chief Executive and the Team Leaders will be reported to the Staffing Committee. If the probationary period is deemed to be unsuccessful, the Staffing Committee should seek advice from an external HR advisor. This will most likely result in a Notifiable Event to the Scottish Housing Regulator.
- 22.4 For all other staff members, if their probationary period is deemed to be unsuccessful this will be managed by the relevant Team Leader through the policies and procedures with any external advice sought in relation to performance management and discipline.
- 22.5 During the probationary period the Team Leader should hold regular 1-2-1 meetings with the new employee. For the Chief Executive, 1-2-1 meetings should ideally be held with the Chairperson and Vice-Chair.
- 22.6 If required, reference should be made to performance management policies and procedures during the probationary period.

23.0 COMPLAINTS

- 23.1 If a complaint is received about any stage of the recruitment and selection process it should be resolved promptly in the first instance and verbally where appropriate to do so. If the complainant wishes to further pursue the matter, they should be advised to put the complaint into writing and address it to the ~~Director~~ Chief Executive who will investigate the matter and further liaise with the complainant.

24.0 EQUALITY DIVERSITY & HUMAN RIGHTS

- 24.1 Equal Opportunities are aimed at removing barriers to access and opportunity, with positive results for individuals and DPHA. Equal Opportunities refer to equality in recruitment, promotion, training or transfer and terms and conditions of employment. In seeking suitable candidates for new or vacant posts, DPHA will not discriminate on the grounds of age, disability, gender reassignment, marriage & civil partnership, pregnancy & maternity, race (including colour, nationality ethnic or national origins and citizenship), religion/belief, sex and sexual orientation nor any factor irrelevant to the ability to do the job.
- 24.2 It is DPHA's goal that all recruitment decisions will be based completely on the merits and abilities of candidates alone and no other criteria will be used. In order to achieve this, equality and diversity practices will be integrated into every stage of the recruitment and selection process.
- 24.3 A fair recruitment process will remove barriers where possible to the employment of people from different backgrounds. This will enable the organisation in recruiting from the widest pool of talent, potentially raising the standard of their intake and therefore increasing the opportunity of a more diverse workforce which reflects the community it is serving. A more diverse workforce should improve the organisation's service delivery, as it will include staff with more knowledge and experience about meeting the needs and aspirations of service users and potential service users.
- 24.4 To highlight DPHA's commitment to promoting equality, diversity and Human Rights from the beginning of the employment relationship, all vacancies will be aimed at as wide a group as possible and any advertisement for a vacancy within DPHA will state that an Equality & Human Rights Policy is in place. In addition, the job advert will also display any signs of equality bodies that DPHA is affiliated with. The information contained in the job advert and all vacancy literature will be clear and accurate to attract the most appropriate candidates from all groups across society, to allow them to decide their own suitability for the vacancy and whether they wish to proceed with applying. For those that wish to apply DPHA will ensure that all applications will have clear instructions for completion and application forms will be free from personal questions that are not relevant to the vacancy and that may lead to discrimination.

25. DATA PROTECTION

- 25.1 We will treat personal data in line with our obligations under the current data protection regulations and our Data Protection Policy. Information regarding how data will be used and the basis for processing data is provided in our Employee Fair Processing Notice.

26.0 POLICY REVIEW

26.1 This Policy will be reviewed by the Board every 3-years or earlier if required.