

Recruitment and Selection Procedure



Dalmuir Park Housing Association can provide this document on request, in different languages and formats, including Braille and audio formats.

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1.0 INTRODUCTION

- 1.1 At Dalmuir Park, we wish to empower our people to learn, grow and develop with the Association. By promoting from within, we can ensure that our employees are provided with such opportunity whilst the organisation can benefit from retaining talented individuals with key skills. However, we are also aware that it is sometimes necessary to look outside of the Association in order to attract new people to join us.
- 1.2 This procedure details the framework by which DPHA recruit and select individuals for a job opportunity, whether internal or external. It further outlines what candidates can expect from each stage of the process and confirms our commitment to an equitable process which is free from discrimination.
- 1.3 Accompanying this procedure is a recruitment and selection policy, which may be referred to by both hiring managers and job applicants.

2.0 RECRUITMENT PRINCIPLES

- 2.1 In the interest of fairness and consistency, the following principles are in place to support hiring managers with each recruitment and selection process:
 - Vacancy Review and Authority to Recruit
 - Job Description and Role Evaluation
 - Recruitment Methods
 - Advertisement
 - Shortlisting Candidates
 - Interview and Selection
 - Job Offer and Feedback
 - New-Start Paperwork
 - Pre-Employment Checks

3.0 RECRUITMENT PROCEDURE

3.1 VACANCY REVIEW AND AUTHORITY TO RECRUIT

- 3.1.1 As a registered charity, it is important that we regularly review our services to ensure that our tenants and customers are being provided value for money. DPHA's Leadership Team will therefore liaise with our Board to continually evaluate the Association's staffing plan in accordance with our overall strategic objectives. This includes the consideration of

modern and graduate apprenticeship schemes with a commitment to offering people an opportunity in the social housing sector, where possible.

3.1.2 When a post is vacated, hiring managers are required to seek the authority to recruit for the role via their own line manager. The hiring manager will be in a more senior position to the role being recruited for, where possible.

3.1.3 It is the Head of Service's responsibility to recruit posts within their team's budgetary constraints. Should a Head of Service seek authority to recruit for a position reporting directly to them, the Chief Executive is to be contacted for approval. Similarly, in the event that the Chief Executive's post is to be recruited for, approval will be sought from DPHA's Board.

3.1.4 Newly created posts require approval from the Board or People and Policy Sub-Committee.

3.2 JOB DESCRIPTION AND ROLE EVALUATION

3.2.1 Each new role within DPHA requires a matching job description outlining the responsibilities by which the person fulfilling the role is expected to undertake. The new job description will also be accompanied by a support person specification, detailing the qualifications and experience which are required by the successful candidate. Both documents are then evaluated by EVH to determine which grade on the salary scale it may be advertised at.

3.2.2 Once the authority to recruit has been granted, hiring managers are required to evaluate the existing job description and person specification to determine whether any changes are to be made prior to being advertised. If there are no changes to be made, or if only small amendments are required which do not affect the role's level of responsibility, hiring managers may proceed to the next stage of the process without an EVH evaluation. However, if significant changes are made to the existing job description, or if it is a new post which has been created, the role must be evaluated in line with the process detailed above.

3.2.3 It is important that job descriptions are drafted as a true reflection of the role, not only to attract the right candidates to apply, but to ensure that EVH are evaluating the post in line with our peers within the sector.

3.3 ADVERTISEMENT

3.3.1 In general, all of our vacancies will be advertised both externally and internally, however, in some circumstances posts may be advertised internally only. This may occur where the

post is deemed an alternative to redundancy, for staff development purposes or where there is a short-term requirement for cover.

- 3.3.2 In preparation for advert, hiring managers should liaise with Corporate Services regarding their recruitment needs. As well as communicating timescales and desired recruitment methods, the hiring manager should also update DPHA's recruitment pack to accurately reflect the position being advertised. Once finalised, this will be shared by Corporate Services alongside the advert for potential applicants to view.
- 3.3.3 When advertising a vacancy, it is crucial that key information, such as the salary, contractual hours and length of contract, is clear for potential applicants to identify. With regards to the salary, the full pay grade scale should be advertised. For example, if the EVH evaluation returns the role as a Grade 5, the salary scale should be advertised as PA13-PA16 and note that the starting point depends on the successful candidate's experience.
- 3.3.4 All adverts should run for a minimum of three weeks in order to provide potential candidates ample time to consider the role, job description and terms and conditions on offer. The longer the advert is live, the greater chance of attracting more quality candidates to apply.
- 3.3.5 Advertisements will also make clear, in both wording and illustration, that the position is open to all suitably qualified candidates, regardless of age, disability, gender reassignment, marriage or civil partnership, pregnancy or maternity, race, religion or belief, sex or sexual orientation. All adverts should also contain the statement "DPHA is an equal opportunities employer".
- 3.3.6 Details of any position being advertised will be fully circulated to ensure access to all applicants. This includes forwarding internal advertisements to employees on long-term leave including maternity, paternity and parental leave.
- 3.3.7 Furthermore, any applications from disabled persons will be judged against the essential job profile criteria for the post and if they meet the requirements then they will be granted an interview. Disabled applicants who identify themselves at the application stage will be provided with appropriate interview arrangements (such as an accessible interview room) to enable candidates to compete on an equal basis.

3.4 SHORTLISTING CANDIDATES

- 3.4.1 All candidates, both external and internal, are required to submit a CV and covering letter detailing how they meet the essential criteria of the post, to the email address specified by the hiring manager in the recruitment pack, or via the job site in which it is advertised.
- 3.4.2 Following the advertised closing date, the interview panel should aim to meet within three working days to consider any job applications received. Otherwise known as

shortlisting, this stage of the process is the evaluation of each candidate against the required criteria, skills, responsibilities and qualifications of the role.

3.4.3 Using the job description and person specification, the interview panel will assess each CV and covering letter by scoring against the essential and desirable criteria detailed in the person specification. Final scores are then compared to create a shortlist of candidates to contact for the interview stage of the process.

3.4.4 Contact should then be made with shortlisted applicants, by telephone or by email, inviting them to an interview with at least three working days' notice. Should the candidate be unable to attend on the desired day, every attempt should be made to reschedule for a more suitable time. Furthermore, the hiring manager must consider reasonable adjustments to attend the interview and seek advice where appropriate.

3.4.5 Unsuccessful candidates at this stage are to be contacted via email to thank them for their application but to notify of our regret at not progressing their application.

3.5 RECRUITMENT METHODS

3.5.1 The most commonly used recruitment and selection method at DPHA is a competency-based interview. Whilst hiring managers should look to organise face-to-face interviews within the DPHA office where possible, interviews may be held remotely in exceptional circumstances.

3.5.2 Depending on the nature of the role, we may opt to utilise an alternative recruitment method to the competency-based interview however, details will be provided to all candidates with sufficient notice and a fair and comparable scoring matrix will still be utilised in all cases. This will also apply in the recruitment of modern and graduate apprenticeships.

3.5.3 When applying for senior positions within DPHA, candidates may be subject to additional recruitment methods such as an interview presentation or psychometric testing. Full details will be provided where applicable.

3.5.4 Friends and relatives of candidates should not be involved in the recruitment process in order to ensure the experience is fair for all.

3.6 INTERVIEW AND SELECTION

3.6.1 The interview panel should consist of at least two panel members, including the hiring manager. The panel should also, where possible, consist of more senior employees than the post being advertised. For Manager posts and above (e.g. Senior Officer, Head of Service or Chief Executive), the panel may also include a member of DPHA's Board and a HR representative, at the Association's discretion.

- 3.6.2 Prior to the first interview taking place, the interview panel should work together to determine which questions will be asked during the assessment and by whom. It is imperative that all candidates are asked the same questions to ensure there is fairness and comparable scoring. An interview is also a fantastic opportunity to explain the role and the organisation in greater detail, to ensure that the opportunity is the right fit for all parties involved. As detailed in Section 3.5, a scoring matrix will be drawn up prior to the interviews taking place by which each candidate will be scored against.
- 3.6.3 Immediately after each interview, each panel member should refer to their notes taken during the assessment and individually score the candidate's answers against the pre-determined scoring matrix. Scores can then be compared with the other panel member(s), where an agreement will be made regarding the successful candidate. Where skills or abilities are not at the required level, the panel may also take into consideration the ability of the candidate to learn and develop in the role, as well as whether they are deemed to be the correct fit for the team and wider organisation.
- 3.6.4 If it is deemed following the interview stage that the scoring between two or more applicants is equal, the panel may invite the candidates back into the office or meet offsite for an informal follow-up discussion to help determine which individual is best suited to the post and to DPHA.
- 3.6.5 The reasons for non-appointment should not be discriminatory and be purely based on the selection criteria set.

3.7 JOB OFFER AND FEEDBACK

- 3.7.1 The successful candidate should be contacted via telephone to advise of a verbal offer of employment where the starting salary will also be confirmed. Appointments will normally be made at the lowest point of the relevant salary scale however, if appropriate, an appointment may be made at an alternative suitable starting salary, paying due consideration to a candidate's skills, experience, and present and future circumstances.
- 3.7.2 Should the candidate accept the offer, you may then contact the unsuccessful interviewees to advise of the outcome. For external candidates, it is best practice to also telephone at this stage of the process to thank them for their time and to provide brief feedback. For unsuccessful internal candidates, the hiring manager should seek to meet with them to explain the reasons for not appointing them into the role.
- 3.7.3 Should any of the unsuccessful candidates seek more detailed feedback, the interview panel members should gather their notes, discuss and provide the individual with a valuable critique of their performance.
- 3.7.4 Following acceptance of the verbal offer from the successful candidate, a formal offer letter should be sent to the individual confirming the details in writing. This letter should advise that the offer is subject to pre-employment checks, including references.

3.7.5 It is then after this stage that the hiring manager should liaise with Corporate Services as soon as possible to notify of the candidate's acceptance and to issue all new-start paperwork including documentation for pre-employment checks.

4.0 PRE-EMPLOYMENT CHECKS

4.1 REFERENCES

4.1.1 All external candidates will be required to provide two satisfactory references prior to appointment. References must not be contacted without the permission of the candidate to whom they relate and will only be sought after a conditional offer of employment has been accepted.

4.2 RIGHT-TO-WORK

4.2.1 DPHA will only employ individuals who are legally entitled to work in the United Kingdom. All applicants will be required to provide the Association with appropriate documentation or an online right to work check share code, wherever possible, to prove their eligibility to work in the UK.

4.3 DISCLOSURE SCOTLAND

4.3.1 All new-starts will be contacted by Corporate Services regarding the completion of a disclosure check prior to commencing in the role. This is a criminal record check to ensure the Association can make safe recruitment decisions.

4.3.2 Should the role being recruited for be classified as one which may come into contact with vulnerable adults or children, a Protecting Vulnerable Groups (PVG) enhanced check will also be carried out prior to appointment.

4.4 NEW-START PAPERWORK

4.4.1 The hiring manager should maintain contact with Corporate Services throughout the period of the pre-employment checks.

4.4.2 Once the employee returns the signed contract of employment, the new-starter pack will be emailed to them for completion. This pack contains documentation such as personal details and the Association's code of conduct and conflict of interest declaration.

4.4.3 At this stage in the process, the hiring manager may commence preparation for the employee's first week in the role and induction period.

4.5 PROBATIONARY PERIOD

- 4.5.1 All new appointments at DPHA are subject to the satisfactory completion of a six-month probationary period, as detailed in each contract of employment.
- 4.5.2 Throughout probation, managers will hold frequent check-ins with their team member to ensure they are settling into the organisation and developing to the level which we expect. The purpose of these meetings is also to ensure that each new-start is receiving adequate support and guidance to provide them with every opportunity to be successful in the role.
- 4.5.3 Reference will be made to DPHA's Performance Management policy through probation with progress monitored on an ongoing basis. In the event that the employee does not meet the performance levels required, the probationary period may be deemed unsuccessful and may lead to the individual's dismissal from the Association. In some circumstances, the probationary period may be extended.
- 4.5.4 On the contrary, it is hoped that all new-starts will successfully pass probation, which will be confirmed in writing following a final review meeting