



Title	Recruitment and Selection
Purpose	<p>This statement is MH’s policy in regard to recruitment and selection and encourages good practice and equal opportunities, to which all staff are required to adhere. In the recruitment process the aims of the Association are:</p> <ul style="list-style-type: none"> • To attract comprehensive applications from a diverse range and from a sufficient number of candidates with appropriate skills, qualifications and experience for consideration for employment with MH • To use fair and effective methods for the appointment of candidates consistent with MH’s policy on Equality, Diversity and Inclusion. • To ensure all legislative requirements are adhered to in order to mitigate risk to the organisation. • 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 the Association • To offer career opportunities to attract, develop and retain talent within the organisation • To take proactive steps throughout the recruitment process to eliminate discrimination, address underrepresented groups and ensure all candidates have fair and equal access to opportunities
Scope	<p>Maryhill Housing (MH) seeks to hire only the best candidates for our posts. We conduct business following the spirit and the intent of equal opportunities legislation and strive to attract and maintain a diverse workforce. 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 success and performing our jobs. This policy applies to all employees, workers, and potential employees and workers at Maryhill Housing.</p>
Definitions	<p>For the purposes of this policy the following definitions apply:</p>

	<p>Disclosure check: the criminal records check carried out by governmental body, Disclosure Scotland; can be at Level 1, Level 2, Level 2 with barred list and PVG scheme.</p> <p>PVG Scheme record: the PVG (Protection of Vulnerable Groups) scheme was introduced in 2011 and is a disclosure check for those working with children or protected adults.</p> <p>Job Profile: a Job Profile outlines the key components and responsibilities of an employee's job. It comprises of the Job Description and/or Person Specification and role expectations.</p>
<p>Policy Statement</p>	<p>Policy Aims</p> <p>1 Legal and Regulatory Framework</p> <p>MH aims to be an equal opportunities employer with specific procedures in place to meet its obligations under equal opportunities legislation. This policy encompasses the principles outlined in MH's Equality and Diversity Policy.</p> <p>The Association will ensure that it meets the requirements of the following relevant legislation:</p> <ul style="list-style-type: none"> • The Equality Act 2010 • Agency Workers Regulations 2011 • Immigration, Asylum & Nationality Act 2006 • The Employment Act 2002 • Part-time Workers Regulations 2000 • Rehabilitation of Offenders Act 1974 <p>MH will act ethically and conduct its affairs with honesty and integrity and aims to avoid conflicts of interest. Advice should be sought on any legislative issues from Human Resources (HR).</p> <p>2 Policy Principles</p> <p>MH actively promotes equality of opportunity for all and welcomes applications from any candidates with the right mix of talent, skills and potential. The selection of candidates for interview will be based on appropriate skills, qualifications and experience. 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.</p> <p>3 Training</p> <p>MH will ensure that all staff and board members involved at any stage of the recruitment and selection process will receive equality, diversity and inclusion awareness training and will be trained in the organisation's recruitment and selection procedure. This will ensure that those involved in the process will not discriminate either knowingly or unknowingly by asking any questions which may lead to discrimination.</p>

4 Procedure for Recruitment and Selection

A fair recruitment process will remove barriers where possible that might stop people applying at different levels and from different backgrounds. We shall use inclusive recruitment methods to enable the organisation to recruit from the widest pool of talent, and therefore potentially increasing the opportunity of a more diverse workforce which reflects the community we serve. A more diverse workforce should improve the organisation's service delivery, as it will include staff with more knowledge and experience to meet the needs and aspirations of service users and potential service users.

The steps set out below will be followed in the recruitment and selection process for employment in MH. Most post within MH are subject to basic disclosure checks - please refer to MH's Disclosure Policy before starting the procedure for recruitment and selection.

4.1 Recruitment Business Case

When recruiting for a vacant post, or requesting additional resources, the Association will assess the Business Case in the first instance. This will often be carried out by Department Manager in liaison with the Directors Team. This involves assessing:

- whether or not the post has to be filled;
- how it could be filled and ;
- what would be the adverse effects of not filling the vacancy;
- could the work be distributed amongst existing staff
- budget availability (if applicable is their funding options e.g. for specific specialised roles)
- duration of the post, temporary/fixed term contract or permanent
- advertisement route and outreach efforts and channels to attract talent from as wide a pool as possible
- Agency use

When creating new job profiles, or making amendments to existing profiles, managers should be mindful of the need for the post and information to reflect our values as an organisation.

The job profile (job description and person specification) will outline the outputs required of the post, its main purpose, role expectations and interdependencies, the line manager the post holder will report to and any staff management responsibilities. The job description will reflect the % of time the incumbent could reasonably be expected to spend on the main tasks of the role

The job profile, CV and application form will form the basis for the selection of the successful candidate by the selection panel for interview. It will define selection criteria relevant to the requirements of the post, thereby minimising subjective judgements on the part of the selection panel. This reduces the potential for discrimination and also provides demonstrable evidence of MH's recruitment processes.

The job profile will also list the person specification to be considered. The range of criteria may vary depending on the position, but most specifications will normally include a minimum of experience, knowledge, qualifications/training, specific skills and abilities.

Essential criteria are those without which it is impossible to do the job. They are required from the first day of the job. The absence of any essential requirements will exclude a candidate from progressing further in the selection process.

4.2 Recruitment

4.2.1 Permanent Recruitment

Where it is deemed necessary to recruit another staff member or fill a vacant post permanently, the position will be advertised simultaneously; internally and externally in line with the Recruitment Planning form for the vacancy, demonstrating our commitment to equal opportunities and attracting and developing talent.

An exception to this will be in case of restructuring or redundancy where it may be necessary to appoint candidates into suitable alternative posts without externally advertising the vacancy.

4.2.2 Internal Recruitment

All existing staff will be notified of permanent, long term temporary vacancies, and apprentice/trainee and graduate training opportunities and secondment opportunities, including those on sick leave, maternity leave or holidays, and will be eligible to apply for any post.

All Internal candidates applying for posts must meet the essential criteria for the advertised role to progress to the interview stage of the process.

4.2.3 Temporary Recruitment

Temporary posts of up to and including 12 months will normally be advertised internally first for a short period before being advertised externally if a suitable appointment cannot be made from the internal recruitment.

In exceptional cases the Association may deviate from this and advertise internally and externally simultaneously, for example where the role is specialist in nature. This would require Business Case approval from the Directors Team.

The Association will usually recruit temporary posts independently. However, there may be instances where recruitment agencies will be used, for example if the post is very short term or specialist in nature. Agency use requires approval from the Directors' Team. The Association will seek to achieve best value when using agencies

Longer term temporary posts (i.e. over 12 months) will be advertised internally and externally simultaneously.

For Temporary Posts up to 2 years, secondment opportunities may be considered, with recruitment in line with paragraph 4.2.5

4.2.4 Modern Apprentice/Trainee/Graduate Recruitment

In line with the Association's commitment to talent management which seeks to attract, identify, develop, engage, retain and deploy individuals who are valuable to the organisation because of their potential or the critical role they hold, a modified recruitment process will apply.

Opportunities for modern apprenticeships/trainee posts or graduate trainees will be tailored to align to career pathways within the association and provide relevant on the job opportunities. This approach will create and encourage growth opportunities for staff, help to build a high performance culture and contribute to inclusion and diversity

Opportunities for modern apprenticeships/trainee or graduate trainee roles will be advertised simultaneously internally and externally to identify and appoint the most suitable candidate. These are generally fixed term posts.

On successful completion of the training course/apprenticeship/graduate traineeship role, the individual may be offered a permanent post if **all** of the following conditions are met:

1. The association must have endorsed the training provision, funded the training and/or salary of the trainee (unless funding is covered by a particular scheme) and nurtured the trainee;
2. The trainee must be scoring at least a 3 (fully meeting) across all of the role expectations, values and behaviours of the role
3. A suitable related vacant role within the association must exist
4. A formal interview will be held to assess suitability for appointment into the vacant role

By streamlining this process for trainees we have coached, nurtured and funded, represents a good return on our investment and demonstrates our commitment to developing and upskilling our current workforce to retain talent within the organisation

4.2.5 Working with Partnership Organisations

We recognise that a key part of career development and progression is offering staff the opportunity to experience working with partner organisations that align to our business, strategic and community engagement goals.

These roles offer staff the chance to gain broader industry experience, build external networks and bring new insights back to their role.

Maryhill Housing supports and encourages internal candidates to explore growth opportunities through secondments or temporary assignments. This includes roles within Maryhill as well as opportunities with external organisations with whom we have formal partnership arrangements.

Eligibility:

Staff must have successfully passed their probation period and must have demonstrated that they are consistently scoring at least a 3 (fully meeting) across all role expectations and values and behaviours in their current role over a period of no less than 3 months.

Participation in these opportunities will require approval from the line manager and director.

Process:

Internal Recruitment

Will be advertised as a “Development” opportunity first for temporary roles (up to 2 years) and will run for 1 week.

External Recruitment

In the event the temporary role (up to 2 years) is not filled through internal recruitment, then the HR teams of both organisations will liaise and consider if the job is suitable for a secondment opportunity.

If yes, the job will be offered as a “Secondment” opportunity to both MHA and QCHA in parallel to the external advert.

MHA and QCHA will share opportunities across each organisation. Where either a secondment or development opportunity has been agreed, on completion, the employee will return to their original role where learning and insights gained should be shared with the relevant teams to maximise organisational benefit.

4.3 Advertising

Posts will generally be advertised using channels as set out in the Recruitment planning form. In exceptional circumstances the Association may deviate from this.

The job profile will provide the basis for any advertisement. This will outline the principal outputs of the post and requirements of the post holder. To further attract candidates, a summary of the association’s benefits package and values statement will be included.

Advertisements will contain information on job title, salary scale, experience, skills and qualifications required, provide a brief description of the role and of MH, state whether the post is full or part-time, temporary, fixed term or permanent and confirm MH’s commitment to the principle of equality of opportunity. It will also state whether a disclosure check is necessary in line with the Disclosure Policy.

All advertising and marketing materials for vacancies within the Association will clearly state the Association’s commitment to equality diversity and inclusion and will indicate that all candidates and prospective staff are treated in accordance with our EDI strategy and policy. In addition, all advertising media will also display any signs of equality bodies with whom the Association is affiliated.

4.4 Application for Posts

To allow each candidate equal opportunity to demonstrate how they meet the requirements of the post, applicants will be required to follow the online application process which will include writing a personal (introductory) statement which will be based on the essential criteria for the post and uploading a CV.

All candidates will receive a recruitment pack that will include relevant information about the post and the Association, job description, person specification, our values, guidance notes, summary statement of conditions, closing date and the proposed timescales for shortlisting and date of interviews. All candidates will complete an application form and a criminal convictions declaration form.

Successful candidates to new and vacant posts will be selected on merit through rigorous assessment of the selection methods agreed on selection Recruitment Planning form.

4.4.1 Equality Monitoring

Completion of the Equality Monitoring Form is optional however this information will allow MH to assess how well we are meeting our equal opportunities targets and commitments

4.5 Selection/Interviewing

4.5.1 Short listing

All applications will be acknowledged.

All personal, equality or any information that could identify a candidate, will be removed by the HR team prior to being shared with the selection panel. Only fully anonymised applications will be used for the selection process.

A panel, of at least two individuals, will carry out the recruitment processes for each vacant or new post. On some occasions the panel may include a representative from HR. When recruiting for the Chief Executive, recruitment will be taken forward by the Board and may be supported by an external adviser. When recruiting for a Director, the panel will include the Chief Executive and two Board members one of which will usually be the Chair. Only individuals who have received recruitment and selection training will be able to participate in short listing and interviewing?.

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 short list will usually also participate as interviewers to ensure consistency in recruitment.

Staff will be shortlisted for interview based on how their skills, abilities and knowledge match to the criteria set out in the person specification. The person specification will indicate how candidates will be assessed during the selection process

Each panel member must complete a short listing assessment form appropriately for each applicant. If a panel member recognises a candidate's details, they should declare this and, depending on their relationship with the candidate, they may potentially be required to exclude themselves from the selection process

Candidates invited to interview and unsuccessful candidates will be informed of the result of their applications. Unsuccessful candidates may be offered the opportunity for feedback on their interview performance applications.

4.5.2 Procedures for Shortlisting Disabled Applicants

Any applications from disabled people will be judged against the minimum selection criteria for the post (this could potentially be the desirable criteria) and if they meet the requirements of the role, they will be offered an interview.

4.5.3 Modern Apprentice/Trainee/Graduate Recruitment

Candidates for modern apprenticeships/trainee/graduate trainees roles will be required to submit application documents, which will be subject to fair short listing procedures. Successful short listed individuals will be invited to attend an interview and the most suitable individual/s will be selected.

4.5.4 Interview

Interviews will generally be arranged within two weeks of the advertisement closing date where practicable and this date will be detailed in the advert for the post. Interviews will, whenever possible, be carried out by all members of the shortlisting panel and only individuals who have received interviewing skills training should participate. Interviews may be held virtually.

All short listed candidates will be offered an interview, at which the same questions, based on the job description and person specification, will be asked in the same order to all candidates. This may also include suitable testing where appropriate or other assessment methods as indicated for the post in the Recruitment Planning form

Where it is necessary to obtain information on personal circumstances (e.g. in relation to a selection criterion such as flexibility to work irregular hours) questions about this will be asked equally of all candidates and, like other questions, will relate only to the job requirement.

Any requested, appropriate, information which has been provided by the Association to an interviewee will be made available to all other candidates invited to interview.

4.5.5 Interviewing applicants with a disability

Disabled applicants who identify themselves at the application stage will be provided with appropriate interview arrangements (such as an

accessible interview room) to remove all barriers and enable candidates to compete on an equal basis.

No applicants will be asked about health or disability before a job offer is made. There are limited exceptions which will only be used with Human Resources approval. For example:

- Questions necessary to establish if an applicant can perform an intrinsic part of the job (subject to any reasonable adjustments);
- Questions to establish if an applicant is fit to attend an assessment or any reasonable adjustments that may be needed at interview or assessment;
- Positive action to recruit disabled persons

4.5.6 Assessment

Panel members must complete interview assessment documentation, appropriately, based on evidence for each candidate. MH's policy on Equality, Diversity and Inclusion will apply to all matters of recruitment and selection.

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.

4.6 Job Offer/Appointment

Once the appointment panel has made a decision, a conditional offer will be issued to the successful interviewee subject to the receipt of:

- satisfactory references,
- original qualification certificates,
- proof of eligibility to work in the UK

Disclosure Scotland - Level 1 or Level 2 as appropriate which includes criminal record checks

Appointment will normally be made at the bottom of the salary scale; otherwise, an appointment will be made on a suitable salary giving due consideration to a candidate's skills, experience and present circumstances. Candidates should inform the recruitment panel during interview of salary expectations if this is not the bottom of the salary scale. The initial offer can be verbal and followed up in writing, this will always be provided in advance of the employment start date. The terms of a written contract of employment will be confirmed and issued subsequently once the aforementioned conditions have been satisfied.

Should the job offer be declined, if agreed by the interview panel, the second highest scoring candidate suitable for appointment will be offered the post. In the event that a further similar vacancy arises within 6 months of the original campaign, the second placed candidate suitable for appointment will be offered the job.

If there is not a suitable reserve candidate the recruitment process should be revised and a rerun of the whole recruitment process should be considered.

Once the job offer has been accepted then interview outcome notification should be issued to unsuccessful interviewees. It is the intention of the Association, where possible, to inform candidates of the outcome of the interview as quickly as possible.

4.6.1 Personal Relationships at Work

A personal relationship at work is defined as:

- A family relationship or someone closely associated with you ie a relative or their partners; your partner's close relative; friends; anyone on whom you are dependent or who is dependent on you
- A business / commercial / financial relationship;
- A romantic / sexual relationship

When an individual has been selected for a post where there is a potential conflict of interest due to personal relationship, as defined above, the following will apply.

- A declaration of interest form is to be completed by both/all related parties
- No person will have line management responsibility for someone with whom they have a personal relationship
- A risk assessment will be carried out by the hiring manager
- An alternative reporting chain will be identified where there is a risk of a conflict of interest

Further information is contained in Maryhill Housing's Personal Relationship at Work policy and guidance from HR.

4.7 References

References will be sought after a conditional offer of employment has been accepted. Reference requests will be made to the most recent or current employer and/or academic/voluntary/good character reference. Referees must not be related to the candidate. If a referee happens to be a panel member then the candidate may be asked to provide an alternative referee.

4.8 Disclosure/PVG Check

Most posts within MH that are subject to Level 1 disclosure checking and these are identified in MH's Disclosure Policy. When this is the case it is customary to make any offer of employment, which is subject to disclosure checking, conditional on receipt of a satisfactory disclosure check.

MH complies fully with the Code of Practice; issued by Scottish Ministers in connection with the use of information provided to registered persons and other recipients of information by Disclosure Scotland under Part V of the Police Act 1997 and the Protection of Vulnerable Groups (Scotland)

Act 2007; for the purposes of assessing applicants' suitability for positions of trust. MH will treat all applicants for positions fairly and will not discriminate unfairly against the subject on the basis of conviction or other information revealed.

The relevant director and HR will discuss any matter revealed in a disclosure check with the subject of the check before withdrawing a conditional offer of employment. Please see our Disclosure Policy for full details.

Disclosure paperwork will be held securely and destroyed after a period of 3 months

4.9 When undertaking checks to ensure that we only employ applicants who are legally allowed to work in the UK, we must ensure that we comply with the law without discriminating against individuals on the basis of their race. To ensure there are no discriminatory practices, all potential and existing employees will be treated in the same way and will be required to provide documentation as outlined on the Visa and Immigration Gov.uk website.

Having a criminal record will not necessarily debar a candidate from working with Maryhill Housing.

4.10 Advising Candidates of the Outcome

When an offer of employment has been made, a member of the interview panel will advise the successful candidate by telephone first and in writing soon after. The hiring manager should ensure they emphasise that the offer of employment is conditional subject to the appropriate checks.

All unsuccessful interviewees will typically be advised of the outcome of their interviews by telephone or email. Constructive feedback on their performance can also be made available to them, if requested, by telephone. This will be given with reference to the person specification identified for the job profile. Feedback should be requested within 2 weeks of notification of the interview outcome.

4.11 Interview Expenses

Travel expenses will not be reimbursed.

5 Equal Opportunities Monitoring

As part of MH's recruitment process, equality monitoring will be undertaken and reported. Equality information will not be shared with the selection panel at any stage of the process.

This information will be held in a secure location by HR. Reports will be provided on a regular basis to the Management Team. Information will be stored and disposed of in accordance with the Data Protection Act 2018

6 Records

	<p>A clear record of all decisions relating to advertising, short-listing and selection will be stored confidentially by HR and retained for twelve months following interview. Thereafter personal information will be destroyed.</p> <p>Any undertaken PVG membership records/Disclosure Scotland checks must be stored in accordance with the Disclosure Policy.</p> <p>7 Personnel File</p> <p>The successful candidate’s recruitment documentation will be made into a personnel file and retained.</p> <p>8 Induction</p> <p>MH’s staff will welcome new post holders, or those appointed to new posts from within the organisation, by providing a comprehensive induction programme, which will follow the Association’s Induction Policy and Procedures including role specific and corporate elements.</p> <p>9 Probation Period</p> <p>All posts will include a probationary period that will allow MH to assess the performance and future potential before deciding on confirmation of employment. Posts of less than 12 months will be subject to a 3 month probation period. For posts of 12 months or more will be subject to a 6 month probation period.</p> <p>10 Failure to Recruit</p> <p>Should the full recruitment and selection procedure fail to recruit a suitable candidate, reasons for this should be identified and considered, appropriate alterations made and recruitment should be rerun where appropriate to do so.</p> <p>11 Complaints</p> <p>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 HR Manager who will investigate the matter and further liaise with the complainant.</p> <p>12 General Data Protection Regulations</p> <p>MH will treat all personal data in line with our obligations under the current data protection regulations and our own Data Protection policy. Information regarding how applicant / employee data will be used and the basis for processing such data is provided in MH’s employee privacy notice.</p>
Approval	<p>Board, December 2023 Amended November 2024 Amended June 2025</p>

	Amended December 25
Policy Owner	Arlene McLaughlin, HR Manager
Review	This policy will be reviewed every 3 years and/or updated in line with changes in legislation.