

# Case Study

DTP

## Ashton Pioneer Homes

### Recruitment

**Ashton Pioneer Homes (APH) is an award-winning, not-for-profit organisation with almost 1,000 homes that it manages in Ashton-under-Lyne, Tameside.**

#### Objective

DTP was asked to support the Association's Board and Chief Executive in the process of recruiting a Director of Resources. Our objective was to involve board members, the Chief Executive and staff in a robust selection and recruitment process.

#### What we did

We started off by working with a sub-group of the board (the recruitment panel), where we gained a full understanding of the Association's expectations and requirements. We also agreed the remuneration package and the associated terms and conditions of employment. This was informed by benchmarking work that was undertaken by us.

We agreed the overall process and the timetable, which would involve staff as well as the Board panel. Finally, we agreed the criteria for recruitment, based on what the panel felt an excellent appointment would look like, taking account of the Association's culture, values and the challenges facing APH and the sector.

The next stage saw us agreeing a marketing strategy and a budget for this. We developed a candidate information pack and a list of potential target candidates, so that we could, in addition to the advertising, make direct approaches to people to improve the potential candidate 'long list'.



Advertisement were placed and expressions of interest were received. After the closing date we reviewed applicants' CVs and we then held First Stage interviews with candidates that met the criteria. At this stage the panel also received a pack with all applications and candidate details enclosed. Following the First Stage interviews we made recommendations to the Chief Executive and the panel. The preferred candidates were then invited to Second (and final) Stage interviews, which now involved the panel and the Chief Executive, in a process that was facilitated by us.

Second stage interviews required candidates to make a 10-minute presentation on a relevant theme (provided to the candidates ahead of the day) to a staff group, also answering questions raised by that group. After this, the candidates gave a presentation to the Board panel, followed by a series of questions from that panel. The panel used an information pack, with pre-defined questions, prepared by us to record their views on each candidate. This assisted the panel greatly in the debate and discussion which followed. Staff group views were also fed into the process of making a decision. The panel, assisted by us, made a unanimous decision and the preferred candidate was offered the post.

#### What we achieved

The process was delivered on time and on budget, with the appropriate calibre of candidates being attracted to the position. The process was successful in that the preferred candidate, unanimously chosen by the panel, accepted the offer of the post and following the receipt of written references, will now take up a position in due course.

*This was a key senior appointment for APH and I am really pleased with the support and professional advice provided by DTP throughout the recruitment process to both the Board and myself. A very successful outcome.*

**Tony Berry, Chief Executive, Ashton Pioneer Homes**