



# **Recruitment and Selection Policy and Procedure**

## **1. Introduction**

- 1.1. The Club fully endorses the principles of fair and safe recruitment and selection. The purpose of this policy is to ensure:
  - 1.1.1. a fair, safe and consistent approach to recruitment and selection across all areas of the Club using objective criteria;
  - 1.1.2. adherence to our Safeguarding Policy and relevant legislation;
  - 1.1.3. adherence to our Equality, Diversity and Inclusion Policy and relevant employment legislation;
  - 1.1.4. adherence to our Dignity at Work Policy and relevant employment legislation;
  - 1.1.5. employees are selected on the basis of merit and their ability as measured against predetermined criteria for the job;
  - 1.1.6. we meet our strategic objectives and effectively promote the values of the Club;
  - 1.1.7. the Club is able to attract and retain high-calibre employees.
- 1.2. To support the Club's aims to achieve a diverse and inclusive workforce, and to ensure we are legally compliant and exceeding best practice guidelines, we apply the following procedures during recruitment and selection processes. These procedures are reviewed regularly and updated when necessary in line with regulations.

## **2. Scope**

- 2.1. This policy applies to all internal and external job applicants, employees applying for promotion and all other selection activities, e.g. redundancy.

## **3. Identification of recruitment/selection need**

- 3.1. If a position becomes vacant or a new position is proposed, managers are required to obtain approval from the CEO before recruitment commences.
- 3.2. Once approval is granted, the HR representative should be consulted.

## **4. Job description, personal specification and advert**

- 4.1. Key documents in recruitment, e.g. job descriptions, personal specifications and adverts should be reviewed (if existing) or finalised before advertising the role. Managers and the HR representative will collaboratively draft these.

- 4.2. Documents should be designed to ensure potential applicants have sufficient information to make informed decisions regarding their suitability for the role.
- 4.3. The language and wording in these documents must be continuously reviewed through an ED&I lens to ensure it does not discriminate or discourage diverse groups from applying. For example:
  - 4.3.1. Avoid statements like 'must have a love for cricket' – this excludes a wide range of people who may have the necessary skills/experience to do the role.
  - 4.3.2. Gendered language and stereotypes should be avoided. Many common words have male or female associations. Overuse of traditionally male-associated language discourages females from applying.
- 4.4. The essential criteria should be specific, clear and *essential*. If it is desirable, but not essential to carry out the role, it should not be included. Desirable criteria can discourage certain groups from applying and reduce the potential talent pool.
- 4.5. Only genuine requirements of the role should be included e.g. if it mandates flexibility or requirement to work long hours but these are not essential to meet the demands of the job, it could discriminate against those with caring responsibilities.
- 4.6. Qualifications required must be relevant to the role and equivalent qualifications must be permitted.
- 4.7. All job descriptions and adverts must contain the Club's ED&I and safeguarding statements along with respective tasks and responsibilities relevant to the role. They must reflect the Club's purpose, vision and values.
- 4.8. All jobs must be assessed to determine whether or not they contain 'regulated activities'. Regulated activities are the activities that the Disclosure and Barring Service can bar people from doing. It is a criminal offence for a barred person to seek to work, or work in, activities from which they are barred. If they do contain regulated activities, a condition of employment will be a satisfactory enhanced DBS check which must be stated on the job description and advert.
- 4.9. Job adverts should encourage applicants to contact the Club to discuss any additional support or reasonable adjustments they may need during the recruitment process.
- 4.10. Vacancies should be advertised to diverse sections of the labour market wherever possible to enable a wide range of applicants to apply.
- 4.11. If using recruitment agencies, the Club's ED&I and safeguarding commitments must be made explicitly clear and recruitment procedures followed.
- 4.12. Transparency and communication are essential within the recruitment process. The job advert should detail the selection process, e.g. first and second stage interviews (face to face, virtual or telephone), assessments or tasks and give approximate timeframes or dates for each stage.

## **5. The application process**

- 5.1. The Club operates an anonymised and safer recruitment procedure for all roles.
- 5.2. To apply for roles, applicants will be sent an application pack containing an application form, consent to obtain references form, a self-disclosure form (if relevant to the role), a proforma reference request letter, the job description and person specification, a diversity monitoring form, the Club's privacy notice and any other relevant information.
- 5.3. The Club requests voluntary equality and diversity data from all job applicants. The information is anonymous, confidential and not used within selection decisions. Selection panels do not see this information. The data is used to inform decisions about how to improve equality, diversity and inclusion at the Club. It is stored securely in line with data protection legislation and the Club's policy.

- 5.4. Only fully completed application forms will be accepted – CVs and covering letters will not. In exceptional circumstances, the HR representative may record reasons for, and written approval to, accept alternative documents.

## **6. First-stage selection process: shortlisting for interview**

- 6.1. Application forms will be redacted to remove identifiable information and sent to a minimum of two, but preferably three suitable colleagues to review individually.
- 6.2. If a colleague has a close relationship with an applicant they should not participate in the selection process. If they do not declare their association it may result in disciplinary action.
- 6.3. Applications must be carefully assessed against the essential criteria in the job description and personal specification and scored using an objective selection matrix. A note should be made on the matrix about anything on the application which requires further clarification. Areas to consider are:
  - 6.3.1. Are forms fully completed? Are there any discrepancies? Is information consistent?
  - 6.3.2. Are there gaps in employment history?
  - 6.3.3. Has the most recent employer been given as a referee?
  - 6.3.4. From a safeguarding perspective, where relevant, does at least one of their referees cover roles working with vulnerable people?
  - 6.3.5. Have at least two references been provided?
- 6.4. The matrices will be retained for a minimum of 6 months after the recruitment process has been closed.
- 6.5. Once applications have been reviewed individually, a collective shortlist of applicants should be established.
- 6.6. Shortlisted applicants should be invited to the next stage, usually an interview.
- 6.7. We will endeavour to inform all unsuccessful applicants however this does depend on the volume of applications received.

## **7. Second-stage selection processes: first and second stage interviews/assessments**

- 7.1. The interview panel should ideally consist of a minimum of three people, preferably four, at least two of whom shortlisted from the application forms. However, there may be occasions where this number of people are not available, therefore a minimum of three people must be present. The panel should be as diverse as possible and contain at least one person who is trained in safer recruitment methods.
- 7.2. Panellists should adequately prepare for interviews by discussing and agreeing appropriate questions and what good and poor answers are. Questions should seek to enhance the panel's understanding of the candidates' level of knowledge and experience, motives, attitude, values, communication skills and any other relevant aspects to the role. The job description and personal specification form the basis of designing the questions.
- 7.3. Questions should be both generic (asked to all candidates) and specific to acquire more information from a candidate's application.
- 7.4. Anything ambiguous on application forms, e.g. gaps in work history etc. should be explored.
- 7.5. Panellists must ensure they do not ask questions that are in any way discriminatory, unnecessarily intrusive or irrelevant to the role, e.g. do not ask whether candidates intend to have children, or their age.
- 7.6. Positive and negative indicators, particularly in reference to safeguarding, should be determined and used to score against.
- 7.7. During the interview, panellists should have all relevant documents to hand and use a pre-designed question and answer sheet to record candidate responses, using the candidate's

own words, and any notes the panellist wishes to record. The sheet should also be used to record follow up questions and responses.

- 7.8. Panellists must score the responses and these must be a reference point within the decisions of who to select.
- 7.9. This is a formal document which will be stored for a minimum of 6 months and could be used as evidence should a candidate raise a complaint about the recruitment process. Notes should be clear and detailed.
- 7.10. Appropriate assessments and tasks can be used within selection processes. These should clearly relate to the duties and responsibilities of the role, level of seniority, and skills, competencies and personal qualities needed to perform effectively.
- 7.11. It is essential all interviews for roles with regulated activity contain adequate safeguarding questions.
- 7.12. Recruitment to roles involving regulated activity should involve a face-to-face interview whenever possible before offering the role. If an in-person interview is not possible due to the candidate's location, ensure safeguarding is a prioritised topic in interviews and keep in mind expectations around safeguarding can differ across the world.

## **8. Keeping applicants informed**

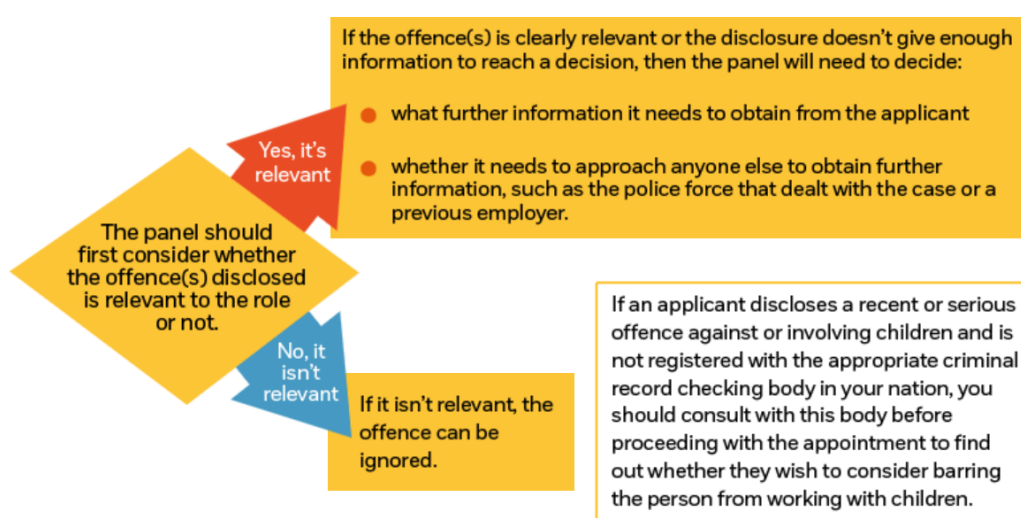
- 8.1. Timely communication with applicants is important at all stages of the process to ensure they have a positive experience with the Club, feel they have been treated fairly and to maintain good employer reputation.
- 8.2. Ideally, all applications should be acknowledged. Once first-stage shortlisting has been completed, unsuccessful applicants should be informed and shortlisted candidates should be provided with:
  - 8.2.1. the date, time, location, approximate length and format of the interview;
  - 8.2.2. details of other selection methods planned;
  - 8.2.3. names and positions of the interview panellists;
  - 8.2.4. information about what they need to bring to the interview:
    - 8.2.4.1. Proof of identification
    - 8.2.4.2. Original certificates of qualifications
    - 8.2.4.3. Right to work in the UK documents
- 8.3. On closing interviews, it is best practice to indicate the next steps and when candidates can expect to find out the outcome.
- 8.4. Candidates should be contacted within the timeframe given. If more time is required, this should be communicated.
- 8.5. For unsuccessful candidates, it is appropriate to provide some positive and constructive feedback whenever possible and they should have the opportunity to ask further questions.

## **9. Pre-employment check: Identification and right to work in the UK**

- 9.1. Photo identification documents detailing the applicant's date of birth must be sought.
- 9.2. The Club is required by law to ensure that all employees are entitled to work in the UK. No assumptions will be made about immigration status or nationality based on appearance. All prospective employees, regardless of nationality, must be able to produce original documents before employment starts, to satisfy current immigration and right to work legislation. Candidates will be asked to bring photo identification and proof of right to work in the UK with them to the first stage interview. No copies must be taken at this stage.
- 9.3. When a candidate is offered a role, a copy of their right to work in the UK documents will be stored.

## 10. Pre-employment check: self-disclosure form and DBS check

- 10.1. Shortlisted candidates for roles involving regulated activity (e.g. contact with children, young people and vulnerable adults) will be required to complete a relevant self-disclosure form and bring it with them to the interview in a sealed envelope. The Club will not open this envelope unless the candidate has been offered the position. If the candidate has not been offered the position, the envelope will remain unopened and disposed of securely in line with our data protection policy.
- 10.2. For those unable to attend face to face interviews due to geographical location, an alternative method of receiving the self-disclosure form will be provided.
- 10.3. A risk assessment must be conducted if the self-disclosure form contains sensitive information to ensure a safe and fair decision is made.
- 10.4. When assessing disclosures, the following factors should be considered:
- 10.4.1. Relevance, nature and seriousness. What behaviour did the offence represent? How serious was it? Is it relevant to the role? In general, offences involving sexual behaviour, drugs or violence will be of concern if the candidate is seeking to work with vulnerable groups, but mitigating factors must be taken into account. The severity of the sentence will indicate how seriously the behaviour was viewed.
  - 10.4.2. Timescale. How long ago did it occur? How old was the candidate?
  - 10.4.3. Repetition. Was it a one-off or series of offences over a short timeframe, suggesting particular circumstances? Or is there history of repeated/various offences over a long period of time?
  - 10.4.4. Mitigating circumstances. Youth, immaturity, illness or under coercion from another person?
  - 10.4.5. Changes and remorse. Have candidate's personal circumstances changed since the offence? Is there evidence of remorse and rehabilitation.
  - 10.4.6. Country of conviction. Was the offence committed abroad? If so, check the offending behaviour thoroughly as some behaviour committed in other countries may not be considered an offence in the UK, and vice versa.
  - 10.4.7. Decriminalisation. Behaviour considered a criminal offence in the past may no longer be against the law because legislation has changed.
- 10.5. Procedure for considering disclosures:



- 10.6. Roles involving regulated activity will be subject to a satisfactory Enhanced Disclosure and Barring Service (DBS) Check prior to commencing work.

- 10.7. Overseas candidates must still undergo pre-employment checks but criminal record checks differ in each country. The HR representative will advise on the appropriate course of action.

## **11. Pre-employment checks: qualifications and professional status**

- 11.1. If relevant to the role, candidates must provide original or certified copies of qualifications which should be verified from the awarding body. Copies of these must be taken and stored on file.
- 11.2. If applicable, registration with appropriate professional bodies should be verified by contacting the organisation directly.

## **12. Pre-employment checks: references**

- 12.1. References are important pieces of information to obtain without exception. The Club has a standard template which should be used when requesting references.
- 12.2. Two references should be sought, with one from candidate's most recent employer and whenever possible must be from a contact known in a professional capacity.
- 12.3. If the role requires regulated activity, at least one of the references must be from the candidate's most recent employment where they worked with children, young people or vulnerable adults.
- 12.4. If the candidate is a student, one reference can be from a senior staff member from their place of study.
- 12.5. If the candidate has not been previously employed, they may have someone provide a character reference but this must not be from a relative or partner.
- 12.6. References must only be sought after the Club have received a signed consent form from the candidate and this must be sent to the stated referee when requesting the reference.
- 12.7. A copy of the job description should be sent to referees so they understand the requirements of the role.
- 12.8. The seniority of the role will dictate when references will be requested. For higher seniority roles, references may be requested in advance of the role being offered to the candidate.
- 12.9. The Club may obtain verbal references however a full written record must be kept and the referee must be informed of this, and that further written information may be sought at a later date. They may also be contacted to clarify any information.
- 12.10. The Club recognises it is common practice for some employers to only provide limited references based on employment dates and position held. We will endeavour to obtain as much objective information as possible on a candidate's employment history to assess whether a reference is satisfactory. Proper enquiries should be made, in accordance with the Employment Practices Data Protection Code, where any information is received that conflicts with information previously provided and the candidate should be allowed an opportunity to provide an explanation before a final decision is reached.
- 12.11. Pre-written references or those which are not completed on the Club's template will not be accepted.
- 12.12. References must be checked thoroughly to ensure:
- 12.12.1. All questions are answered
  - 12.12.2. There are no vague or ambiguous answers
  - 12.12.3. Answers correspond with the information on the application form
- 12.13. If any information is missing, ambiguous or does not match that provided by the candidate, the Club must seek clarification from the referee.

- 12.14. References must be given proper consideration in the recruitment process and their content be satisfactory to the Club.

### **13. Provision of false information**

- 13.1. If it transpires the candidate has provided false information at any point of the application process it could result in:
- 13.1.1. the application being rejected;
  - 13.1.2. an offer of employment being retracted;
  - 13.1.3. summary dismissal (without notice) if the candidate has been appointed and the omission/false provision is serious;
  - 13.1.4. referral to the police if the misrepresentation relates to a risk to vulnerable groups

### **14. Safer recruitment**

- 14.1. It is essential to ask safeguarding specific questions for roles with contact with vulnerable groups. Questions should explore:
- 14.1.1. The candidates's attitude to vulnerable groups
  - 14.1.2. Their ability to support the Club's commitment to safeguarding and promote the welfare of vulnerable groups.
- 14.2. Some responses to questions may raise a concern about the individual's suitability to work with children/young people/vulnerable adults. It is important not to jump to conclusions based on one unsatisfactory answer but if you have cause for concern, always ask a follow up question. Concerns can include:
- 14.2.1. Implication that adults and children are equal in all ways. This ignores the difference in power, responsibilities and authority.
  - 14.2.2. Lack of recognition of the vulnerability of children to abusive or inappropriate behaviour or that such behaviour is harmful.
  - 14.2.3. Idealisation of children. The candidate may view children in idealised or romantic terms.
  - 14.2.4. Inadequate boundaries. There may be a lack of understanding of appropriate boundaries that should be observed between adults and children.
  - 14.2.5. Identification with children. There may be an over-identification with children or use of a relationship to meet a personal emotional need.

### **15. The offer of employment**

- 15.1. An employment offer must be conditional until all pre-employment checks have been received at a satisfactory standard to the Club.
- 15.2. In the event of a delay of the return of a DBS check, an appointment may be made subject to checks with the Children Barred Lists, risk assessment and appropriate safeguards being put in place. Where an employee is awaiting a DBS they will be required to be supervised at all times until the information is received by the assigned supervisor. If there is any doubt, a delay to the start date should be put in place and where appropriate advice sought from the Club's Safeguarding Lead. All other referencing and pre-employment checks must be complete.
- 15.3. If there are any concerns about the pre-employment checks, the HR Representative must be consulted.

15.4. A probationary period will apply to all new appointments within which time the employee's conduct and performance will be closely monitored to ensure they continue to meet the Club's expectations and objectives.

## **16. Complaints, Reporting and Disciplinary Action**

16.1. We will investigate any complaint or allegation an applicant raises when they believe they have been unfairly treated or discriminated against within the recruitment or selection process.

16.2. Complaints by internal applicants should follow our grievance procedure.

16.3. Complaints from external applicants will be investigated by a person independent to the recruitment process.

16.4. In cases of bullying and/or harassment the procedures set out in the Club's Anti-Harassment and Bullying Policy should be used.

16.5. If anyone suspects or has any concerns around bullying, harassment, victimisation and/or unlawful discrimination at the Club then please contact the HR department or Safeguarding Lead.

## **17. Policy review**

17.1. This policy does not form part of an employee's contract of employment and the Club may amend it at any time.

17.2. This policy reflects current statutory legislation at the time of writing. Any changes to statutory legislation will take precedence.

17.3. History of Policy Changes

<b>Date</b>	<b>Page</b>	<b>Details of the change</b>	<b>Agreed by</b>	<b>Review date</b>
Oct 2022	All	New Policy	Leadership Group	Oct 2023



