

# Recruitment and Selection Policy

Recruiting and selecting the right people is of paramount importance to the continued success of British Ski and Snowboard (BSS). This Recruitment and Selection Policy sets out how BSS will ensure, as far as possible, that the best people are recruited to meet the needs of the organisation and that the recruitment process is free from bias and discrimination. This policy applies to paid and unpaid appointments, including Board members.

## Aims of the Policy and Process

The aims of the Recruitment and Selection Policy and Process are:

- To secure the widest possible response to vacancies
- To select the most suitable candidate to carry out the duties of the post
- To make selection decisions which do not discriminate unfairly against any group or individual and enable an increase in the diversity of the organisation
- To present BSS as a professional and progressive organisation.

## 1. Introduction

This policy takes account of:

- BSS Equality Policy
- Legislation, including the Equality Act 2010.
- Advice on good practice from the Equality and Human Rights Commission
- Requirements for compliance with UK Immigration legislation
- Guidance and codes of practice in respect of good governance and leadership including the Code for Sports Governance

It will be reviewed annually for legal changes and amended as appropriate.

## 2. Scope

Normally appointments will be made in accordance with this policy and the Equality Policy and must, therefore, be subject to advertisement and interview. The BSS Board must approve any exceptions in advance of formal appointment, for example, for a short-term specialised project.

When employing temporary or casual staff on a short-term basis the principles of good practice outlined in this policy should be followed. In summary, these are that details of a post must be publicised in a manner relevant to the post, and selection must be on the basis of appropriate criteria and merit.

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## 3. Role Description (details of the role)

A role description is a key document in the recruitment process, and must be finalised prior to taking any other steps in the process. It should clearly set out the duties and responsibilities of the role and must include:

- The role title
- The location of the role
- The duration of the contract (if appropriate)
- The post to whom the post holder is responsible
- Any posts reporting to the post holder
- The main purpose of the role
- Main duties and responsibilities
- Any special working conditions (e.g. working patterns, attendance at events overseas etc)
- Remuneration details (where applicable)

Items that should be included in role descriptions are:

- An indication that, as duties and responsibilities change, the role description will be reviewed and amended in consultation with the post holder
- An indication that the post holder may be asked to carry out any other duties as are within the scope, spirit and purpose of the role
- A statement that the post holder will actively follow all company policies including the BSS Equality Policy
- An indication that the post holder will maintain an awareness and observation of Health & Safety Regulations
- A statement that the post holder will be subject to BSS codes of conduct

The language in role descriptions should:

- Avoid jargon and unexplained acronyms and abbreviations
- Avoid ambiguity about responsibilities and be clear about the post holder's accountability for resources, staff, etc.

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## 4. Person Specification

The person specification is of equal importance as the role description and informs the selection decision. Person specifications will have three components – knowledge, skills and competencies, and these will be outlined in the person specification. It should also:

- be specific, related to the role, and not unnecessarily restrictive - for example only qualifications strictly needed to do the role should be specified. The inclusion of criteria that cannot be justified as essential for the performance of the role may be deemed discriminatory under discrimination law, for example a minimum number of years' experience.
- form part of the further particulars of a vacancy along with the role description in order that applicants have a full picture of what the role entails. It enables potential applicants to make an informed decision about whether to apply and, for those who do so, to give sufficient relevant detail of their skills and experience in their application. It forms the basis of the selection decision and enables the selection panel to ensure objectivity in their selection
- detail the required knowledge (including necessary qualifications), skills and abilities, experience and competencies
- clearly set out the competencies needed to fulfil the role and which reflect the culture and values of BSS

The person specification should avoid the inclusion of any criteria which are subjective and for which little evidence is likely to be obtained through the selection process.

For some roles a particular qualification(s) may be essential, while for others no single qualification may be appropriate. Where qualifications are deemed essential these should reflect the minimum requirements necessary to carry out the role to an acceptable standard.

Required abilities should be expressed in terms of the standards required, not just in terms of the task to be undertaken. For example, avoid statements such as 'Ability to write reports'; instead, indicate the expected standard, such as 'Ability to write detailed financial reports that encompass budgeting and forecasting'.

The role description and person specification will help refine the type of person needed to fill the vacancy and will also help target the right recruitment market.

## 5. Disability

BSS is committed to recruiting people with disabilities and will:

- Guarantee to interview people who meet the minimum criteria
- Consult disabled employees on how they can develop and use their abilities at work

All applicants will be asked if they would like special assistance in order to attend the interview. In addition, the Chair of the panel will contact applicants who have declared themselves as disabled regarding any specific provisions or reasonable adjustments to permit full access to the recruitment process.

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## 6. Details for Applicants

The details of a vacancy or 'further particulars' of a post must include the role description and person specification for the post together with any other important information that a potential applicant needs to decide whether to apply.

Further particulars must include the following where they apply:

- Details of the main terms and conditions of employment (including holiday and pension arrangements, entitlement to apply for sabbatical leave if appropriate, working hours, call-out or shift patterns arrangements)
- Guidelines about completing the application form, including the number of referees and whether there is an intention to seek references before interview
- A statement that only candidates who are shortlisted will be contacted, if applicable
- An indication of the need for a DBS (Disclosure and Barring – formerly Criminal Records Bureau) check, depending on the post
- Proof of Right to work in the UK

Where a CV is required, candidates will be advised that it must include: education history (institution name, start and end dates of courses, qualification gained), details of membership of any professional organisations, details of current or most recent employer (name of current organisation, role title and duties), details of previous employment and how the applicants' knowledge, skills, and abilities meet the role requirements.

Consideration should be given to making all recruitment information available electronically. When requested and reasonable, documentation should be translated into alternative formats eg Braille, large print, tape or an electronic format for blind or partially sighted applicants

## 7. Publicising the Vacancy

All posts will be advertised on the BSS website (unless where restructuring is taking place or where staff are facing redundancy).

The majority of posts will be advertised in other specialist publications or websites. All posts must be advertised for a minimum of two weeks to help attract the best pool of applicants, to meet the needs of the organisation and to ensure compliance with immigration rules. BSS will consider and assess the best way of attracting a pool of suitably qualified candidates to fulfil the role and meet any organisational objectives including diversity goals.

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Examples of methods for acquiring a pool of candidates are:

- Internal staff (advertisement)
- Internal staff (redeployment)
- Candidates from recent/previous recruitment activity
- Professional organisations in the UK and Internationally, for example finance, commercial or governance bodies
- Recruitment agencies/job networks
- Advertising in national or local publications
- Equality networks – Women on Boards, English Federation of Disability Sport, Stonewall Proud Employers, Sporting Equals, Women in Sport and similar bodies in the Home Countries
- Internet - various websites exist that advertise sporting roles for free
- Social media including LinkedIn and Twitter
- UK Sport, Home Country Sports Councils and Institutes
- Head hunting

An advertisement is written from the role description and person specification and should contain:

- BSS name and logo
- title of vacancy
- salary, where applicable, and whether the position is full time, part time or on a contract basis
- brief details of the role
- key details of the person specification
- the necessity of a DBS check, if required
- duration of the appointment (if fixed term)
- how to obtain further particulars of the vacancies
- closing date for applications (allowing sufficient time for applicants to consider the further particulars and make their application)
- where known, date of interview

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## 8. Application documentation

Depending on the role, applicants will be asked for a CV and covering letter or a letter of application. In addition, BSS will issue an equality monitoring form and encourage all applicants to complete and return this. All equality monitoring forms will be separated from the application and stored securely. They will not be shared with any member of the interview panel. Subject to the number of returns, equality data gathered during the recruitment process will be monitored and contribute to the annual equality monitoring review report.

## 9. Processing Applications

Care must also be taken when initiating contacts with applicants that all are treated in the same way, for example with regard to invitations to visit, informal meetings to discuss the vacancy, and provision of information.

Disabled candidates should be allowed to submit an application in a different form e.g. by tape.

The confidentiality of applications must be respected by all of those involved in the selection process.

## 10. Selecting the Interview Panel

All interviews must be conducted by a panel.

Panels must:

- Consist of a minimum of three people, including the immediate line manager
- Where possible, have a mixture of male and female panel members
- Have at least one panel member who has received training in fair recruitment and disability awareness

Panel members must:

- Declare if they already know a candidate
- Be willing and able to attend all interviews for the duration of the recruitment process, to maintain consistency and to ensure fair treatment of all candidates
- Must have read the Recruitment and Selection policy.

The selection panel will reach a shared understanding and agree on:

- selection criteria
- method(s) for short listing or pre-selection of preferred candidates
- method(s) of assessment of shortlisted candidates

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- skills test
- presentation
- interview process
- formal note taker
- reference check (e.g. written, telephone, at agreed point in the process)

It is the responsibility of the lead recruiter to ensure that all selection panel members are fully aware of their legal and procedural obligations..

### 11. Shortlisting

After the closing date has passed the interview panel should assess the applications to determine which applicants are to be called for interview. At least two members of the interview panel, including the immediate line manager, should undertake the task of short listing.

Where the panel has an external member, that person should take part in the short listing wherever practicable. Shortlisting decisions should be based on evidence that the applicant has met the requirements of the person specification. Assumptions should not be made about their reasons for applying for the post as they may eliminate an otherwise exemplary candidate.

### 12. Arrangements for Interviews

Letters or e-mails to shortlisted candidates should include:

- Date, time and place of their interview
- Instructions on how to find their way to the interview venue
- A request that they contact the author of the letter/message if they have any particular requirements or to discuss the interview facilities (related to access to the venue or any other need related to a disability).
- Details of any test or presentation they will be required to take or anything they should bring with them (e.g., examples of work)
- Qualification certificates that are essential to the post
- Permission to work in the UK documents (or to indicate if a Certificate of Sponsorship is required)

The Immigration, Asylum and Nationality Act 2006 makes it an offence to employ anyone who does not have permission to be in, or work in, the UK. To avoid making assumptions about such permission, it is responsibility of the Panel chair to ask all appointees for evidence of eligibility to work in the UK. It is unlawful racial discrimination to carry out checks only on potential employees who by their appearance or accent seem to be other than

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British. It is therefore a requirement to ask all candidates attending for interview to bring with them evidence of their right to work in the UK.

The Panel chair must take a copy of the original document.

Depending on the nature of the role being advertised, BSS may contact candidates who have not been shortlisted, but if this is not possible due to limited resources, this will be made clear in the advert. If they have not heard, applicants should consider themselves not to have been shortlisted. Feedback will be offered to unsuccessful candidates who are interviewed.

### 13. Interviewing

At least one panel member should have attended fair recruitment and disability awareness training.

Interviews will be scheduled as soon after the closing date as reasonably possible, as delays are likely to lead to a loss of candidates.

The structure of interviews will be decided in advance by determining who will chair the panel and what areas of questioning are required to cover all of the elements of the person specification. The question areas to be explored will be competency-based and will be agreed in advance.

The same areas of questioning should be covered with all candidates and assumptions should not be made regarding the expertise or abilities of candidates because of their employment history. Interview questions should be phrased so that they do not favour any one candidate or group of candidates. Supplementary questions should be used to probe for further information or clarification where answers are incomplete or ambiguous. Care must be taken to avoid questions that could be construed as discriminatory (e.g., questions about personal circumstances that are unrelated to the role). It is, for example, legitimate to ask for confirmation of whether individuals can comply with the working patterns of the post, but not to ask details of their domestic or child care arrangements etc. It is the responsibility of the Panel chair to ensure that such questions are not asked.

The panel should not enquire into an individual's sickness absence record or health, either through the application form or in the recruitment interview as this is contrary to the Equality Act 2010.

Interview panels acting for BSS in making selection decisions are accountable for them. Interview notes must be taken by each panelist to help the panel to make an informed decision based on the content of the interviews. Such notes must relate to how candidates demonstrate their knowledge, skills, experience and abilities in relation to the person specification.

Where the candidate being interviewed is disabled and reasonable adjustments may need to be considered in relation to the workplace or role, these should only be discussed if the disabled candidate is successful at interview.

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It is good practice to offer internal applicants feedback after interviews and it is BSS's policy to respond to requests for feedback from external applicants. Feedback should be specific, relating to the person specification, and honest. In feeding back to candidates it is good practice to explain clearly and honestly the reasons why/he has not been appointed whilst providing constructive feedback that encourages further development.

### 14. Board appointments

When appointing Board members, as far as possible, the process will give consideration to the results of the Board skills audit and the need to appoint individuals with essential skills that are aligned to strategic objectives.

The Board will delegate responsibility for the preparation of a shortlist, interviewing and recommendation of a preferred candidate to an Appointments panel comprised of a subset of no more than three of the Board nominations committee. Where appropriate, a representative from UK Sport may sit on the Appointments panel.

The preferred candidate will be invited to meet on a more informal basis with other Board Directors and the CEO – to be arranged to suit the preferred candidate and then other diaries.

The preferred candidate will also be asked, immediately following the interview, to complete a Board nominations input form. The full Board nominations committee will meet to ratify the appointment of the preferred candidate subject to the informal meeting.

An outstanding candidate may emerge from the search or advertising process that will require considerable flexibility and adaptability by BSS in the recruitment process to secure them. This could, for example, require early one to one meetings between the Chair and the candidate to secure their interest or preservation of candidate's anonymity during shortlisting to ensure that they are prepared to apply.

If it is necessary to adapt the desired process, in particular with reference to dates, then the Board nominated Appointments panel will agree to the adaptations and will be kept informed of progress. The panel must agree to any major changes to the desired process before they can be implemented.

### 15. Confidentiality & Data Protection

#### 15.1 Confidentiality

Maintaining confidentiality is a vital part of recruitment and selection for all those involved in the process. All applications and other materials submitted by applicants must be treated in strict confidence by all panel members and others involved in the administration of the recruitment. No information about the identity of applicants, or details of their applications, should be released to others, except where it is necessary as part of the selection process.

No information about the performance of candidates at interview, or the reasons for selection or non-selection of candidates, should be discussed outside the selection panel.

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## 15.2 Data Protection

The Data Protection Acts (1984 and 1998) prohibit the unlawful use, processing or disclosure of personal information about individuals. They cover information held both on computers and in manual records. In relation to recruitment and selection, information such as application forms, references and records of short listing and interview meetings are covered. The original applications for all applicants, along with the scoring process, must be retained for a minimum of 12 months from the date that an appointment decision is notified, in case of complaint to an Employment Tribunal and to satisfy Border Agency requirements.

Applicants have a legal right to access the information held on them. Requests to see this information must be made in writing and must be responded to within 40 days.

It is essential that the Chair of the panel should maintain records of the interview, should these notes be requested by a candidate at a later time. All other notes should be shredded at the end of the interview process.

## 16. Making A Decision After Interview

The information obtained in the application, the interview, and any selection tests and in references (if obtained prior to interview) will allow candidates to be assessed against the person specification and for a selection decision to be made. The Panel chair must ensure that a written note of the reasons for selecting the successful candidate and rejecting others is made and placed on the recruitment file, together with the original applications and notes of all panel members, for a minimum of 12 months after the appointment decision has been notified to the candidates.

Once the successful candidate is identified, and any necessary references and checks completed, an offer letter will be sent. This will include:

- the role title and the offer of that role
- any conditions (pre or post) that apply to the offer
- the terms of the offer – salary (where appropriate), hours, benefits, pension arrangements, holiday entitlement, place of employment, etc
- the date of starting, and any probationary period
- what action the candidate needs to take, e.g. returning a signed acceptance of the offer, agreement to references, any date constraints on acceptance

If a member of a selection panel feels that there has been any irregularity in the recruitment and selection procedure, and the panel cannot resolve the matter at the time, they must report the matter without delay to Chair of BSS.

A contract will only be issued once references, or other pre employment checks, e.g. the right to work, have been completed. Provisional offers will usually be made, subject to certain conditions being met, for example, the receipt of satisfactory references, DBS checks and clearances being obtained.

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Where the successful candidate is disabled, reasonable adjustments may need to be considered, depending on their disability, in consultation with them. This should be done as soon as possible after appointment. Urgent advice should be sought from the Occupational Health Service regarding adjustments to work premises, practices, equipment or the role itself. The candidate may qualify for the Government's Access to Work programme. Where reasonable adjustments are agreed these must be recorded in writing. The candidate should also receive written confirmation of whatever adjustments have been agreed.

### 17. References

The further particulars for a post should make clear to candidates the number and status of referees required. References from relatives or friends will not be accepted. Appropriate referees are those who have direct experience of a candidate's work, education or training: preferably in a supervisory capacity and a reference must be obtained from the current or previous employer.

When requesting references, it is helpful to seek precise information and confirm facts, such as length of employment, relationship of the applicant to the referee, role title, brief details of responsibilities, reasons for leaving, unauthorised absence, and attendance including sickness absence, performance, and any other relevant information. It is helpful to the referee to include a copy of the role description and person specification of the post to which you are recruiting in order to ensure the referee provides relevant information on the candidate's competencies. Do not make requests that only elicit generalisations about candidates' attendance, honesty, or subjective information as to the applicant's suitability for the role.

When conducting telephone references, it is helpful to plan the conversation beforehand and to have a list of questions ready. A file note should be made at the time of the telephone conversation and written confirmation should always be requested.

References are confidential and must be sought 'in confidence'. References should only be used for the purpose for which they were intended and their confidentiality must be maintained. Panel members must return all copies of any references with the application forms and their interview notes to the Recruitment Manager. References must only be kept on the recruitment file.

### 18. Equality and Diversity

The BSS Board will monitor progress in the implementation of all aspects of BSS's Equality Policy and will ensure its continuing development.

When advertising posts, BSS will emphasise its commitment to equal opportunities and in the placing of adverts which seek to reach potential applicants from all sections of the community. All adverts will emphasise BSS's commitment to diversity and that it welcomes applications from under represented groups. The Equality Standard logo will be displayed on all recruitment documentation.

In all aspects of its recruitment procedures BSS will follow good equal opportunities practice.

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BSS will seek to ensure the safeguarding of children and vulnerable adults by requiring all employees who meet requirements related to working with Children to be DBS checked.

All employees involved in the recruitment and selection process are expected to promote both in principle and practice BSS's Equality policy.

Disciplinary action will be taken against employees who contravene BSS's Equality Policy.

### 19. Recruitment of ex Offenders

As an organisation using the DBS disclosure service to assess applicants' suitability for positions of trust, BSS complies fully with the DBS code of Practice and undertakes to treat all applicants for positions fairly. It undertakes not to discriminate unfairly against any subject of a disclosure on the basis of conviction or other information revealed. At the same time BSS takes its responsibility for safeguarding children and vulnerable adults extremely seriously (please see the BSS policy for Safeguarding children and Vulnerable adults)

BSS is committed to the fair treatment of its staff, potential staff or users of its services regardless of race, gender, religion, sexual orientation, responsibilities for dependents, age, gender reassignment, maternity, pregnancy, marital status, physical/mental disability or offending background.

We actively promote equality of opportunity for all with the right mix of talent, skills and potential and welcome applications from a wide range of backgrounds. We select all candidates for interview based on skills, qualifications and experience.

A DBS enhanced disclosure is only requested after a thorough risk assessment has indicated that one is both proportionate and relevant to the position concerned. For those positions where a DBS disclosure is required, all, role adverts and recruitment briefs will contain a statement that a DBS disclosure will be requested in the event of the individual being offered the position.

Where a DBS disclosure is to form part of the recruitment process, we encourage all applicants called for interview to provide details of their criminal record at an early stage in the application process. We request that this information is sent confidentially, to the Chair of the panel. We guarantee that this information will only be seen by those who need to see it as part of the recruitment process.

BSS will ask applicants working in Regulated Activity with children whether they have any convictions, cautions, reprimands or final warnings that are not "protected" as defined by the Rehabilitation of Offenders Act 1974 (Exceptions) Order 1975 (as amended in 2013). . The amendments to the Exceptions Order 1975 (2013) provide that certain spent convictions and cautions are 'protected' and are not subject to disclosure to employers, and cannot be taken into account. Guidance and criteria on the filtering of these cautions and convictions can be found on the Disclosure and Barring Service website. See - <https://www.gov.uk/government/collections/dbs-filtering-guidance>

At interview, or in a separate discussion, we ensure that an open and measured discussion takes place on the subject of any offences or other matter that might be relevant to the

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position. Failure to reveal information that is directly relevant to the position sought could lead to withdrawal of an offer of employment.

We undertake to discuss any matter revealed in a DBS disclosure with the person seeking the position before withdrawing a conditional offer of employment.

### **20. Monitoring**

The operation of this policy and associated procedures will be monitored and reviewed to ensure compliance on a regular basis, at least once every two years or more often in the event of legal or policy changes...