



## Recruitment and Selection Policy

Reviewed by Board – June 2020

### Purpose

1. In order to meet Scottish Disability Sport's (SDS) strategic objectives and contribute towards its success, SDS recognises the need to recruit the best person for each job. This Policy has been designed to ensure that all staff and Directors of SDS involved in recruitment and selection achieve and maintain high standards of professional practice whilst ensuring consistent and fair treatment for all.
2. Our policy seeks to ensure that no job applicant is unlawfully discriminated against because of age, disability, sex, sexual orientation, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief (together the "Protected Characteristics under the Equality Act 2010") or any other irrelevant characteristic.

### Principles

3. The effective recruitment and selection of people is essential in achieving SDS's business objectives. A sound recruitment and selection process is therefore fundamental to this principle.
4. Recruitment is essentially an investment decision with long term implications. This policy and associated procedure are designed to assist managers to make the most effective decision in their selection.
5. SDS recognises that recruitment is a key public relations exercise; therefore, professional standards must be maintained at all times. Managers will be made fully aware of current employment legislation and notably the Equality Act 2010 to ensure that all candidates are treated equitably.
6. All applicants will be treated in a courteous and respectful manner.
7. All applications will be treated in confidence and, where practicable, all applicants will be kept fully informed on the progress of their applications.

### Job description

8. A job 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 job and must include:
  - Job title.

- Post to whom the post holder is responsible.
- Any posts reporting to the post holder.
- Key people/organisations the post holder will interface with.
- Location of the job.
- Budget responsibilities.
- Main purpose of the job.
- Main duties and responsibilities.

Items that should also be included in job descriptions are:

- A note that the post holder will uphold the organisational values of SDS and to contribute to the working and welfare of the staff team.
- A statement that indicates that the post holder will undertake any other duties as appropriate to the post and the needs of SDS.

### **Candidate Specification**

9. The candidate specification is of equal importance to the job description and informs the selection decision. The candidate specification details the essential experience, skills, personal competencies, personal skills and any specific requirements that are required to do the job.
10. The candidate specification is specific, related to the job, and not unnecessarily restrictive - for example only qualifications strictly needed to do the job should be specified. The inclusion of criteria that cannot be justified as essential for the performance of the job is covered by the Equality Act 2010.
11. For some jobs a particular qualification(s) may be essential, while for others no single qualification may be appropriate and a particular type of experience may be just as relevant as a formal qualification. Where qualifications are deemed essential these should reflect the minimum requirements necessary to carry out the job to an acceptable standard.

### **Advertising a vacancy**

12. An advert must be authorised by the CEO before any advertisement is placed. All posts must be advertised on the SDS website. All vacancies should generally be advertised to a diverse section of the labour market. The majority of posts will be advertised in other appropriate local and national websites. Posts may also be advertised in specialist and national publications. All posts must be advertised for a minimum of two weeks to help attract the best pool of applicants. Advertisements should avoid stereotyping or using wording that may discourage particular groups from applying.
13. The advert should be written using the criteria from the candidate specification reflecting the minimum requirements for the post. It should contain the following statement: 'SDS is an equal opportunities employer; we welcome applications from all members of the community.'

14. The Equality and Human Rights Commission advises that 'word of mouth' recruitment is likely to be indirectly discriminatory. It is very important therefore that all posts are advertised as widely as possible in media that reach underrepresented groups and that all applicants are dealt with in the same way and given the same information and opportunity to make an application.

### **Application Form**

15. All candidates are asked to complete a SDS Application Form which is returned to the CEO.

### **Equal Opportunities Monitoring**

16. SDS are committed to ensuring that all job applicants and members of staff are treated equally, without discrimination because of gender, sexual orientation, marital or civil partner status, gender reassignment, race, colour, nationality, ethnic or national origin, religion or belief, disability or age. All applicants will receive an Equal Opportunities Monitoring Form. All questions will be optional and applicants are not obliged to answer any of the questions. The form will remain with the Opportunities & Equality Manager for monitoring purposes as well as to identify any special requirements for interview such as mobility or communication. This form is intended to help us maintain equal opportunities best practice and identify barriers to workforce equality and diversity. It will be treated in the strictest confidence.

17. The CEO will report to the Board, information from the Equal Opportunities Monitoring Form and provided some conclusions/recommendations for future action.

### **Interviews**

18. Candidates will be shortlisted in accordance with the specified criteria and Managers should detail their decisions relating to each applicant on the Shortlisting Form. Consistency of shortlisting is critical in meeting good practice and equal opportunity guidelines.

19. Interviews will be held at appropriate and accessible locations and times

20. The CEO or appropriate Senior Manager will chair interview panels for senior posts. Other panel members will be appointed by the CEO or Senior Manager at his/her discretion.

21. Interview panels will comprise of a minimum of two interviewers and mixed gender should be ensured. Where possible, all members of the interview panel should take part in the shortlisting process. External advisors may be included at the discretion of the appointing manager.

22. As a minimum the Chair of the interview panel should have received training on equality in recruitment.

23. Interview questions will be compiled by the interview panel members. Questions will be relevant to the specified criteria of the post. Job applicants should not be asked questions which might suggest an intention to discriminate on grounds of a Protected Characteristic. For example, applicants should not be asked whether they are pregnant or planning to have children.
24. At the end of each interview, each panel member must complete a Candidate Scoring Sheet in order to determine the best candidate for the post.

### **Pre-Employment Checks**

25. No new employee may commence employment until all appropriate pre-employment checks have been carried out as detailed in the procedure.
26. SDS are required by law to ensure that all employees are entitled to work in the UK. Assumptions about immigration status should not be made based on appearance or apparent nationality. All prospective employees, regardless of nationality, must be able to produce original documents (such as a passport) before employment starts, to satisfy current immigration legislation. The list of acceptable documents is available from the UK Border Agency.
27. References will not be pursued without the candidate's permission. Posts may be offered subject to the receipt of two satisfactory references.
28. A conditional job offer for a post which involves "regulated work with children and/or protected adults" will require the prospective employee to be the subject of a Protecting Vulnerable Groups (PVG) Scheme check.
29. SDS undertakes to discuss any matter revealed in a Disclosure with a prospective employee before considering the withdrawal of a conditional offer of employment.
30. A prospective employee will commence employment when all relevant pre-employment checks have been satisfactorily completed.

### **Appointments without competition**

31. In certain circumstances, it may be appropriate or practical to fill a vacancy without a competitive selection process. The rationale for doing so should include an assessment of the potential impact and approval sought in advance from the Board.
32. The circumstances in which an appointment may be made without competition are as follows:
- (a) If there is a suitably qualified employee seeking redeployment, provided this does not involve a promotion;
  - (b) Where SDS has committed to reinstate an employee on return from a

secondment to another body, or on return from a career break, provided that this does not involve a promotion;

(c) Where there are overriding operational considerations of an exceptional nature;

d) Where a similar vacancy has been advertised so recently (normally within 4 months) that the field of candidates has not changed, and is therefore known to SDS;

(e) Where there has been no substantial change to the principal responsibilities of a role, but it has been re-graded as a result of an evaluation process.

### **Appointment**

33. The CEO will issue an appointing letter, subject to the satisfactory completion of all pre-employment checks.

**Approved by the SDS Board on: 17/06/2020**