

UK Sport Team Human Resources	Version Date September 2019
Policy Recruitment Policy	Review Due September 2020

Policy Statement

The purpose of this policy is to outline the recruitment process at UK Sport.

UK Sport is committed to equality of opportunity for all job applicants at all stages of the recruitment and selection process and aims to select people for employment on the basis of the applicant's abilities and individual merit as measured against the criteria for the job. Qualifications, experience and skills will be assessed at the level that is relevant to the job. UK Sport is a recognised equal opportunities employer and positively encourages applications from suitably qualified and eligible candidates regardless of age, disability, gender reassignment, marriage and civil partnership, sexual orientation, pregnancy and maternity, race, religion, belief or gender.

Obtaining approval to recruit

When a vacancy arises, whether it is a temporary placement, new position (including those that have been agreed within a re-structure) or direct replacement, the manager must discuss the role with the HR Business Partner and fill out a Recruitment Authority Form (**Annex A**). The authority form must detail the justification for the recruitment, particularly where there is an increase to headcount or pay bill.

Once approved by the Director of the team, the form must be authorised by HR, the Director of Finance, Investment and Business Services and the CEO and returned to HR so that recruitment can commence.

Job descriptions

The recruiting manager should prepare a new job description or review the existing one. Guidelines and a JD template should be requested from the HR team prior to creating / updating the template. Upon completion of the Job Description, the Director/ line manager will sign off the final version. Once the job description has been amended a job evaluation may be required to determine the salary range for the role. A job evaluation will always be required if the position is new.

Please see the **Job Evaluation Policy** for further guidance.

The recruiting manager and HR Officer will then meet to agree the recruitment timetable.

Advertising

Permanent Positions

All permanent vacancies are advertised internally on Cascade and through 'Thursday Comms'.

Other than in exceptional circumstances, and with the authorisation of the CEO, all roles must also be advertised externally.

The content of external advertisements should be agreed between the manager and HR.

Temporary Positions

The general principle is that for roles up to 6 months duration the position may be filled without an open recruitment process if suitable temporary candidates are available. The decision not to follow an open recruitment process may be because: it is not yet known if the position will become permanent; the position is likely to attract a limited or specialised field of candidates; the position is for a specific project/task; or a fixed period of time; or there is an urgent requirement to fill the position. In exceptional circumstances this period of time may be extended, approval of such instances must have CEO approval.

For temporary roles of 6 months or over, the minimum requirement is to advertise internally, unless as stated above it is deemed as exceptional and approval has been given by the CEO. No permanent appointment may be made without going through this minimum process.

Please see the **Agency Worker Policy** for further information on recruiting via agency.

Applications

Normally, applicants will be given a minimum of 7 days, from when the position is advertised to the closing date (this may vary depending on advertising lead times and potential sources of applicants).

Applicants are required to apply online via the Cascade system. Applications will consist of a CV, a covering letter and an optional equal opportunity monitoring form.

Equal opportunities data is only seen by HR and is used for profiling and determining candidates with special requirements.

Internal applicants should inform their current line manager before submitting their application.

Short Listing

All applications will be short listed by the recruiting manager against the requirements outlined in the job description and person specification. Normally no more than six candidates will be invited to interview.

A short-listing form is to be completed by those short-listing with a brief comment as to why applicants are to be rejected.

A disabled candidate will be invited to attend an interview, provided they have ticked the relevant box on the equality monitoring form and it is clear that the candidate meets the minimum criteria outlined in the person specification. Reasonable adjustments to the recruitment process will be made to ensure that no applicant is disadvantaged because of his / her disability.

HR will contact the successful applicants to arrange interview appointments as agreed with the recruiting manager. HR will confirm interviews via email to the selected applicants providing necessary information, checking if candidates have any special requirements when attending the interview.

All unsuccessful candidates will receive an email sent via the Cascade system notifying them of the outcome of their application.

Interview & Other Selection Methods

Interview panels should have between 2 and 4 people. This should include the recruiting manager and HR representative with other panel members added depending on the type and level of the role. If the recruiting manager is sufficiently experienced and trained in selection interviewing it may be deemed appropriate that HR attendance is not needed.

Every effort will be made to ensure that panels consist of at least one man and one woman. Interviews will be structured using the relevant competencies required as identified from the job description and may include a task or role play exercise.

The recruiting manager should provide a range of technical questions and HR will give guidance on competency / behavioural based questions to be used.

Additional selection methods may be used if required but these must have an objective scoring system and directly relate to the competencies required for the position.

HR will provide the selection panel with an interview pack containing the interview questions, candidate applications, an interview timetable and the job description.

Normally one interview is sufficient for administrative and support positions however specialist or management positions may require further selection activities.

Clear factual notes should be made throughout the selection process and returned to HR after the interviews. Those on the interview panel will ensure that the questions they ask job applicants are not in any way discriminatory or unnecessarily intrusive; HR will ensure during the pre-interview brief that all panel members are clear as to what is classed as discriminatory.

Scoring should be based on evidence of each competency; these may or may not have equal rating towards the final score dependent on the specifics of the role. The scores should reflect the information the candidate gave during the interview and no prior knowledge of the candidate should be taken in to account. The summary sheet should then be completed at the end of the interviews or selection activities. It is the responsibility of the recruiting manager to pass to HR detailed feedback on unsuccessful candidates.

Before the employees start date, HR will ask to see original documentation proving the candidate is eligible to work in the UK. Copies will be taken and uploaded to Cascade.

Offer

The first-choice candidate is normally given a verbal offer by HR or the recruiting manager (in agreement with HR) and this will be followed by a written conditional offer of employment and a copy of the terms and conditions for the role. Following this, the pre-employment checks will be completed and upon satisfactory completion of these, HR will send the candidate a written confirmation of an unconditional offer.

If a disabled candidate is offered the position, HR and the line manager must ensure any access needs are understood and met prior to the individual starting work.

When verbal acceptance has been received, HR or the recruiting manager will notify the unsuccessful candidates in writing. Feedback, if requested will be given verbally, unless a candidate requires written feedback due to special requirements i.e. a disability.

A minimum of 2 references are sought (normally covering the previous 3 years work experience) and received prior to the employee starting and in some cases for certain roles, further checks such as CRB and background checks may be carried out, with the permission

of the candidate. In exceptional circumstances, and with the prior approval of the CEO, starters may start without having obtained references, although these should be received within 2 weeks of the employees start date.

In addition, HR may ask to see proof of qualifications whenever this is an essential to the role; copies will be taken and kept in employee's personal files.

Please see the **UK Sport Information and Data Security Policy** on further information regarding the handling and retention of recruitment information