



# Scottish Rowing

## Recruitment and Selection Policy

Approved by the Board

### 1.0 Introduction and Purpose

Scottish Rowing is fully committed to the principles of equality of opportunity and is responsible for ensuring that no member, volunteer, employee or job applicant receives less favourable treatment on the grounds of, for example, age, sex, gender reassignment, disability, race (including ethnic or national origin, colour, nationality, or being a Traveller), marital or civil partnership status, having or not having dependants, pregnancy and gender, religious belief, social status, sexual orientation or political opinion.

We are an equal opportunities employer and posts with Scottish Rowing are open to all who are suitably qualified and/or experienced.

Scottish Rowing is committed to the following principles during the recruitment process:

- a. Vacancies should be filled via a competitive selection process, using fair and robust job-related criteria to ensure the selection of the most suitable person for the job in respect of skills, experience and qualifications;
- b. Recruitment and selection processes should be accessible to all, in line with Scottish Rowing's commitment to provide reasonable adjustments for disabled candidates;
- c. To ensure best practice for conduct of online interviews and to prevent the need to disclose protected characteristics, interviews conducted online will post the questions in written format in the meeting chat, in addition to being asked verbally.
- d. Interview panels will include representation of both male and female members wherever reasonably practicable.
- e. Employees who are seeking redeployment will be given priority consideration over other applicants, provided they have the relevant skills and experience;
- f. Scottish Rowing recognises that recruitment is a key public relations exercise therefore professional standards must be maintained at all times. Those involved in the recruitment process must have the opportunity to undertake appropriate training prior to their involvement in the recruitment and selection process, and appropriate supporting paperwork should be provided for the purpose of chairing and conducting interviews;
- g. Scottish Rowing does not require disclosure of spent convictions, in accordance with the Rehabilitation of Offenders legislation, unless the role involves working with children or protected adults. In these cases, a self-declaration form is required and the offer of employment is subject to membership of the Protecting Vulnerable Groups (PVG) scheme. Further information is available in the Scottish Rowing Child Wellbeing and Protection Policy and Procedures. The role will not start until Scottish Rowing has viewed the PVG certificate in the case of working with children or protected adults.

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- h. The offer of employment must comply with Scottish Rowing compliance requirements (e.g. evidence of right to work in the UK, satisfactory internal/external references). For some roles, the offer is subject to a check of essential qualifications (e.g. Professional qualifications).
- i. Records relating to recruitment will be held in accordance with the Data Protection Act and Scottish Rowing's Data Protection Policy.
- j. A Job Description and Candidate Specification must be completed for ALL positions.



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## 2.0 Job Description and Candidate Specification

2.1 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:

- a) Job title
- b) Post to whom the post holder is responsible;
- c) Any posts reporting to the post holder;
- d) Key people/bodies the post holder will interface with;
- e) Location of the job, and flexibility around office attendance;
- f) Budget responsibilities;
- g) Main purpose of the job; and
- h) Main duties and responsibilities.

2.2 Items that should also be included in job descriptions are:

- a) A note that the post holder will uphold the company values of Scottish Rowing and contribute to the working and welfare of the team;
- b) A statement that indicates that the post holder will undertake any other duties as appropriate to the post and the needs of Scottish Rowing.

2.3 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 and any specific requirements that are required to do the job. The language used in the job description should be inclusive and avoid wording that might reinforce stereotypes or using wording that may discourage particular groups from applying.

## 3.0 Advertising Vacancies

3.1 An advert detailing the job description and job specification, highlighting the skills and experience required for the role must be authorised by the CEO before being placed. At this time, the CEO will also determine the selection process for the post. In the event that the CEO is the role recruited for, then the Board will authorise.

3.2 Where possible, vacancies should be advertised to a diverse section of the labour market. The majority of vacancies will be advertised in other appropriate local and national websites. Posts may also be advertised in specialist and national publications.



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- 3.3 Unless there is a specific reason, all external vacancies will be advertised as a minimum on the following websites (where appropriate) free of charge:
  - a) BEMIS – [bemis.org.uk](http://bemis.org.uk)
  - b) LEAP Sports Scotland – [leapsports.org](http://leapsports.org)
  - c) Scottish Disability Sport – [www.scottishdisabilitysport.com](http://www.scottishdisabilitysport.com)
  - d) Scottish Sports Association – [www.thessa.org.uk](http://www.thessa.org.uk)
  - e) Scottish Rowing – [www.scottish-rowing.org.uk](http://www.scottish-rowing.org.uk)
  - f) Sporting Equals – [www.sportingequals.org.uk](http://www.sportingequals.org.uk)
  - g) sportscotland – [www.sportscotland.org.uk](http://www.sportscotland.org.uk)
  - h) Women on Boards UK – [www.womenonboards.co.uk](http://www.womenonboards.co.uk)
- 3.4 All posts must be advertised for a minimum of two weeks to help attract the best pool of applicants.
- 3.5 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: 'Scottish Rowing is committed to selecting staff solely on the basis of their ability to do the job for which they are being recruited and welcomes applications from all sections of the community'.

## 4.0 Equal Opportunities Monitoring

- 4.1 All applicants will receive an Equal Opportunities Monitoring Form (see Appendix E). All questions will be optional and applicants are not obliged to answer any of the questions. The form will remain with the Administrator for monitoring purposes as well as to identify any special requirements for interviews such as mobility or communication. It will not be provided to anyone involved in the recruitment or selection process. 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.
- 4.2 Annually the Administrator will produce a report for Board which has analysed the information from the Equal Opportunities Monitoring Form and provided some conclusions/recommendations for future action.
- 4.3 The Scottish Rowing Administrator will review all CV's and applications forms received and remove the name, address, age and any references to gender to avoid unconscious bias in the selection process.

## 5.0 Applications

Scottish Rowing employees (i.e. those engaged on continuing or fixed term contracts of employment) are eligible to apply for any vacancy without prejudicing their current position.



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## 6.0 Additional procedures for posts involving working with children or vulnerable adults

- 6.1 All advertising used to recruit staff members or volunteers for posts involving working with children or protected adults will include a statement that the post is subject to membership of the PVG scheme.
- 6.2 All applicants for positions involving regulated roles with children or protected adults will be asked to complete the Self Declaration Form (Appendix C). The purpose of the self-declaration form is to collect information on previous criminal behaviour that is relevant to the position e.g. criminal records or investigations. The self-declaration form is requested in a separate sealed envelope and is not opened until the applicant is selected for an interview. If the applicant is not selected the form is returned unopened to the applicant.
- 6.3 Two references should be sought for all new applicants (Appendix B). These people should be able to comment on the applicants' recent ability to work with children, preferably within the preceding five years and must not be relatives.

## 7.0 The Interview Process

- 7.1 Evidence may be gathered in a variety of ways e.g. from application form (Appendix B), CV or formal assessment process. At least one stage of any selection process should involve an interview. For volunteer posts, this may be a more informal interview.
- 7.2 Candidates will not be eligible to claim travel expenses for attending interviews. In exceptional circumstances, exemptions may be approved by the Chief Executive Officer.
- 7.3 Candidates who have applied for a Scottish Rowing vacancy and reach the interview stage will be provided with an opportunity to receive verbal feedback.
- 7.4 The interview panel should be made up of a mix of male and female members.
- 7.5 In preparing for the interview, the interview panel should:
  - a) Ask candidates when inviting them to an interview whether they require any reasonable adjustments at the interview
  - b) Be flexible where necessary on interview time
  - c) Agree the set questions to be covered in the interview;
  - d) Agree a scoring system for rating responses from candidates; and
  - e) Identify any areas on the application that need further exploration or clarification, for example, where it is not obvious from the candidate's application form that they possess the required skill or any unexplained gaps in employment.
- 7.6 When conducting the interview, the interview panel should:
  - a) Use the same questioning format with each candidate, trying to use open questions;
  - b) Ask clear and specific questions related to the role and do not ask for any personal information or views that are not relevant to the job;



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- c) Probe partial or unclear answers for more detail if necessary and give every candidate an opportunity to answer the questions fully;
- d) Use the same scoring system for each candidate;
- e) Have a timeframe for each interview and keep to it;
- f) Inform candidates of the timescale for the panel informing them of a decision; and
- g) Ensure accurate notes are taken of the answers to each question. Be aware that under the provisions of the General Data Protection Regulation (2018) that candidates can ask to see their interview notes. Additionally, understand that any reasons for not appointing may be challenged under discrimination legislation.

## 7.7 After the interview the panel should follow the steps below:

- a) Ensure records of all scores and supplementary notes taken by each panel member during the interview are complete and accurate. Following the appointment, the members of the interview panel should forward their interview score and supplementary notes to the line manager of the post to assist with providing feedback;
- b) Let all interviewed candidates know whether they are successful or not as quickly as possible giving them an opportunity to receive feedback. If the decision is unavoidably delayed, keep in touch with the candidates updating them on timeframes;
- c) All responses for unsuccessful candidates must relate to their responses to the questions asked and address the criteria and competencies required to successfully fulfil the role; and
- d) On completion of the feedback process, the line manager of the post should pass all paperwork to the Administrator who will store the following documentation for 6 months
  - i. The application forms and any supporting documents submitted by each candidate;
  - ii. Records of those selected for interview and the interview process for the post
  - iii. Scores and supplementary notes recorded during the interviews by all panel members; and
  - iv. Correspondence with candidates informing them of the outcome.

## 8.0 Offer of Position

- 8.1 Once a decision has been made to appoint an individual, an offer letter will be presented to the applicant including the details of the position, any special requirements and the obligations e.g. agreement to the policies and procedures of Scottish Rowing, the probation period and responsibilities of the role. The offer will be conditional on the success completion of all relevant pre-employment checks.
- 8.2 Confirmation of the position being accepted will require the offer letter to be formally accepted and agreed to in writing e.g. by the individual signing and dating their agreement on the offer letter and returning it to Scottish Rowing.



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## 9.0 Pre-Employment Checks

9.1 No new employee may commence employment until all appropriate pre-employment checks have been carried out as detailed in this policy. This may include, but is not limited to, the provision of valid qualifications to evidence skills required for a role.

9.2 Scottish Rowing is required by law to ensure that all employees are entitled to work in the UK or else it could be prosecuted and fined under the Immigration and Asylum Act. 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 (which are also listed on the UK Border Agency website) are:

- a) A document showing that the person can stay indefinitely in the UK or that they have no restriction preventing them from taking employment. This may be an endorsement in a passport, a work permit or other approval to take employment; or
- b) A document showing that they are a UK Citizen or have right of abode in the UK. This may be an endorsement in a passport, a birth certificate, a registration or naturalisation document or a letter from the Home Office.

9.3 References will not be pursued without the candidate's permission. Posts may be offered subject to the receipt of two satisfactory references.

9.4 Failure to provide any of the documentation mentioned above within a reasonable timescale may result in an offer being withdrawn. Employees should present the original certificates of qualifications on starting work. These will be copied and verified by the Administrator. Copies will be retained in the employee's file and the originals returned.

9.5 A conditional job offer for a post which involves "a regulated role with children and/or protected adults" will require the prospective employee to be the subject of a Protecting Vulnerable Groups (PVG) Scheme check. Employees may commence employment, but should not undertake any regulated work until the formal approval is received by the company.

9.6 Scottish Rowing undertakes to discuss any matter revealed in a Disclosure with a prospective employee before considering the withdrawal of a conditional offer of employment.

9.7 A prospective employee will commence employment when all relevant pre-employment checks have been satisfactorily completed.

If an applicant falsifies certificates or evidence of qualifications and this subsequently comes to the attention of the Company at any stage during employment then the individual will be subject to disciplinary action and may be liable to dismissal.

## 10.0 Appointments without competition

10.1 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 and from **sportscotland** for funded posts.



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10.2 The circumstances in which an appointment may be made without competition are as follows:

- a) If there is a suitably qualified employee seeking redeployment or a lateral move within the company provided this does not involve a promotion.
- b) where a temporary/interim employee wishes to apply for the same role on a permanent or longer term contract.
- c) Where Scottish Rowing 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.
- d) Where there are overriding operational considerations of an exceptional nature.
- e) Where a similar vacancy has been advertised so recently (normally within 4 months) that the field of candidates is likely to be broadly similar, and is therefore known to the Company.
- f) 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.

- **Documents for Reference**

- Appendix A: Application Form
- Appendix B: References Form
- Appendix C: Self-Declaration Form (for positions involving regulated work with children or vulnerable adults)
- Appendix D: Guidance Notes for Completing Self-Declaration Form (for positions involving regulated work with children or vulnerable adults)
- Appendix E: [Wellbeing & Protection - Scottish Rowing](#)
- Appendix F: Equality Monitoring Form