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# Recruitment & Selection Essentials

In partnership with Sport Scotland  
2022

# Session Objectives

Key Learning points for today's session are as follows:

- Give you an overview of the whole recruitment & selection process from pre-recruitment activities to onboarding the selected applicant.
- Explain how to apply a fair and consistent approach to interviews and avoid discrimination in the selection process.
- Address the importance of safeguarding in recruitment
- Explore the obligations and potential risks involved with the recruitment, selection and interviewing processes
- Discuss requirements once the chosen individual joins your organisation.

# The Recruitment Process

# Setting off on the right foot

The length and complexity of the recruitment process will vary depending on the role being recruited for and the SGBs size and resources.

However, each of the following stages should be present:

- Outlining the specifics of your requirements/the role.
- Attracting the right applicants.
- Managing application, interviewing and the selection process.
- Making the decision to employ the successful candidate.

# Key points to consider in commencing recruitment process

- Consider the candidate's experience. First impressions matter!
- If you can identify improvements, share these openly as the process can always be improved.
- Consider inclusion and diversity throughout.
- Remember that effective safeguarding starts with safe recruitment.

# Defining your requirements

# The Job Advert

- A detailed knowledge of the role will help to determine where to advertise and what to include.
- Getting this stage of the process right avoids:
  - being inundated with unsuitable applications
  - wasting money
  - the potential for discrimination claims

# Defining Employment Status

- **Employee:** full control
- **Worker :** some control
- **Self-Employed (Contractor):** no control
- **Volunteer:** little control





# Attracting the right people

# Attracting the Right People

- Many candidates use the internet for job searching - it is cheap and quick
- Online advertising not limited geographically but can lead to many unsuitable applications
- Social media is therefore a key engagement tool
- Consider your internal talent pool

# How can we increase interest?

- Can the role be hybrid or remote?
- Boast a little!
- Make it easy to read.
- The more (important) details the better.
- What do you want the applicant to know that makes your business different?



# Safer recruitment

## 3 Stages to safer recruitment

- **Discourage** – make it clear in job adverts we have strict policies in place to protect young/ vulnerable people.
- **Check and confirm** – all given information must be checked and cross referenced and applicants screened.
- **Induction, monitor and train** – have rigorous induction process and probation checks to ensure you have the right person, follow with training.

# Regulated Work

- Can be voluntary or paid work
- Work with children or work with protected adults
- Usually roles including:
  - Caring responsibilities
  - Teaching or supervising
  - Working directly with children or protected adults
- Can also apply to positions of trust where the role doesn't involve direct contact with children or protected adults:
  - Trustees of charities focused on children or vulnerable adults

# Checklist for safer recruitment (regulated & non-regulated)

1. Checking the applicant's identity and effective interview process
2. Relevant checks – e.g. Protection of Vulnerable Groups (PVG check), self-declaration forms and checking Professional Qualifications
3. Contacting references
4. The right to work in the UK and living or working overseas, which should include coach qualifications mapping from other countries

# Interviews & the selection process



# Good practice in recruitment interviewing

- Key purpose of interview is to assess skills, experience and background of job applicant to make a decision on suitability
- Interview should explore facts
- Do not make decisions based on assumptions
- Prepare a list of core interview questions to ask all applicants

# Effective questioning techniques

- Ask specific questions on work experience, qualifications, skills, abilities, ambitions and strengths and weaknesses
- Ask open questions ("what", "why", "how")
- Ask questions that require examples of real situations
- Ask factual questions about past experience and behavior and refrain from making assumptions
- Effective questioning is a part of safe recruitment

# The Selection Process

- Selecting candidates involves two main practices:
- **Shortlisting** those who have the necessary skills to proceed to assessment stage.
- **Assessing** those candidates to find out who is most suitable for the role.

# PVG Checks and Checking Professional Qualifications

# PVG and other relevant checks

- Protection of Vulnerable Groups Scheme is administered by Volunteer Scotland Disclosure Services, before being sent to Disclosure Scotland.
- It is a legal requirement when an individual partakes in regulated work: working with Children or Vulnerable adults
- You may require a Basic DBS check over a PVG check depending on the role, (contact Volunteer Scotland Disclosure Service (sport contact is [wendy.mcbeth@gov.scot](mailto:wendy.mcbeth@gov.scot)) or Disclosure Scotland if you are unsure. )
- In addition, should check if they have professional qualifications required for the role and appropriate safeguarding training  
[organisational interest in pvg scheme members.pdf \(volunteerscotland.net\)](#)

# References

# References

- Conduct reference checks after job offer made
- Make job offer conditional on satisfactory references and PVG check
- Obtain applicant's express consent before requesting references
- Ask for 2 references
- Ask about suitability to work with young/vulnerable members.

# References: unsatisfactory references

- If reference contradicts information provided by candidate, discuss with them
- Can withdraw offer without breaching contract if offer is conditional
- No legal duty to provide a reference
- If reference is sparse, try to contact and ask for more information or check their policy on references





# Right to Work Checks

# Employing foreign nationals: checking right to work in UK (1)

- Before employee commences work, check they have right to work in UK
- SGB's should:
  - ask applicant to produce original documents proving right to work in UK from **List A** or **List B**
  - check documents relate to applicant
  - keep a copy of these documents
- Alternatively, employer may be able to use Home Office online right to work checking service

# Employing foreign nationals: checking right to work in UK (2)

- **List A** documents prove indefinite right to work in UK
- **List B** documents prove limited right to work in UK
- Candidate should provide one document, or two documents in combination, from List A or List B
- Keep in mind the employee pay be from the EU and have settled status

# Employing foreign nationals: race discrimination

- Do not make assumptions about candidate's right to work in UK on basis of colour, race, nationality or ethnic or national origins, or amount of time lived in UK
- Less favorable treatment on ground of race is race discrimination
- Treat all applicants consistently

# Avoiding Discrimination

# Employers' potential liability for discrimination in recruitment

- Discrimination law applies throughout recruitment
- Employees may be covered under Equalities Act 2010
- Job applicants have three months to lodge a tribunal complaint
- No limit on compensation in serious cases

# Protected Characteristics

- **Disability**
- **Pregnancy**
- **Race**
- Sex
- Age
- Sexual Orientation
- Religion or Belief
- Marriage and Civil Partnership
- Gender Reassignment

# Direct & Indirect Discrimination

- Direct Discrimination

Occurs when someone is treated less favourably than another person because of a protected characteristic.

- **No defence**

- Indirect Discrimination

Occurs if you have a condition, rule, policy or practice in your organisation that applies to everyone, but specifically disadvantages people who share a protected characteristic.

- **Can be defended**

***Important to note:***

*individual does not need to have a PC; they may simply associate with someone who possesses a PC, or you may mistakenly believe a candidate has one.*



# What are the claims?

Type of Claim	Length of Service Needed	Award (£)
<b>Unfair Dismissal</b>	2 years' of continuous service	Basic award based on redundancy calculation <b>and</b> up to £93,878 in compensation.
<b>Constructive Dismissal</b>	2 years' of continuous service	Basic award based on redundancy calculation <b>and</b> up to £93,878 in compensation.
<b>Wrongful Dismissal</b>	Day 1 Right	Up to £25,000 per breach
<b>Automatically Unfair Dismissal</b>	Day 1 Right	Basic award based on redundancy calculation <b>and</b> up to £93,878 in compensation.
<b>Discrimination</b>	Day 1 Right	Compensatory award <b>and</b> injury to feelings award, technically unlimited.

\*Employment Tribunal can add an additional 25% to any award if employer did not follow a reasonable process

# Informing the successful candidate

# Making the offer

- Offers of employment should always be made in writing but first offer is beneficial to be made by phone first
- Important to be aware that a verbal offer of employment is as legally binding as a letter to the candidate.
- Make the offer as soon as possible after selection
- Keep in mind employment status

# Making the offer

- Candidate may want to think about offer
- Specify date and method by which candidate should communicate decision
- Do not give candidate too long: a few days should be enough
- Second- and third-choice candidates may lose interest if not notified quickly
- Be available to discuss queries

# Informing unsuccessful candidates

- Inform unsuccessful candidates who have attended an interview about your decision
- No obligation to provide feedback, but can improve recruitment experience for candidates
- Notify second- and third-choice candidates once preferred candidate has made a decision



# Preparing for Day 1

## Joining the Business

- Keep candidates abreast of recruitment process
- After candidate accepts job offer, stay connected with them and ensure correct documentation is in place and relevant safeguarding training
- A well-planned induction enables new employees to become fully operational quickly and aware of important policies and procedures



# Data Protection



# Making the offer

## General Information

- Name
- Address
- Email address
- Passport, Drivers license

## Sensitive Information

- Racial or ethnic background
- Political, religious or philosophical beliefs
- Professional memberships
- Health
- Sexual relations and orientation
- Biometrics
- Genetic data

# Keeping records

- Hold recruitment records confidentially within the recruitment platform, where appropriate permissions are set
- Retain for no longer than necessary and in line with your records retention policy (six months for unsuccessful candidates and six months post resignation for successful candidates)
- All successful candidate data should be transferred to their employee personnel record when they join the organization
- Be aware of duties under UK GDPR

# Thank you

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# Any Questions?

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different if I recruit an office  
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to advertise?**



**How do I know where I  
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## Further support

Hub page:

<https://www.frenchduncan.co.uk/sportscotland/>

Email Address:

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