

# **RECRUITMENT POLICY**



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## **RECRUITMENT POLICY**

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## **1. Introduction**

The Kilmarnock Leisure Centre Trust (KLCT) is committed to achieving a consistent approach in the critical area of recruitment and selection and to comply with employment legislation and associated codes of practice.

KLCT believes that people are the most valuable asset within any organisation and to achieve goals and objectives it is vital that the right person for the role is employed. The importance therefore of robust recruitment and selection processes cannot be under estimated.

## **2. Policy Statement**

- 1.1 The Policy will apply, without exception, to the Centre as a whole.
- 2.2 Responsibility for the implementation of this Policy will rest with the General Manager.
- 1.2 This Policy will follow the guidance and recommendations in the Equality Act 2010
- 1.3 The recruitment and selection process will be treated as confidential and will not be discussed with any third parties.

## **3. Scope**

This policy applies to the Galleon Centre at 99 Titchfield Street, Kilmarnock, KA1 1QY and takes into account all applications received during any recruitment process.

## **4. Equality and Diversity**

The Equality Act 2010 brings together different equality laws to make equality law simpler and easier to understand. The Equality and Human Rights Commission, with regard to the elimination of discrimination in employment, advocates the introduction of equal opportunities policies.

As an employer and provider of services, KLCT actively promotes diversity and equality of opportunity for all with the right mix of talent, skills and potential. No employee, job applicant, customer or recipient of services will receive less favourable treatment than any other on any grounds including the following:

Race, religion, nationality, ethnic or national origins, disability, age, gender, sexuality, offending background, marital status, responsibility for dependants, employment status, address, trade union activity or political affiliation or be disadvantaged by conditions or requirements which cannot be shown to be justifiable.

One of the most crucial areas for the KLCT to ensure that its Equal Opportunities Policy is effective is during the recruitment and selection process. It is in the KLCT's interest to achieve a fair and consistent approach in

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recruitment and selection procedures not only to ensure that the end result is the appointment of “the right person for the job” but also to avoid discriminatory practices, ensure equal access to all jobs, comply with employment legislation and ensure good human resources practice.

Recruiting talented people to the KLCT’s workforce and managing them well so they want to stay will save the KLCT money in the long term.

The Equality Act 2010 outlines the following 9 protected characteristics under the Act:

Age; disability; gender reassignment; marriage and civil partnerships; pregnancy and maternity; race; religion or belief; sex or sexual orientation.

This document outlines practices which give applicants the opportunity to demonstrate their abilities regardless of their protected characteristic. The principles of equality of opportunity will be applied consistently in all stages of the recruitment and selection process.

(i) Disability

The KLCT recognises its statutory and social obligations in furtherance if the disabled “double tick” award under the Governments Disability Symbol Scheme. The Equality Act 2010 defines disability as “a physical or mental impairment which has a substantial and long-term adverse effect on a person’s ability to carry out normal day to day activities”. **The KLCT undertakes to interview applicants with a disability who meet the essential criteria for a job vacancy and give every assistance when required e.g. signer, wheelchair access etc.**

(ii) Age Diversity

The KLCT does not discriminate on the grounds of age and the KLCT does not have a default retirement age. Applications are welcomed from all members of the community irrespective of their age.

## 5. Data Protection

The General Data Protection Regulations (GDPR) forms part of the data protection regime in the UK, together with the Data Protection Act 2018.

The GDPR sets out a number of key principles which are fundamental to the processing of personal data.

The Recruitment and Selection Policy and Procedures take account of the GDPR and each job applicant must sign to confirm that they agree to the information that they provide being used for the necessary purposes relating to KLCT’s recruitment processes.

Line Managers must understand their responsibilities relative to GDPR compliance in respect of recruitment and selection information about job

applicants and ensure also that their employees are aware of how data should be processed.

Employees must understand their responsibilities for data protection compliance in respect of recruitment and selection information about job applicants and also comply with KLCT guidelines on processing data.

Applicants are giving KLCT their personal information to allow us to effectively manage their application through our recruitment processes and for us to meet our obligations as a prospective employer.

Throughout the duration of the recruitment process and the lifetime of any prospective employment relationship with KLCT, the information provided will be used for the following purposes:

- Name, national insurance number and contact details, including home address, telephone numbers and email addresses will be used to identify and communicate with applicants or candidates as necessary.
- During the recruitment process or at times during your prospective employment, information may be gathered to assess suitability to perform specific roles such as PVG and disclosure checks. In addition, information will be gathered to check eligibility to work in the United Kingdom.
- Information in relation to employment history, qualifications, training certification and licences (such as a driving licence) may be required in order to validate that applicants are appropriately qualified to undertake the activities of the post applied for and to ensure calculation of allowances or statutory payments for which you are entitled.
- Successful applicants' personal banking details are required in order to process all payments due in respect of employment with KLCT.
- Information in respect of health may be gathered via a pre-employment health check by our Occupational Health Provider. This information is captured to ensure that we comply with our statutory responsibilities.
- During the recruitment process, you may be invited to disclose personal characteristic information as defined in the equality act 2010 and other equalities related information. This information is used for statistical monitoring of KCLT's applicants and candidates.
- Some posts require prospective employees to have Disclosure checks or PVG checks made against them. In these cases KCLT will process information regarding criminal convictions (and any police intelligence regarding suspected criminality included in a PVG check) to assess suitability for the post in question.

KCLT maintains a records retention and disposal schedule which sets out how long we hold different types of information for. This is available from the Office Manager

## 6. Job Description

### (i) Initial Considerations

Whenever a job vacancy arises certain questions must be asked:

- Does the post require to be filled?
- Is the job content the same?
- Have changing work patterns, organisations or technology produced a different job?
- Are there likely to be any changes in the future that will require different or additional skills?
- Has an exit interview taken place with the previous incumbent?

### (ii) Exit Interview

The KLCT is committed to the development of effective mechanisms to monitor and analyse employee turnover rates and trends. It is considered appropriate to have a procedure which provides employees who are leaving the KLCT to express their views on the KLCT as an employer, on a voluntary and confidential basis.

Once an employee has intimated their resignation, they will be offered an exit interview. Normally the exit interview will be undertaken by their line manager, who will use a questionnaire as the basis for the interview. If the employee requests it, the meeting may take place with someone other than their line manager.

Prior to filling the vacant post account should be taken of any issues raised during the exit interview. It is important to establish why someone is leaving, in order to ascertain if there may be factors within the workplace which require to be addressed. The opportunity to have an exit interview applies to all employees leaving the service of the KLCT, with the exception of those employees leaving following a period of temporary employment of less than six months and employees dismissed from the KLCT service under the Disciplinary Policy and Procedures.

Having analysed the vacancy, and outlined the duties of the vacant post the next step in the process is to produce a Person Specification.

## 7. Person Specification

### (i) Definition

**One of the keys to avoiding biased and poor selection practices lies with a properly prepared person specification.**

The person specification identifies the essential criteria required to carry out the duties of the post.

It lists the skills, knowledge, experience and qualifications in addition to the personal qualities and attributes required in the ideal applicant for the post. **It is based on the job description for the post.** The person specification forms a clearly defined picture of the qualities and competencies which are sought in the post holder and the basis of assessing those qualities and competencies.

**An up to date person specification outlining both essential and desirable criteria must be available for all posts before a vacancy can be advertised.**

Prior to advertising any post, the existing person specification must be reviewed and where necessary amended to reflect the current demands/requirements for the job. Any amendments to an existing person specification must be approved by a senior manager in the service concerned.

The person specification is used to help prepare the job advert, to help with shortlisting, and should be used as a yardstick at the interview to evaluate applicants in the final selection decision making stages.

### (ii) Essential and Desirable Selection Criteria

A properly written person specification will specify both essential and desirable criteria. **Essential criteria** are those which are considered fundamental to allow the post holder to carry out the duties of the post competently. They represent a minimum standard and an applicant lacking an essential criterion should not be considered for a vacancy. **Desirable criteria** are those additional factors that allow the post holder to carry out the duties of the post more effectively.

Each duty and responsibility must be analysed to determine what skills, knowledge etc. are needed and great care must be taken when categorising criteria so that unintentional discrimination does not occur.

### (iii) Criteria Categories

- **Statements of skills, aptitudes and knowledge** should be specifically related to the needs of the job. Knowledge covers what the successful applicant must know in order to do the job. Skills cover a multitude of areas and there will be varying levels of competency required depending on the duties of the post. Care must be taken to include only those criteria that are always justifiable in terms of what is **actually required to do the job.**

- **Statements on type of experience** required should be restricted to what is necessary for effective job performance. Experience is used as an indicator of the skills and knowledge a person will possess. The nature and breadth of experience and more important than its length.
- **Educational and training requirements** should not exceed the minimum qualifications required for satisfactory performance of the job. Only those qualifications that are essential to meet the requirements of the post should be included in the person specification and normally most qualifications will fall under the “desirable” heading.
- **Criteria covering personal features and qualities** must be objectively justified and directly related to the job and applied equally to all applicants regardless of age, sex, race, ethnicity, disability etc. Such areas as creativity, ability to work under pressure, self reliance and the capacity to carry out routine/mundane tasks may be included, provided they can be justified.

**Competencies required to undertake the duties of the post will be identified. These will assist any competency based interviews. In addition, each post will have identified competencies. Competencies should relate to the types of duties required for the post and can be used to develop job specific questions both for the online application and for interview questions.**

## 8. Advertising the Vacancy

### (i) Introduction

When any post becomes vacant, the service concerned must review its requirements and decide on whether or not there is a genuine need to fill the vacancy in its current form or whether the job should be discontinued or reconfigured. Once it has been decided that the vacancy is to be filled and the job description and person specification have been reviewed and amended as necessary and job evaluated where appropriate, the most appropriate method of attracting applicants to the vacancy must be determined.

The General Manager is responsible for approving all vacancies and ensuring they will be advertised appropriately.

All vacancies must be advertised either internally and/or externally by the General Manager except those deemed:

- Suitable for lateral transfer.
- Suitable for employees identified by the KLCT as requiring redeployment from their existing post.
- Necessary to be filled on a temporary basis as a result of maternity leave, sick leave etc.

- Appropriate for a restricted selection exercise to be undertaken within the service work group who could reasonably be expected to undertake the duties.

## 9. Application Forms

All applicants for posts must complete an Application Form. **Curriculum Vitae will not be accepted.** Using application forms, rather than asking for curriculum vitae, or letters of application standardises the information available from all job applicants making it easier to compare like with like and it also ensures that all applicants have the opportunity to provide the same range of information.

Personal data must be obtained and processed fairly and lawfully and in particular, must not be processed unless specific conditions are met, in accordance with the Data Protection principles e.g. the applicant has given their active “specific and informed” consent to the way their personal data is to be processed.

## 10. Shortlisting

Following the closing date for the receipt of applications, shortlisting must be carried out by the persons who will be conducting the interview. **In order to promote objectivity and consistency one person should never have sole responsibility for shortlisting and interviewing/selection.** All shortlisting decisions should be recorded for future reference.

Where individual panel members may have some personal knowledge of job applicants, care should be taken to ensure that judgements regarding them meeting the criteria are objective and can be justified. **Where anyone directly involved in the appointment process has a personal relationship with an applicant which could be deemed to affect their impartiality, they should declare their possible interest to their Line Manager.**

Panel members should be aware of the effects of in-built prejudices against certain groups for specific jobs, accept that these prejudices do exist and be prepared to challenge other people’s views.

Questions and selection on the grounds of the applicant’s supposed family commitments, age, travelling distance and any other preconceptions must be avoided as they conflict with the KLCT’s Equal Opportunities Policy and employment legislation.

Applicants whose experience has been gained outwith paid employment e.g. women returners or voluntary workers should not be disregarded. Their past experience may enable them to make a valuable contribution to the KLCT and consideration should be given to their current skills and future potential.

## **Shortlisting Applicants with a Disability**

Any requirements about what the job involves or the person to be recruited should be related to and needed as part of the job. The KLCT must avoid direct discrimination against applicants because of their protected characteristics in what we say or write about the job.

At shortlisting stage, try not to make assumptions about who will be able to undertake the duties of the post. Making assumptions might mean that applicants are excluded just because of their disability, which would be the wrong approach.

Where there is any uncertainty regarding the shortlisting of an applicant with a disability because of insufficient information on the nature of their disability and how this affects their ability to do the job. **ASSUMPTIONS MUST NOT BE MADE** – Advice should be taken from a Senior Manager.

The shortlisting panel must consider what “reasonable adjustments” can be made.

**Applicants with a disability who meet the essential criteria for the job must be interviewed.**

## **11. Interviewing**

The basic question and answer panel interview process has been accepted, widely recognised and used effectively for many years in many organisations. It is a good way for panel members to share judgement and discuss matters relating to an interview and the applicant at the end of the interview process.

All interviews must be conducted in a fair and consistent manner and must be structured and systematic.

Interviewers should:

- (i) Have received appropriate training in interview techniques and had the time to practice the process.
- (ii) Be aware of legal aspect particularly in relation to discrimination.
- (iii) Prepare meticulously for the interview. This should include reading the Job Description, Person Specification, Advert, Application Form and be aware of the running order.
- (iv) Organise a pre-meeting so that the panel know which questions they will be responsible for.

For most positions it will be appropriate for a Senior Manager and the candidates potential Line Manager to be involved in the process. It should be borne in mind that the purpose of the interview is to glean the maximum

amount of information in order to be able to make an informed decision about the candidate's suitability for the role.

The interview panel must remain consistent throughout the process.

If a panel member is ill and unable to attend an interview or interviews, the remaining panel members must decide on whether to continue with the process or postpone to a later date.

If a panel member is related to, or has a personal relationship with the applicant which could be deemed to affect their impartiality they should discuss this with a Senior Manager with a view to being excluded from the process.

Similarly if a panel member is listed as a referee for an applicant this must also be discussed with a Senior Manager with a view to being excluded from the process.

## **12. Communicating with Candidates**

Candidates should be contacted no later than two weeks after the closing date to either invite them for interview or inform them that they have been unsuccessful.

Candidates who attend interview should be contacted no later than one week after the interview to inform them of the outcome.

Candidates who make contact to ask for reasons behind the outcome should be provided with honest feedback as to why the decision was reached.

It is important to remember that job applicants are entitled to have access to all shortlisting notes and interview notes retained as a record by KLCT. If an applicant is not selected for interview or unsuccessful at interview it is essential that the reasons for non-selection are recorded.

## **13. References**

KLCT Application Forms ask for the details of two referees who will be contacted to gain information about the candidate. Ideally one referee should know the candidate in a work capacity, and be from their most recent place of employment, and the other should be someone who can provide a character reference. A job Description should be included when contacting referees.

A reference should not be sought without first obtaining the candidates consent and this is reflected on the Application Form.

## **14 Disclosure Scotland**

The Protection of Vulnerable Groups (Scotland) Act 2007 introduced the concept of Regulated work. Due to much of the work with KLCT being with children, many of the positions on offer are termed as Regulated Work and the successful candidate will be required to apply for a Protection of Vulnerable

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Groups (PVG) certificate. If they already have a PVG certificate they will have to apply for an update to this.

Further to a PVG Compliance Audit in 2013 the following positions are subject to a PVG requirement:

- (i) Managers
- (ii) Lifeguards & Dryside Attendants
- (iii) Kids Club Leaders
- (iv) Maintenance Assistants
- (v) Fitness Instructors (Excells)
- (vi) Swimming Instructors
- (vii) Skating Instructors
- (viii) Ice Masters
- (ix) Cleaners

A PVG Scheme Record Application or Update involves a check against the PVG Children's List of individuals who are barred from carrying out Regulated Work with Children. It is an offence for an individual who is on this list to do Regulated Work or attempt to do Regulated Work with children. **It is an offence for an organisation to knowingly appoint an individual who is barred from doing Regulated Work.**

Positions not subject to a PVG certificate but requiring a Basic Disclosure are as follows:

- (i) Administration Office Employees
- (ii) Receptionists

## **15 Employment of Ex-Offenders**

Applicants with a criminal history are entitled to apply for any vacancy advertised by KLCT, with the obvious exception of those who are precluded from applying for positions involving Regulated Work (See previous section)

Accordingly, interview panels require to respond positively to the challenge of employing people with criminal records in responsible balanced ways that maintain a duty of care to employees and customers, protect business interests and give access to the widest pool of talent.

The suitability for employment of a person with a criminal record will vary depending on the nature of the job and the details and circumstances of any convictions.

Deciding on the relevance of convictions to specific posts is not an exact science. An assessment of an applicant's skills, experience and conviction circumstances should be weighed up against the risk assessment criteria for the job.

An applicant's criminal record should be assessed in relation to the tasks they will be required to perform and the circumstances in which the work is to be carried out.

Consideration should be given to the following points when deciding the relevance of offences to particular posts;

- Does the post involve one-to-one contact with children or other vulnerable groups as employees or service users?
- What level of supervision will the post holder receive?
- Does the post involve any direct responsibility for finance or items of value?
- Does the post involve direct contact with the public?
- Will the nature of the post present any opportunities for the post holder to re-offend in the course of work?

In some cases, the relationship between the offence and the post will be clear enough for the interview panel to decide easily on the suitability of the applicant for the job.

The interview panel should make arrangements to discuss the relevance of each offence with the recommended applicant for appointment taking into account the following issues;

- The seriousness of the offence and its relevance to the safety of other employees, customers, service users or property.
- The length of time since the offence occurred.
- The age at date of offence,
- Any relevant information offered by the applicant about the circumstances which led to the offence being committed.
- Whether the applicant's circumstances have changed since the offence was committed, making re-offending less likely.
- Whether the offence has been decriminalised by Parliament.
- The country in which the offence was committed, some activities are offences in Scotland and not in England and Wales and vice versa.
- The degree of remorse or otherwise, expressed by the applicant and their motivation to change.
- A note should be retained of the reasoning for the decision taken.

In all cases, services must ensure that information regarding offences is kept confidential. Applicants need to feel confident that information about their offences will not be disclosed to anyone unless there is a specific reason for doing so.

## **16 Policy Review**

This policy will be reviewed every 3 years or earlier if research, evidence or a change in practice or legislation requires a review to be undertaken.