

Managing Recruitment and Selection Policy

Agreed in conjunction with PCS Trade Union

Sport for life

sportscotland
the national agency for sport

Our values are: honesty, respect, integrity, openness, inclusion, ambition

Introduction

- 1.1 **sportscotland** is committed to achieving equality of opportunity in all recruitment, selection and onboarding procedures. Inclusive recruitment practice will be promoted across the organisation to ensure fair, non-discriminatory processes.
- 1.2 **sportscotland** actively promotes equality of opportunity for all potential employees and welcomes applications from a wide range of candidates. The selection of candidates for interview will be based on skills, knowledge and experience.
- 1.3 This policy incorporates all aspects of the Recruitment and Selection process:
 - identifying and gaining authorisation of a vacancy
 - advertising a vacancy
 - selection of candidates
 - the interview process
 - offering the role
 - the post-offer process

1.0 Scope of Policy

- 2.1 **sportscotland's** policy is to ensure:
 - good practice is followed to promote a fair and consistent approach to recruitment and selection including relevant legislation such as the Equality Act 2010
 - application of the principles of equal opportunities in all stages of the recruitment and selection process
 - vacancies are made available to all **sportscotland** employees
 - recruitment is solely based on the applicants' abilities and individual merit as measured against the criteria of the role
 - wherever possible interview panels are gender balanced and all panel members have undergone Recruitment and Selection training
- 2.2 This policy applies to all recruitment and associated procedures to ensure a consistent approach and applies to existing employees of **sportscotland** and all

potential candidates who apply for employment.

3.0 Guidelines/Procedure

- 3.1 These guidelines should be followed when recruiting for a vacancy in **sportscotland**. A vacancy can occur when replacing a leaver, or where the requirement for a new position has been identified.

Options to Consider Prior to Recruiting

- 3.2 It is good practice to consider the following options before deciding to recruit:
- reviewing workload of existing team members with potential to reallocate work
 - developing an existing employee
 - whether the post could be carried out through flexible working
 - using temporary, interim or contract staff

Alternatives to recruitment must be documented on the ATR (Authority to Recruit) form. Recruitment cannot commence until alternative options have been considered.

Pre-Recruitment Process

- 3.3 The Recruiting Manager (usually the Line Manager of the position) must complete the ATR form. If it is a like-for-like replacement, then a signature from the Line Manager and HR will be sufficient to progress recruitment.
- 3.4 For new or changed positions, the PRC (Position Request Change) form must also be completed and signed off by SMT (Senior Management Team).
- 3.5 For completely new roles, SMT approval must be received and then the role will be evaluated by the job evaluation panel. HR can provide the Job Analysis Questionnaire to progress this. A business case and SMT approval is required for any positions which are not agreed within the Establishment document which is reviewed and circulated monthly. These will only be approved in exceptional circumstances and may need Scottish Government sign off.

Advertising the Vacancy

- 3.6 Following the forms being completed, the Recruitment Officer will draft an advert and discuss with the Recruiting Manager the most suitable places to advertise.
- Please see Appendix A if there is potential to recruit a migrant worker for the role.
- 3.7 For externally advertised vacancies, the role should be advertised for at least two weeks on different platforms. The HR department will pay for the first £500 of advertisement and the recruiting department will be liable for the rest of the costs.

Selection of Candidates/Interview Process

- 3.8 Following the closing date of the vacancy, the Recruitment Officer will send the applications to the Recruiting Manager or a Shortlisting Panel if the Recruiting Manager has identified suitable people to assist with the process.

- 3.9** The Recruitment Officer will notify the candidates shortlisted for interview, normally giving at least one weeks' notice of the arrangements.

sportscotland is a Disability Confident Employer, therefore any applicant who has disclosed they have a disability and meet the minimum criteria for the role will be guaranteed an interview. Reasonable adjustments may be required for interview.

- 3.10** Interviews will normally consist of a mix of pre-determined competency-based, behavioural and technical interview questions. Follow-up questions are encouraged.

Making the Offer

- 3.11** Following the interview process, the panel should agree on who is the preferred candidate for the role. The Recruiting Manager can let them know they are the preferred candidate, however only HR can make the formal offer.

- 3.12** The Recruiting Manager must complete the Employee Offer Checklist (EOC) to allow the Recruitment Officer to make the formal offer, normally sent via DocuSign. The starting salary for any appointment should be the first point of the grade.

- 3.13** The Recruitment Officer will liaise between the new employee and the Recruiting Manager to determine a suitable start date, bearing in mind notice period, timescales for pre-employment checks (such as Disclosure/PVG) and ICT equipment.

- Please see Appendix B for Recruitment Relocation Allowances.

- 3.14** The Recruiting Manager should complete a New User ICT Request Form ensuring the IT Department has sufficient notice for providing any required equipment.

The following guidance in relation to the ordering and setting up of IT equipment/accounts must also be considered when agreeing a start date:

- 1 full weeks notice to set up new user accounts, which are based on receipt of the correctly completed New User ICT Request Form
- 2 weeks notice is required for new mobile phone connections
- 3 weeks notice is required for new laptops, as on some occasions time is required to order new equipment

- 3.15** The Recruitment Officer will contact all unsuccessful candidates and advise them they have been unsuccessful via email.

Post-Offer Process

- 3.16** All new offers of employment for **sportscotland** will require:

- receipt of two satisfactory references
- Disclosure Scotland or Protecting Vulnerable Groups Scheme (PVG) check
- Occupational Health pre-placement questionnaire
- proof of eligibility to work in the UK
- proof of qualifications

Induction

3.17 All new employees of **sportscotland** will receive a full company induction when they start employment (normally within the first month) which is organised by the Learning and Development Officer.

Probation

3.18 All new employees of **sportscotland** will undergo a standard probationary period. Please see the Managing Probation Policy for more information.

Notice Periods

3.19 The notice period during the probationary period is one week for both the employee and **sportscotland**.

3.20 Following completion of the probationary period, the notice period will be as follows:

- Grade 1 – 2: one months notice period for both employee and **sportscotland**
- Grade 3 and above: three months notice period for both employee and **sportscotland**

RECORDS

3.21 HR will maintain and record all documents relating to the recruitment process for a period of six months, or if a complaint has been submitted relating to an appointment process, the relevant records will be kept until the complaint is resolved.

3.22 Managers must dispose of all documents relating to the recruitment process in line with GDPR guidelines.

Appendix A - Employing Migrant Workers

Right to work in the UK

- If an applicant does not have UK citizenship, and cannot prove their right to work through another route (i.e. EU Settlement Scheme, UK Ancestry Visa, Spousal Visa, etc.) then they will require **sportscotland** to sponsor them for a Visa
- This is not available for all roles within **sportscotland** and is in line with the UKVI (UK Visa and Immigration) Rules found on the UK Government website
- The final decision for sponsorship of applicable roles will be at the discretion of the Head of HR

Process

- If the role is at the appropriate level for sponsorship, HR will apply for the Certificate of Sponsorship (CoS) for the applicant and UKVI will make the final decision if the application will be granted
- Once granted, this will generate a CoS number which HR will provide to the applicant to allow them to apply for their Visa

Timescales and Visa Validity

- The full process can take around 3 months, however, may take longer depending on notice periods of the individual, local laws in their home country and processing times
- The initial Visa will be valid for a maximum of 3 years (or in-line with their contract if this is shorter), with the option extend to a total of 6 years maximum
- After 5 years of continuously living in the UK the migrant will have the option to apply for Indefinite Leave to Remain
- **sportscotland** can only employ the migrant for the length of their Visa, as the Visa gives them their right to work in the UK. If this expires, or any extensions are rejected, their employment may be terminated on this basis in line with the Immigration, Asylum and Nationality Act 2006
- All applicants for roles at **sportscotland** will be treated equally

Visa Costs

The payment of all direct and associated costs relating to a Visa, including extensions will be met by **sportscotland**. However, all direct and associated costs relating to Indefinite Leave to Remain or citizenship will be the responsibility of the employee.

In the event that an employee leaves the organisation prior to the end of a visa extension period that has been funded by **sportscotland**, they will be liable as set out below:

Leave within 3 months of receipt of visa – repay 100% of cost
Leave within 6 months of receipt of visa – repay 75% of cost
Leave within 9 months of receipt of visa – repay 50% of cost
Leave within 12 months of receipt of visa – repay 25% of cost
Leave after 12 months of visa – no repayment of cost required

Appendix B – Recruitment Relocation Allowances

An allowance will be offered to eligible candidates to assist with relocation following appointment with **sportscotland**. Eligibility will be confirmed in consultation with HR and is not available to posts less than 3 years' duration.

Relocation costs are defined as those necessarily incurred in the relocation of a candidate's home.

The following relocation allowances may be offered to candidates upon confirmation of eligibility with HR will be paid from the HR Recruitment budget:

- 10% of salary to candidates relocating from outside the UK
- 6% of salary to candidates relocating from inside the UK

Reimbursements will only be made upon receipt of proof of payment.

Recovery of Relocation Allowance

In the event of the resignation or termination of contract then the claimant undertakes to make repayment of relocation costs reimbursed as follows:

Leave within 12 months of appointment	100%
Leave between 12 and 18 months of appointment	50%
Leave between 18 and 36 months of appointment	25%