



ENGLAND BOXING LIMITED

FAIR RECRUITMENT & SELECTION PROCEDURES

**The Ethics Commission
November 2009**

Statement from the Board of Directors

The 'fair recruitment and selection' procedure is a fundamental part of the England Boxing Limited commitment to equal opportunities in employment.

This document sets out what should happen throughout the recruitment process from when notice of a vacancy arises to the time when a new person starts in the job.

This procedure exists to ensure that the best person for the job is appointed and that any potentially discriminatory practices are eliminated. All recruitment decisions should be taken in accordance with this procedure.

Anyone who is involved in any stage of the recruitment process must demonstrate a clear understanding of this procedure.

The policy

When an employee leaves the organisation

An employee may leave England Boxing for a variety of reasons. For example, they may retire or leave to take up other employment. However, it is important to hold an exit interview to discover if there are any underlying reasons for leaving England Boxing. Not only does this help to maintain goodwill and retain England Boxing's reputation, but it also helps to highlight any internal issues, such as pay levels, working conditions or recruitment shortages.

The exit interview

The line manager should conduct an exit interview (unless the employee specifically requests that other arrangements be made). In such circumstances, a manager at the same or the next level should conduct the interview.

Filling a vacancy

Job analysis:

Prior to committing to filling a vacancy England Boxing should:

- ❑ determine whether the vacancy should be filled at all
- ❑ review and update the job description and person specification details
- ❑ determine when a vacancy should be filled (i.e. immediately, 3 months, 6 months). A post should not go to advert if any delays are envisaged in filling a vacancy
- ❑ confirm the grade/post
- ❑ determine whether the post is subject to disclosure and, if so, record this on the job description and person specification
- ❑ prepare an advert
- ❑ compile an application form

Where electronic forms are available, these must always be used.

Approval to fill a vacancy

This process applies to all permanent and fixed term appointments, including any externally funded posts.

All vacancies should be submitted to the Chief Executive Officer (CEO) for approval to fill (having been satisfied that there is a requirement for the post and that the budget is available – through the Financial Director). The application form, together with the job description, person specification and advert should be submitted to the England Boxing Board of Directors for agreement.

Advertising a vacancy

England Boxing's policy is that all jobs will be advertised internally and /or externally. Cost and effectiveness will influence choice of placing adverts but the application of England Boxing's equal opportunities policy is an important factor.

For all posts, consideration for the placement of adverts should be given to:

- ❑ local and/or national newspapers
- ❑ professional journals
- ❑ periodicals that serve minority groups

Where this is not possible, posts will be filled through competitive interview. Only in exceptional circumstances will external agencies be used.

The text in adverts should be clear and unambiguous. On all occasions advertisements should not be discriminatory, offensive or in anyway off-putting to any person or group. Particular attention should be taken to the quality and presentation of the advertisement to avoid unnecessary delays in publication. All advertisements must carry the following:

- ❑ England Boxing's Equal Opportunity Policy
- ❑ job title
- ❑ job details, including essential skills and experience required
- ❑ salary level and any benefits
- ❑ the England Boxing logo
- ❑ a statement that posts can be open to job sharing consideration if appropriate
- ❑ closing date – this may be extended for candidates who require translators or if information is required in Braille / large print / on tape.

Information to candidates

All candidates will be sent the following information in a standard recruitment application pack:

- ❑ covering letter
- ❑ job description
- ❑ person specification
- ❑ application form (including equality monitoring form)
- ❑ guidance notes for completing the application form
- ❑ terms and conditions of employment
- ❑ vision and values statement of England Boxing
- ❑ copies of Child Protection and Ethics policies
- ❑ recruitment of ex-offenders statement
- ❑ England Boxing DBS application form

If an applicant requires further information or discussion about the post, they will be referred to the CEO or an appropriate manager. It should be noted that such persons may not take part in any interview if they have had informal discussions with any candidates.

The application form and monitoring information

Only England Boxing's application form should be used for all posts, except in exceptional circumstances, and must be agreed in advance with the BOD.

On receipt of a completed application form, the date of receipt and candidate details, including monitoring information, will be logged. The appropriate CEO or manager will be provided with all completed application forms and a short listing pack, which includes shortlisting forms and an interview schedule after the closing date.

Electronic applications will be forwarded to the CEO or appropriate manager by email. The CEO or appropriate manager will be notified of any late applications received. These should only be accepted in exceptional circumstances, for example, postal strikes, and be agreed with the BOD on a case-by-case basis.

Equality monitoring is at the heart of England Boxing's equal opportunities policy, and has to succeed in making the issues of equality a reality. All monitoring information will be retained for job applicants to assist the CEO, the National Compliance Manager and the BOD in equality monitoring.

Assessing applications to produce a shortlist

Shortlisting must take place and all relevant paperwork passed to the BOD through the CEO or a relevant manager for processing within 4 weeks of closing date.

Every applicant must be assessed against the person specification. The panel must look for relevant objective evidence on which to make a decision. If a panel member is aware that someone they are related to or know personally has applied for the job, he or she must declare it. Panel members must withdraw from the short listing and interview process if they feel their knowledge of a candidate could prevent them from being objective.

On all occasions, involvement in shortlisting, or interviewing, a family member is not permitted.

Where there is a Genuine Occupational Qualification, the CEO or an appropriate manager must check all application forms for compliance with that aspect of the person specification.

When considering the suitability of an employee at the shortlisting stage, a relevant criterion to examine is the individual's sickness record over the previous two years, from the point of application.

A particular factor is whether their attendance at work has been poor. At all times regard must be given for the need to act with consistency and fairness, and particular attention must be given to equality of opportunity issues, such as sickness related to a disability and/or pregnancy where appropriate.

Any conditional offer of appointment will also be subject to confirmation from a candidate's referees as to the detail of their sickness record, and all appointments will be subject to final scrutiny by the BOD.

At the outset, the chair of the panel is responsible for agreeing a scoring system to be used and then complete a short listing form. Every application must be read and assessed against the person specification to generate a shortlist against this scoring system.

After agreeing the shortlist, all candidates should be invited for assessment and interview. Candidates must in all cases be given adequate notice of the interview date.

If a workplace is inaccessible, this is not sufficient to justify excluding a person with disability from the shortlist and thought must always be given to the provision of such accessibility

The selection panel

The selection panel should consist of no less than two England Boxing BOD-nominated member representatives (one being the post manager where possible) and no more than three.

All panel members must be familiar with the England Boxing fair recruitment and selection procedure and have successfully completed a Equity in Recruitment course.

Relevant checks and disclosure

It is the responsibility of the chair of the panel to carry out any additional checks that may be required in the selection process.

If a specific qualification is a requirement (and is detailed on the person specification), candidates must be asked to bring original certificates to interview. The chair of the panel or his / her nominated officer must check these details and take a photocopy. It is essential that in all cases original documents be checked.

For those posts where it has been agreed there will be unsupervised access to children or vulnerable adults, the employment history of the successful candidate must be checked to ensure that there are no discrepancies or gaps. If there are, the candidate should be asked to account for them.

For posts involving unsupervised contact with children (under 18 years of age) or vulnerable adults, it is also acceptable - and expected - that England Boxing contact any past employer detailed on the application to confirm dates of previous employment. This is recommended in the Warner Report.

For particular posts identified by England Boxing, applicants will be required to disclose their criminal background via self-declaration forms. In all cases, self-declaration forms and DBS Disclosure will apply to applicants for posts where there is unsupervised access to children or vulnerable adults. Such forms will be provided by the applicant prior to any agreed interview.

The prevailing DBS umbrella body of England Boxing shall administer this disclosure process as outlined in current agreed service agreements and policies.

The CEO or relevant manager is responsible for

- ❑ ensuring that the requirement for Self Declaration and Disclosure is stated on the job description, person specification and application form
- ❑ confirming with the candidate at interview that the post is subject to self-declaration and disclosure. No offer of employment will be made without the candidate agreeing to such checks
- ❑ ensuring that photocopies of all documents are taken and that copies are signed to say that originals have been checked
- ❑ returning all document copies and disclosure checking forms to the operations manager for secure filing
- ❑ in conjunction with the England Boxing DBS umbrella body, assessing the risk of appointing the successful candidate on receipt of the disclosure report and self-declaration form and making an appointment decision.

Where a post is subject to disclosure, the process must be completed before the new employee takes up post. Only in exceptional circumstances will employees be allowed to start work pending receipt of a satisfactory disclosure.

In all such cases, approval must be given by the BOD and the employee must not have unsupervised access to children or vulnerable adults.

Recruitment assessment centres, tests and exercises

England Boxing wishes only to recruit and retain employees who can demonstrate commitment to the vision and values of the organisation.

As part of the recruitment and selection process, panels are encouraged to include presentations, assessment test and exercises to determine levels of competence.

For any recruitment assessment, records must be kept securely for three months after the completion of the recruitment process.

Proceeding with only one applicant

In exceptional circumstances interviews may proceed with only one candidate. However panel members must satisfy themselves that:

- ❑ the advertisement has been targeted properly
- ❑ the selection criteria has been reviewed
- ❑ there is a compelling argument not to go straight to re-advertisement
- ❑ please note that any changes made to the job details or person specification will result in a re-advertisement of the post. Applicants must be informed if a post is to be re-advertised and whether or not they will automatically be reconsidered.

Preparing for interview

In preparation for the interview, it is the responsibility of the chair of the panel to:

- ❑ book an appropriate venue taking account of privacy and access issues
- ❑ ensure that there are reception and waiting facilities in a quiet area
- ❑ organise refreshments, where appropriate
- ❑ consider the facilitation of an opportunity for candidates to visit the workplace before or after interview.

The CEO or an appropriate manager will make available to the panel:

- ❑ a list of candidates to be interviewed
- ❑ the person specification
- ❑ the job description
- ❑ application forms for short listed candidates
- ❑ interview record forms
- ❑ disclosure document checking forms and self-disclosure form, where applicable.

The interview

The person specification will clearly show the areas to be assessed at interview. The panel should agree:

- ❑ questions for each aspect of the person specification
- ❑ an agreed structure for conducting the interview
- ❑ the role of individual panel members
- ❑ the evidence required for each aspect of the person specification.

The panel must advise candidates that notes will be taken and securely retained with the application form for three months after completion of the selection process. The information recorded on the interview record forms is important for assessing candidates and for providing feedback after interview. It is essential they are retained as reference material for any possible industrial tribunal case.

Probing questions should be used to explore in detail the answers provided. Enough evidence must be gathered to measure the individual against each of the criteria. This evidence must reflect awareness of equal opportunity issues.

Before leaving, candidates should be informed when a decision will be made, how this will be communicated, and in what timescale.

Selection

At the end of the interviews, each panel member should have recorded on their assessment sheets evidence of how each candidate has met each of the selection criteria. Systematic

analysis and assessment is important so that fair decisions can be made and justified, and so that useful feedback can be given to candidates.

The panel should then reach agreement on which candidate is to be appointed. The final panel decision must be recorded summarising to what extent each candidate met the selection criteria. The chair of the panel is responsible for this and for ensuring that she/he records the decision and confirms it with a signature and date.

The chair of the panel may inform the successful candidate verbally, but must make it clear that the offer of employment is conditional on the receipt of satisfactory references, a satisfactory sickness record, medical clearance, asylum and immigration checks and, where appropriate, disclosure.

References

To minimise delays, references may be requested by email wherever possible and actively followed up.

In the interests of providing a fair and equitable opportunity for applicants, two written references will be requested for both external and internal candidates. One referee must be the current or most recent employer.

For internal applicants, this should be the applicant's current manager but this will not prevent the manager's involvement in the selection process.

References will be requested using a standard England Boxing pro forma. Reference requests to a current or previous employer will contain a question relating to the candidate's sickness record over the past two years, that is, number of occasions, total number of day's sickness and reasons.

The CEO or an appropriate manager will view all references received and confirm to the panel that they are acceptable.

Telephone references should be discouraged. They may result in subjective opinions being offered and it may be difficult to prove what a referee has said over the telephone.

There may be cases, however, when it will be necessary to seek such references. In such circumstances, the referee should always be asked to confirm his or her views in writing.

Work permits

Any person (except European Community nationals subject to immigration control) coming to work in the UK must have a work permit issued by the appropriate government department, unless they fall into one of the limited permit-free categories.

Overseas students are not entitled to remain in the UK for employment on completion of their studies, but may remain for training and work experience.

Regulations issued by the Home Office require certain checks to be made on the eligibility of candidates from overseas and failure to comply can result in prosecution. These checks will be

carried out when candidates attend for interview and proof of eligibility to work in the UK will be retained on personal files.

Evidence of unfair discrimination

If any panel member feels that a candidate has been unfairly discriminated against, this must be brought to the attention of the chair of the panel and the CEO. The outcome of the interview process must then be deferred until the matter has been resolved.

After interview

All interviewed candidates must be informed as soon as possible of the outcome and as a general guide no longer than ten days. The chair of the panel must provide details to the CEO or operations manager so that appropriate telephone calls can be made and letters sent out.

The successful candidate must be notified in writing of the conditional offer of employment. All appointments are subject to satisfactory:

- ❑ medical clearance
- ❑ sickness record
- ❑ references
- ❑ disclosure, where appropriate
- ❑ eligibility to work in the UK.

When the above conditions are satisfied, a start date should be agreed and the successful candidate will be issued with a written statement of particulars of employment. This will include, among other things, England Boxing's equal opportunities and child protection policies.

No suitable candidates

If no appointment is made, it may be necessary to re-advertise. Before doing so, the CEO/BOD should reconsider the level of salary, job description, person specification and advertisement.

Interview feedback

The chair of the panel should offer and provide feedback to any unsuccessful candidate. A date and time for discussion should be agreed in advance to allow for proper preparation.

Confidentiality

Application forms and the proceedings of the interviews are strictly confidential and should be retained in secure conditions by the operations manager.

Access to application forms will be restricted to those involved in the recruitment process.

Review

This procedure will be reviewed annually.