



Recruitment and Selection Policy and Procedure

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1. Introduction

The purpose of this policy is to promote and maintain fair and effective recruitment and selection procedures across Blackpool FC Community Trust (the Trust), and to ensure they are carried out to an agreed standard.

The aim of the policy is to: -

- Promote the Trust as an employer of choice
- Continuously improve the consistency and effectiveness of recruitment and selection processes
- Promote objective, fair and transparent recruitment practices throughout the Trust
- Ensure that selection decisions are based on objective and justifiable criteria
- Develop new recruitment methods that ensure effective and efficient recruitment practices that are cost effective and improve retention
- Ensure that the recruitment and selection procedure promotes a positive image of the organisation

2. Policy statement

Blackpool FC Community Trust is committed to providing equality of employment opportunity for all members of staff and prospective staff and opposes all forms of discrimination, victimisation or harassment on the grounds of race, gender reassignment, sexual orientation, marital status, disability, sex, maternity, age or religion. Blackpool FC Community Trust will not tolerate discrimination by any of its staff.

The Trust believes it is in the best interests of staff and to those to whom they provide a service to ensure that the employment skills available throughout the community are considered when recruiting. To this end, the Trust is committed to achieving and maintaining a workforce which broadly reflects the full diversity of Blackpool as a whole.

Every possible step will be taken to ensure that members of staff and prospective recruits are treated equally and fairly and that decisions on recruitment and selection, training, promotion and career progression are based solely on objective and job-related criteria.

This policy should be read in conjunction with the Trust's Equality and Diversity Policy.

3. Scope

This policy applies to the recruitment and selection of all staff to Blackpool FC Community Trust. This includes the recruitment and selection of full time, part time and voluntary staff.

4. Responsibility

4.1. Senior Leadership Team

The Senior Leadership Team (SLT) are responsible for employing the best available people to fill vacancies. They should recruit and select staff in accordance with the principles outlined in this document. This requires the design of the job and the identification of the personal qualities required to fill that job. SLT will be required to write job descriptions, person specifications, Knowledge and Skills outlines and advertisements and lead the selection

process. This will include making offers of appointment and giving feedback to unsuccessful candidates.

4.2. Peninsula HR

Peninsula HR is responsible for providing advice to on good practice in recruitment and selection methods, and for monitoring the implementation of this procedure. Peninsula HR will monitor the selection and appointment of staff, all documentation in accordance with the Trust's Equality and Diversity Policy and ensure compliance with UK Employment Legislation.

5. Procedure

The following procedures must be followed when recruiting staff.

5.1. Identifying a vacancy

Vacancies arise for many different reasons. These can include, but are not limited to, general leavers, retirement, increase in workload, creation of a new post due to increased workload or additional funding and dismissal.

Once a vacancy has been identified, there will be a review of the post to consider: the purpose, key result areas and competencies required for the post. This will form the basis of the Job Description and Person Specification (see section 5.3). Information may be obtained from the exit interview when an employee leaves the Trust.

The recruiting manager should also consider:

- Whether a secondment or internal transfer would be more appropriate to fill the vacancy
- Whether the job is necessary. There may have been changes in the team and a reorganisation may be appropriate, the manager must consider their business plan. Consultation with the team would be necessary in this situation
- If there are any aspects of the job which may need amendment
- What sort of contract the position should be offered on e.g. permanent, or fixed term.

5.2. Job description

Job descriptions are an important part of the recruitment and selection process. A job description will ensure that SLT are clear about the nature of the job to be filled and that employees/applicants understand the duties and responsibilities of the job. It also provides a basis for measurement of job performance in appraisals. The job description and the person specification determine the appropriate banding for the job.

All posts must have an up-to-date, comprehensive description of the job and reporting arrangements. This should include a summary of the job purpose and key responsibilities. ALL job descriptions must highlight that safeguarding is a part of their role.

Job descriptions should be drawn up using the template and guidance provided (Appendix 2). Further guidance will be provided in the mandatory Recruitment and Selection Workshops. Adverts will not be placed without an up-to-date job description.

5.3. Person specification

A person specification sets out to specify the qualifications, skills, knowledge, experience, personal qualities, and other requirements which are needed to perform the duties identified in the job description.

When preparing a person specification, ensure that the criteria for selection are objective, measurable, job related, clearly defined and justifiable. The person specification is used as a means of shortlisting fairly, selecting fairly and as a means by which managers justify their decisions in any potential claim of discrimination. Once the person specification has been devised therefore, it is essential that it be adhered to. When writing a person specification, consideration should be given to how each of the criteria will be assessed.

Remember that you are seeking the best person for the job, not necessarily the best person.

The person specification is the first decision-making step in the recruitment and selection process and lays the foundation for the success or failure of the process as a whole. A badly written person specification will make selection to the post more subjective and difficult to justify objectively. A well-written specification enables you to seek evidence about the applicant and make an objective decision.

Person specifications should be drawn up using the template and guidance provided (Appendix 2). Further guidance will be provided in the mandatory Recruitment and Selection Workshops. Adverts will not be placed without an up-to-date person specification.

5.4. Proposing a vacancy

When managers wish to fill a vacancy, they must highlight this to the senior leadership team. This must take place before a vacancy can be processed.

5.5. Recruitment timetable

Once a vacancy has been signed off, managers must put together the following documents and inform the senior managers of key dates.

- Job description
- Person specification
- Draft advert
- Any other job relevant information

5.6. Advertising

Good advertising should aim to attract an appropriate number of candidates of suitable calibre at reasonable cost. Advertisements are an opportunity to present a positive image of the Trust as a good employer. Information included should be realistic, factual and clear.

5.6.1. Internal adverts

All adverts will be advertised internally via meetings, email and notice boards. It is possible to advertise a vacancy internally only, if the senior leadership team believes that this will attract candidates of a suitable quality.

5.6.2. Recruitment advertising

All adverts will appear on partner websites such as Active Lancashire, Blackpool Council and Lancashire FA.

Adverts can also be placed on job search sites such as Indeed and Job Centre Plus.

All job adverts must inform applicants to send their applications to the relevant recruiting manager.

5.6.3. Closing dates

The recruiting manager should consider when they wish to close the vacancy. There is no set time scale for a vacancy to be open, although 3 weeks is a standard period.

Due to the high number of applications often received it is possible to close a vacancy early. All adverts should include the following paragraph: *'This post may close early due to high numbers of applications, so you are advised to apply promptly.'*

5.6.4. Writing adverts

The recruiting manager will be responsible for preparing the advertisement based on the information in the job description and person specification and taking account of relevant legal considerations. The advertisement should give enough information about the job, its location, band, salary, and minimum essential qualifications/experience to encourage suitable applicants and allow unsuitable applicants to 'self-select' out of the process. All advertisements will be reviewed by the senior management team.

Further guidance will be provided in the mandatory Recruitment and Selection Workshops.

5.7. Application forms

The Trust uses an application form process for all candidates, including internal only vacancies (appendix 5).

5.8. Shortlisting

Shortlisting is the process of identifying those candidates to be invited for interview; this is done by assessing individuals against the person specification. Shortlisting should be conducted by a panel with at least two members; this panel should remain the same for interview.

Prior to shortlisting, the panel should decide which of the criteria on the person specification could reasonably be assessed from the application information (i.e. bearing in mind that candidates will have been advised to address the person specification criteria when completing

their application forms). The assessment of subjective criteria, such as an individual's personal attributes or skills is best excluded from consideration at the shortlisting stage and dealt with at interview.

All candidates who meet the essential/high rated criteria of the person specification should be shortlisted. However, in a situation where it is impractical to interview all of those shortlisted, desirable/medium or low rated criteria should be used as a means of further selection. The person specification should not be altered in any way to fit any candidate's application.

Shortlisting managers should consider their resources for selection, and shortlist a reasonable number of candidates, which would allow a successful appointment. Ideally, you should shortlist no more than six candidates per vacancy.

In order to ensure a fair and transparent process and to satisfy legal requirements, **reasons** for selection or rejection of all candidates **must** be recorded.

Once the shortlisting process has been completed the manager is to notify those candidates who should be invited for interview.

5.9. Interview

The recruiting manager will need to arrange a date for interview at the start of the process and book rooms etc, and confirm times of interviews with the candidates.

The purpose of the interview is to establish which of those candidates shortlisted best meets the criteria of the person specification in order that they can be appointed. It enables recruiting managers to explore and confirm information provided on the application form which, in turn, enables an informed assessment of whether the candidate meets the requirements of the job. It is also intended to provide a positive impression to the candidates in order that they will wish to join the organisation if offered a position.

All shortlisted candidates should be assessed only on the basis of the interview and any other selection methods. Any prior knowledge of candidates, or information obtained as a result of informal visits, should not be considered.

The interview panel should consist of at least two members, at least one of whom must be trained in recruitment and selection and one from the Senior Leadership Team. The panel should include the person to whom the successful candidate will be line managed by.

All interviews should be structured, with applicants being asked broadly the same questions. Where possible, competency-based questions should be used, which relate to the job description and person specification.

The panel must ensure that a written record is made of the candidates' interview performance. Decisions must be recorded, as well as reasons, for selection/rejection of candidates (Interview assessment form, appendix 3).

Copies of all confidential documentation relating to the unsuccessful candidates will be retained by the Trust for six months, in accordance with the Blackpool FC Community Trust Data Protection Policy.

Where an interview date is selected, a candidate will not have an automatic right to a rescheduled interview date if they cannot attend the scheduled interview.

5.9.1. Other selection methods

Where it is identified that a question and answer interview will not sufficiently confirm the skills and abilities detailed in the person specification, managers are expected to include other methods of selection which may include:

- Practical delivery session – the candidate will be required to plan and deliver a session in line with the job applied for
- Presentation – the candidate must present ideas in relation to the job role (more suited to management roles)
- Set task – for example create a development plan for the first six months in post

5.9.2. Qualifications

All successful candidates who claim possession of qualifications relevant to the appointment are required to produce documentary evidence of the qualifications prior to commencing employment. Copies must be retained on file. False claims regarding qualifications held will be treated seriously and may be subject to disciplinary action, including dismissal.

5.9.3. Checking identity

The recruiting manager is also required to check identification of candidates **at interview**.

5.9.4. Supplying information

This stage can be crucial in determining whether the candidate will choose to join the organisation and therefore sufficient time should be left at the end of the interview to cover the necessary information.

Information provided should include details about the job, department and organisation, the terms and conditions of employment, including any special circumstances such as unsocial hours etc. and opportunities for training and career development. Broadly the same information should be provided to each candidate. Whilst managers should be aiming to portray a positive image of the Trust at all times, they should not make guarantees to candidates at interview which are outside of their jurisdiction.

5.10. References

References are an important method of verifying the authenticity of the candidate's claims made in their application form. Two satisfactory references should be obtained prior to making an offer of employment. References will be sought for the first-choice candidate after interview by the recruiting manager. If the first-choice candidate's references are unsatisfactory, references will then be sought for the second-choice candidate and so on.

An applicant is required to provide references for their last two employers, this should be from their **line manager**. References from friends or family should not be accepted. Verbal references can be obtained in exceptional circumstances, in this situation the recruiting

manager would complete a reference request form on the basis of the information given verbally.

Due to their general unreliability, references should only play a minor part in the selection process and only be considered **after** the interview assessment form has been completed. At this stage the interviewer(s) will have come to a firm decision as to which candidate should be appointed. A reference should serve only to **reaffirm** decisions about a candidate. However, applicants **must not** commence work in the Trust without satisfactory references.

Information contained in references is given in confidence and should not be discussed with the candidate unless consent is provided.

5.10.1. Providing references

If a reference is requested for a Trust employee, the reference must provide honest and factually accurate information. Further guidance on giving references can be obtained from the Peninsula HR.

5.11. Making the appointment

Offers of employment must be subject to satisfactory references, and where appropriate a DBS check. Until these clearances are confirmed, a final offer of employment cannot be made. Provisional offers of employment can be made subject to DBS checks, but candidates must be advised not to resign from their current post until all necessary checks have been returned and are satisfactory. A provisional offer should **not** be made subject to references as this may break the confidentiality in which the reference is given by the referee.

Once a decision has been made, it is important that the recruiting manager contacts the successful candidate personally and at the earliest opportunity, so that an offer of employment can be made. This should be by telephone but should then be confirmed in writing as soon as possible.

The manager should also contact unsuccessful applicants personally and provide constructive feedback if required based on the notes taken at interview.

5.11.1. DBS checks

Appointments should not be made without obtaining a DBS check. Candidates must have had a completed DBS check before their appointment can commence.

In some circumstances it may be possible for an employee to commence employment without receipt of the DBS check if they hold a valid and relevant DBS certificate from their previous role. DBS checks will be completed by the Designated Safeguarding Officer.

5.11.2. Contract of employment

It is a legal requirement to ensure that a new member of staff receives a written Statement of Terms and Conditions of Service (Contract of Employment) within eight weeks of date of commencement in post. This will usually be sent with the offer of employment letter by the Chief Executive Officer.

5.12. Induction

Every new employee will be required to attend the Blackpool FC Community Trust Induction and have a Programme Induction delivered by their manager; a checklist. Please refer to the Trust's Induction Policy.

5.13. Probationary period

Every new employee will enter a probationary period of three months, this should be highlighted throughout the recruitment process. Further information about the probationary period is in the staff induction policy.

5.14. Exit Interviews

An interview on the resignation of a member of staff, should be undertaken shortly after a permanent or non-permanent staff member submits their resignation from the employment of the Trust.

The purpose of the exit interview is to provide managers with valuable information for determining the true factors influencing the reason(s) why staff are leaving the Trust. They are not intended as a means of persuading members of staff to withdraw their resignation.

Any issues relating to any particular work area (which are occasionally hidden) can then be better identified and addressed appropriately. The exit interview can provide valuable information as to how to improve recruitment and induction of new employees. It can also identify changes that may need to be made before recruiting to the same post in the future.

Line Managers should go through and complete the questionnaire with the departing employee (appendix 4). In exceptional circumstances the departing employee may feel more comfortable completing it with an independent person, and in these circumstances another manager can undertake the interview.

6.0. Monitoring and Review

This policy will be reviewed annually to make sure that it accords with current best practice and the Trust's legal obligations.

6.1. Training

The Trust will provide mandatory Recruitment and Selection Workshops for managers on the implementation of this Policy.

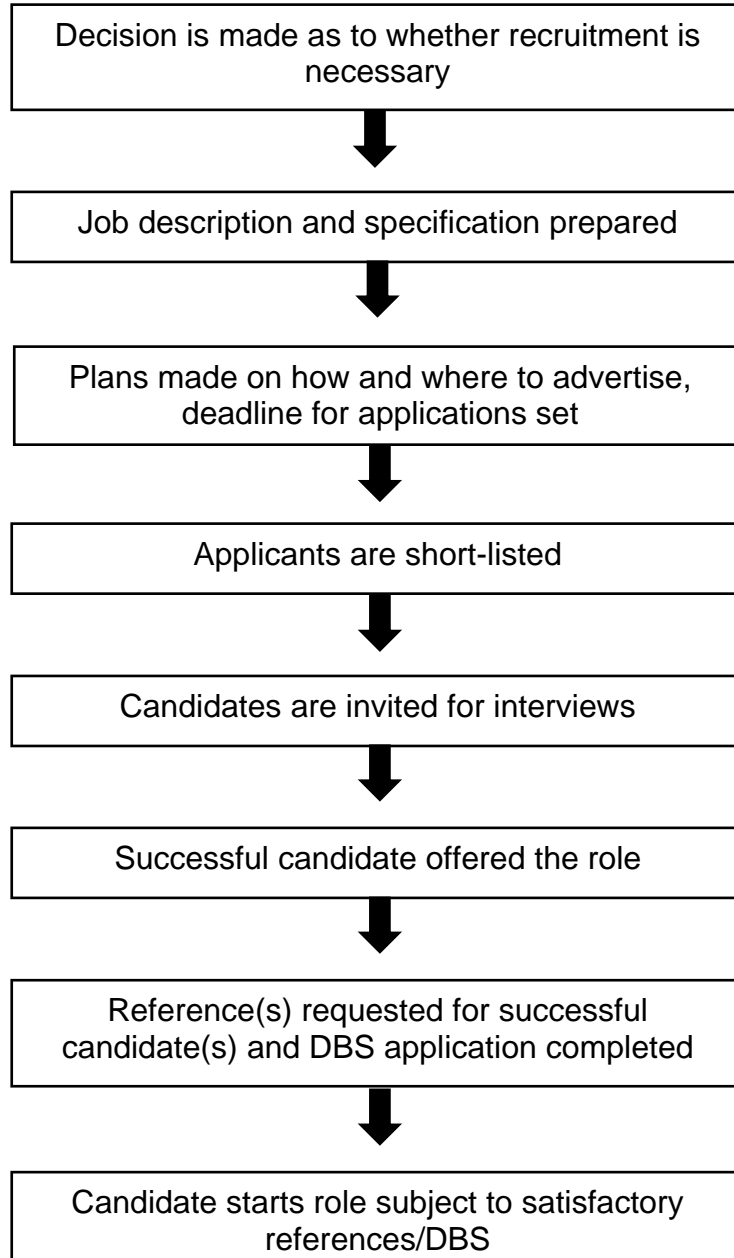
6.2. Associated Policies

- Equality and Diversity Policy
- Recruitment of Ex-Offenders Policy
- Induction Policy
- Safeguarding Children and Safeguarding Adults at Risk policies

Appendices:

1. Overview of general Recruitment and Selection Process
2. Job description and person specification guidance and template
3. Interview Assessment Form
4. Exit interview questionnaire
5. Application form

Recruitment process overview





<Job Title> Job Description

Job details			
Job title:		Salary:	
Type of contract			
Location		Closing date	
Responsible to:		Team:	
How to apply:	<p>Please download an application form from the get involved/vacancies section www.bfcct.co.uk. Once completed please return your application to <insert contact email> or post it to:</p> <p>Blackpool FC Community Trust, F.A.O. <insert name and job title>, Bloomfield Road Stadium, Seaside Way, Blackpool. FY1 6JJ.</p> <p>This job will be subject to satisfactory references and enhanced DBS procedures.</p>		
Job Purpose:	<p>Blackpool FC Community Trust is the charitable arm of Blackpool FC, with a focus on engaging, developing, inspiring and supporting the people of Blackpool to live better lives. Blackpool FC Community Trust is committed to safeguarding and promoting the welfare of children, young people and adults involved across all our programmes and expects all staff and volunteers to share this commitment.</p> <p>Here you should include an introduction to the post and highlight:</p> <ul style="list-style-type: none"> • Who they will be line managed by • Who they will line manage (if relevant) • Programmes they will be delivering/overseeing • What they will be expected to do • Partners they may work with • That safeguarding is part of their role 		

Main role and responsibilities	
1.	
2.	
3.	
4.	
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6.	
7.	
8.	
9.	
10.	
11.	
12.	
13.	
14.	
15.	
16.	

Person Specification

Qualifications		Essential	Desirable
1.			
2.			
3.			
Knowledge		Essential	Desirable

4.			
5.			
6.			
7.			
Skills & Experience		Essential	Desirable
8.			
9.			
10.			
11.			
12.			
13.			
14.			
15.			
16.			
17.			
18.			
19.			
20.			
21.			
Behaviours		Essential	Desirable
22.			
23.			
24.			
25.			

26.	Works collaboratively with other and ensures maximum participation within teams and across the charity as well as key partners to support and drive achievement of the Community Trust.
27.	Communicates with others in an open, clear, concise, and purposeful way to build effective relationships and gain support and 'buy in' for ideas.
28.	Consistently completes work to high standards, identifies ways to improve efficiency and effectiveness whilst continually looking for ways to improve the performance of self/team/Community Trust.
29.	Demonstrates a passion to deliver a quality service to internal and external customers that benefits both the customer and the Community Trust.
30.	Seeks out opportunities to develop and improve self and others for the benefit of the Community Trust.
31.	Gathers and uses information to form ideas about issues/problems and identify the best solutions that maximise the value delivered from the available resources for the Community Trust.

Important information about your application

Blackpool FC Community Trust is committed to safeguarding and promoting the welfare of children and young people and expects all staff and volunteers to share this commitment. This role involves the supervision of and work with children and young people or vulnerable adults and therefore you will require an Enhanced Criminal Records Check (CRC) through the Disclosure and Barring Service (DBS) and clearance for work in football by The FA. As such, this post is exempt for the rehabilitation of Offenders Act (1974) and the applicant must disclose all previous convictions including spent convictions.

As Blackpool FC Community Trust is a diverse organisation that respects differences in race, disability, gender, gender identity, sexual orientation, faith, background, or personal circumstance we welcome all applications. We want everyone to feel valued and included within the organisation to achieve their full potential. Blackpool FC Community Trust is opposed to any form of discrimination and commits itself to the redress of any inequalities by taking positive action where appropriate.

You provide several pieces of data to us directly during the recruitment exercise. In some cases, we will collect data about you from third parties, such as employment agencies, former employers when gathering references. Should you be successful in your job application, we will gather further information from you.

If you would like to know more about the data we collect and how we use the data please email selina.hayes@bfcct.co.uk.

Employment Benefits

- Membership to Perkbox
- 28 day's annual leave (inclusive of 8 days bank holidays) increasing by five days after five years of employment
- Community Trust uniform
- Use of work laptop
- Fuel allowance for work related expenses
- Support with work related CPD opportunities.

Candidate name:					
Job role:					
Department:					
Responsible to:					
Question	Score 1-5		Comments		
Total score		Signed			Date

**Blackpool FC Community Trust
Exit Interview**

Name:

Date:

Interview held with:

Why did you begin looking for a new job?

What ultimately led you to accept the new position?

What was the best part of your job here?

Did you feel that you were equipped to do your job well?

How would you describe the culture of our company?

Can you provide more information, such as specific examples?

**What can the organisation improve on?
Do you have any suggestions for improving employee morale?**

What could have been done for you to remain employed here?

If you could change anything about your job or the company, what would you change?

Is there anything else you'd like to add?

Signed (Supervisor)

Signed (Leaving Employee)