



Recruitment & Selection Policy

Reviewed: April 2008

Contents

1	Introduction	3
2	Policy Statement	3
3	Recruitment of Volunteers	4
3.1	Safe Recruitment	4
3.2	Advertising	4
3.3	Pre-Application Information	5
3.4	Application Forms	5
3.5	Short-listing	5
3.6	Interviews	6
3.7	Disclosures	6
3.8	Appointment	6
3.9	Training	7
3.10	Monitoring and Appraisal	7
4	Employment of Staff to Work for British Orienteering	7
4.1	Roles and Responsibilities	8
4.2	Competition & Career Development – Internal Recruitment	9
4.3	Vacancies	10
4.4	External Advertising	11
4.5	Positive Action	12
4.6	Selection Methods	12
4.7	Disability	13
4.8	Selection Panels	13
4.8.1	For posts below Management level	13
4.8.2	Management Selection Panel	14
4.8.3	Management Team Selection Panel	14
4.8.4	Chief Executive Selection Panel	14
4.9	Appointment	14
4.10	Training	15
4.11	Equality and Diversity	15
4.12	Monitoring	16
4.13	Review	16

1 Introduction

This policy outlines:

- British Orienteering's guidelines to clubs and associations on the recruitment and selection of volunteers
- British Orienteering's approach to internal and external employee recruitment and selection
- Roles and responsibilities
- The need to provide equality of opportunity to all interested in applying for roles whilst increasing the diversity of the people involved in such roles
- Processes required to support British Orienteering's approach

British Orienteering recognises that its success depends upon the calibre of its volunteers and employees. British Orienteering's Training and Education programmes are developed to support volunteers and employees to reach their potential as far as this is possible within the objectives of the organisation, to the mutual benefit of the individual, British Orienteering and orienteering in the wider sense.

British Orienteering is a governing body that is aware of its responsibilities regarding equality and diversity and any recruitment and appointments will be delivered in line with the British Orienteering Equality Policy.

Within this document, the term "manager" is taken to mean any employee or Council/Committee/Club member who may be included in the selection process. The term "line manager" denotes a person (who may be an employee) who has direct responsibility for the management of any number of volunteers or employees. (In the case of the Chief Executive, this is the Chairman of British Orienteering.)

2 Policy Statement

It is the aim of British Orienteering to obtain enough qualified and/or experienced personnel to meet the changing needs of orienteering with a clear commitment to achieving acceptable service standards. In operating this policy the appointing person or group of persons will:

- Ensure applicants for unpaid or paid roles are treated equally, irrespective of the nature of a role or its position in orienteering.
- Ensure the appointed person is the best candidate that can be recruited to a specific role as advertised.

Either directly or through its association and clubs, British Orienteering will attempt by means of efficient and effective recruitment and selection procedures, to identify the most suitable people available and enable them to achieve role satisfaction, to offer good working conditions, security and opportunities for role and personal development.

3 Recruitment of Volunteers

3.1 Safe Recruitment

It is our belief that, within the orienteering community, all coaches, instructors, event officials, volunteers are committed, dedicated people who are motivated to work within the sport for commendable reasons. However, it is important that all reasonable steps are taken to ensure that unsuitable people or people with inappropriate motivation are prevented from working with young people. Good practice requires that supervision is available at all times to people working with children or vulnerable adults. The following procedures should be adopted and applied consistently when appointing a coach, instructor, official or volunteer in either a voluntary or paid capacity. Under the Protection of Children Act 1999, all individuals working on behalf of, or otherwise representing, an organisation are treated as employees (for the purposes of this Act) whether working in a paid or voluntary capacity.

3.2 Advertising

When any form of advertising is used to recruit staff or volunteers, the following information should be reflected:

- Aims of the club or 'employer' and where appropriate, the particular programme involved;
- Key responsibilities of the role;
- Level of experience or qualifications required, particularly if experience of working with young people is an advantage;
- The club's open and positive stance on equality of opportunity and diversity of 'workforce';
- The club's open and positive stance on child welfare and the use of Enhanced Disclosures as part of the recruitment and selection process.

3.3 Pre-Application Information

Pre-application information sent to interested or potential applicants should include:

- A job description, including roles and responsibilities;
- A person specification which clearly states qualifications and experience required;
- An application form (Example with O-Safe);
- A self-disclosure form (Example with O-Safe).

3.4 Application Forms

All applicants, whether for paid or voluntary positions should complete an application form. The application form should clearly state that the appointment will be made in line with British Orienteering Equality Policy and following the Recruitment & Selection Policy. An application form which has been designed to elicit the necessary information is included with O-Safe.

Contact details of two written referees (not relatives, partners or similarly close associates) should be provided, one of which should be a representative of a previous employer or club. Referees must be willing to provide written comment on the individual's experience and suitability to work with young people. References must be taken up when the position has been offered to the applicant (Example in O-Safe).

3.5 Short-listing

A short-list will be made for each post in accordance with the application form and the relevant person specification. In the interests of efficiency, self disclosure forms should be completed by all short-listed candidates. This will allow for questioning of short-listed candidates about their 'disclosure' prior to any offer of employment being made.

It is important that any 'gaps' in employment identified by careful examination of a CV are investigated. Similar gaps may be evident in a person's résumé of work whether it is of a paid or unpaid nature and should also be investigated.

3.6 Interviews

A formal interview is always required for positions involving working with young people. The interview should be carried out according to acceptable protocol and recommendations¹.

3.7 Disclosures

All those with significant access to or responsibility for young people will be required to complete an Enhanced Disclosure. All those with occasional access to young people i.e. all Club volunteers and employees who have not been required to complete an Enhanced Disclosure will be required to complete a self-disclosure form (O-Safe) and be subject to the British Orienteering Recruitment Process. British Orienteering recommends anyone over the age of 18, with substantial access to young people or anyone with a managerial responsibility for individuals in this position, should complete an Enhance Disclosure. The Enhanced Disclosure and the self-disclosure form must be completed once every three years.

If you are unsure as to which employees (paid or voluntary) require a satisfactory Enhanced Disclosure contact the British Orienteering Lead Child Welfare Officer.

If you have any concerns regarding information received on a self-disclosure form, contact the British Orienteering Lead Child Welfare Officer.

3.8 Appointment

The successful applicant should be issued with an offer letter. It should specify full details and requirement of the position and any probation period if appropriate. The applicant should be informed that the appointment is subject to a satisfactory Enhanced Disclosure and two satisfactory references. An individual may be allowed to commence his or her duties (at the employer's discretion) but care should be taken to ensure that a senior member of staff is present whenever there is the possibility of contact with young people or vulnerable adults.

All employees, paid and voluntary, will undergo a formal induction in which:

- Their qualifications as a Coach/Official are substantiated through British Orienteering;
- They complete a profile to identify training needs/aspirations;

¹ Good advice on general recruitment, interview techniques, and good practice is contained in the Running Sport publication 'Employment Matters' and the sports coach UK publication 'Investing in Coaches - A Guide to Local Coaching Development' (both available from Coachwise Ltd. on 0113 2311310).

- They are reminded that they have agreed to abide by the British Orienteering Code of Ethics and Conduct (Appendix C), and they may face disciplinary action if there is an allegation that the Code has been broken;
- The expectations, roles and responsibilities of the job are clarified (e.g. through a formal or informal work programme or goal setting exercise);
- The British Orienteering Child Welfare Policy and Procedures are explained and training needs established;
- If practicable, the new recruit should be mentored by an experienced person.

3.9 Training

Checks are only part of the process to protect young people and vulnerable adults from possible abuse. Appropriate training will enable individuals to recognise their responsibilities with regard to their own good practice and the reporting of suspected poor practice/concerns of possible abuse.

British Orienteering will provide training opportunities for people involved/working with young people and vulnerable adults, details of which will be communicated throughout the sport and updated periodically.

3.10 Monitoring and Appraisal

At regular intervals (or following a particular programme) all volunteers, employees and other workers should be given the opportunity to give and receive feedback (e.g. through a discussion or appraisal), to identify training needs and set new goals. All associations, clubs or groups should be sensitive to any concerns about poor practice or abuse and act on them at an early stage following the guidelines in this document. The organisation should also offer appropriate support, through liaison with the British Orienteering Lead Child Welfare Officer, to those who report concerns/complaints.

4 Employment of Staff to Work for British Orienteering

British Orienteering recognises that as far as possible the offer of employment should indicate a long-term commitment, but will consider carefully alternatives in order to meet short-term resource requirements or the needs of British Orienteering's employees.

All appointments are made in line with this Recruitment & Selection Policy and the British Orienteering Equality Policy

The employment policy is not a substitute for relevant legal regulations relating to employment generally, but is intended to complement them and to ensure a consistency of approach throughout British Orienteering.

In addition, British Orienteering will:

- Actively promote the appointment of internal candidates whilst ensuring that this does not compromise on recruitment standards.
- Actively encourage managers to review their staff structures in order to assess the necessity for recruitment.
- Ensure that the remuneration for a given position is sufficient to recruit and retain the appropriate calibre of employees.
- Ensure that all external advertising is professional and portrays an appropriate image for British Orienteering and promotes inclusion of all groups in the community.
- Actively encourage the selection panel to consider the opportunity to increase the diversity of the workforce.
- Treat each appointment as a key business decision and ensure the recruitment process is geared to identifying the key skills, knowledge and attitudes required in the successful candidate.

4.1 Roles and Responsibilities

The responsibility for ensuring the successful operation of British Orienteering's recruitment processes rests with the Chief Executive. The Recruitment and Selection procedures specify the responsibilities of line managers at each stage of the process. The Chief Executive has a dual role which is summarised as follows:

- Providing advice and assistance to line managers on all aspects of the procedures.
- Monitoring the conduct of the procedures and taking any necessary action to ensure:
 1. They are fair to all candidates and comply with the Recruitment and Equal Opportunities Policies
 2. They meet the requirements of British Orienteering to safeguard and protect the welfare of children and vulnerable adults

The Chief Executive will provide support to managers in exercising their responsibilities specifically in the following areas:

- Advising on appropriate recruitment methods
- Planning the recruitment process
- Drafting job and person specifications
- Assisting with the interviewing and testing of candidates
- Obtaining employment references
- Monitoring equal opportunities
- Making offers of employment

These and other responsibilities of the Chief Executive are specified in more detail in the recruitment procedures.

4.2 Competition & Career Development – Internal Recruitment

Each vacancy will be offered internally before going to external advertisement. The purpose of this is to encourage and promote career development within the existing staff complement. Such opportunities may be on a permanent basis, or offered as a potential secondment and/or career development opportunity.

Where a secondment is appropriate, this will be on a fixed term temporary basis and the secondee will retain the right to return to their original position at the same terms and conditions before the secondment. At the end of the temporary term, if there is a permanent vacancy, the vacancy will be advertised internally and the seconded employee can apply in line with the usual recruitment policy.

All recruitment will take place based only on the skills, experience and aptitude of the candidates.

In certain circumstances (e.g. redeployment due to redundancy or restructuring, medical grounds, conversion of a temporary contract to a permanent contract etc.), British Orienteering may “ring fence” posts for relevant existing employees before considering any internal or external advertising.

In exceptional circumstances, the Chief Executive may approve appointments without using the full recruitment process, for example:

- To provide emergency, short-term cover (Acting Up), particularly where an employee has recent experience of the vacant role.

- Where a recent recruitment exercise has been completed, and a sudden or unexpected similar vacancy arises and there are applicants who could have been appointed to the original vacancy.

The Management Team will take such decisions mindful of previous recruitment exercises, known career development aspirations of employees and equal and fair recruitment practices.

Internal vacancies will be advertised to employees through direct email and circulated by post to employees who are not able to access email.

Internal candidates (i.e. current employees of British Orienteering) are eligible to apply for all advertised posts using the internal application process. The definition of “employee” for the purposes of internal recruitment is all contracted employees (permanent and temporary) and casual workers. Agency workers are not eligible to apply for internal vacancies. Where appropriate, internal vacancies may also be widened to include current trainees or work placements. Internal candidates applying for advertised vacancies will be considered and selected on the basis of merit and are not guaranteed to be selected for interview. Internal candidates will be given the opportunity to apply for temporary as well as permanent posts, unless there are justifiable reasons for not doing so.

Internal candidates of British Orienteering will be required to complete an internal recruitment application form. All candidates will take part in a selection process that will include, as a minimum, interview by a selection panel comprising no less than 3 members. Other selection methods (e.g. Curriculum Vitae, personality testing etc.) may be considered where it is felt this is more appropriate (e.g. graduate recruitment, manager recruitment).

4.3 Vacancies

Once a vacancy has been identified, the Chief Executive will work closely with the appointing manager to produce a job description and person specification capable of supporting selection decisions of the highest standards.

The Chief Executive will agree the recruitment process, timetable and service standards with the appointing director or manager.

Response handling will be dealt with efficiently and professionally with all received applications acknowledged and applicants being informed about when they are likely to receive further communication.

4.4 External Advertising

To ensure the most effective use of publications and advertising space, advertisements will be placed in appropriate journals/trade press and local/national newspapers. Advertisements will normally be placed in the publication on only one occasion with choice of media being agreed between the line manager and the Chief Executive in accordance with internal guidelines.

All external vacancies will be advertised on the British Orienteering website.

Local press will be mainly used for posts for which a professional qualification is not normally required.

For posts that require a professional qualification and/or are classed as Management Group posts², advertisements may be placed in an appropriate national newspaper and or relevant trade/professional journal.

In addition, external vacancies will be advertised in the following outlets as a minimum standard:

- UK Sport jobs website
- British Orienteering website
- Internal notice boards and Job Bulletin
- Employer Direct website (Job Centre)
- Employment Service – Disability Adviser
- Free recruitment websites as identified
- ...

Advertisements will normally be placed using the services of an advertising agency, and will use one of the standard recruitment advertising templates.

Advertisements will be as specific as possible and geared to attracting only those who fill the essential person specification criteria.

² Posts contained within this definition are detailed in the Recruitment & Selection Procedures.

4.5 Positive Action

To balance our commitment to internal promotion and career development, where advertisements are placed externally we will actively promote opportunities to encourage applications from all sections of the local community. In particular, we will regularly review the style and content of our advertisements, locations where these are placed and recruitment methods to ensure that we promote British Orienteering as an employer of choice to the local community.

We will continue our commitment to providing work experience and training placements through local colleges, schools and voluntary organisations and, where appropriate, encourage those taking up such placements to apply for permanent positions within British Orienteering.

We will monitor each external recruitment exercise and record what positive action activity has taken place and all recruitment exercises will be monitored in line with British Orienteering usual equal opportunities monitoring procedures.

4.6 Selection Methods

The interview will continue to be used as the main method of selecting new employees. However, this does not preclude the use of other techniques such as tests or assessment centres and these may be used as appropriate.

All applications will be objectively assessed and candidates who fulfil the essential criteria of the person specification shortlisted for interview. Assessment will take place using standard shortlisting forms, which must be completed for each applicant, and using scoring criteria agreed by the selection panel. Only applications received on British Orienteering's standard application form will be considered for shortlisting unless application by CV has been agreed. All personal and monitoring information will be removed from the form prior to it being circulated to the selection panel. This information will only be made available to the selection panel once a shortlist has been drawn up.

All gaps identified in the employment record of a candidate will be investigated thoroughly.

British Orienteering does not normally require qualifications as essential criteria for selection. However, where qualifications are specified, applicants will be required to provide evidence to the selection panel that they meet the requirement.

All elements of the selection process will avoid and be seen to avoid any form of discrimination.

4.7 Disability

British Orienteering is committed to employing people with disabilities and we will:

- Guarantee an interview to people with disabilities who meet the minimum criteria for a job vacancy.
- Consult disabled employees about how they can develop and use their abilities at work.
- Make every effort when employees become disabled to keep them in employment.
- Develop employee awareness of disability and employment.
- Review annually achievements in meeting these commitments and let all employees know about progress and future plans.

The Chief Executive is responsible for ensuring that selection panels are aware of any applicants who classify themselves as disabled prior to shortlisting. The Chief Executive will also ensure that applicants who have declared a disability and are shortlisted for interview are contacted regarding any specific provisions or reasonable adjustments to permit full access to the recruitment process.

4.8 Selection Panels

Wherever possible, British Orienteering will seek to ensure that the selection panel reflects British Orienteering's commitment to its Equal Opportunities Policy.

In addition, where appropriate, selection panels should include a suitably qualified representative agreed with the Chief Executive to ensure best practice and deal with queries on terms and conditions etc.

Selection panels will normally be appointed on the following basis: -

4.8.1 For posts below Management level

The selection panel will normally comprise of 3 people: the line manager, or another manager who may be from another team, and another employee. The line manager will agree the composition of the selection panel with the Chief Executive. Selection panels for these posts may include an employee

who is on a similar or higher level to the post under consideration. The purpose of this is to: -

- Provide appropriate participation in the selection process for employees;
- To ensure detailed knowledge of operational aspects are available to the other members of the panel;
- As part of the training/development of the employee.

The Chief Executive may also serve as an additional panel member to monitor implementation of this Recruitment and Selection Policy.

4.8.2 Management Selection Panel

The selection panel will comprise a minimum of 3 people: a member of Council, another Management Team member and the Chief Executive.

The Chief Executive and the line manager will determine the composition of the selection panel.

4.8.3 Management Team Selection Panel

The selection panel will comprise a minimum of 3 people: the Chief Executive and two Council members. The Chief Executive will determine the composition of the selection panel and process in consultation with the Chairman of British Orienteering. In addition, British Orienteering may engage the services of an external consultant to assist in the sourcing of suitable applicants, arrangement of psychometric testing etc. Management Team appointments will be reported to Council.

4.8.4 Chief Executive Selection Panel

The selection panel will comprise a minimum of 3 Council members, one of whom must be the Chairman and a representative of the Sports Councils. An external recruitment consultant may be appointed to facilitate an Assessment Centre approach and who will be responsible to the Chairman of British Orienteering.

4.9 Appointment

The selection panel is responsible for deciding whether or not to make an appointment from candidates who have been through all elements of the selection

process. The decision to appoint will normally be unanimous. However, the Chairman of the selection panel has the authority to make a decision where agreement cannot be reached, subject to informing the Chief Executive (or Chairman of British Orienteering in the case of the appointment of the Chief Executive) of their decision.

Appointments will normally be made at the starting point of the salary scale for the post. However, the selection panel may recommend a higher starting salary taking into account the candidate's current salary and experience. The Chief Executive (or Chairman of British Orienteering in the case of the appointment of the Chief Executive) must approve any such recommendations before an offer is made.

All appointments will be in writing and have as a minimum an offer letter outlining the main terms of the offer, and an employment contract for signature and return by the employee.

All offers of appointment will be subject to:

- The receipt of a minimum of 2 satisfactory relevant employer references
- The receipt of a satisfactory enhance disclosure being obtained
- The receipt of a satisfactory self-disclosure

Offer letters and employment contracts will be signed by the Chief Executive (or Chairman of British Orienteering in the case of the appointment of the Chief Executive).

Extensions to existing temporary or fixed term contracts can be signed by the Chief Executive.

4.10 Training

British Orienteering recognises that all those involved in interviewing must be provided with training to develop their skills in this area. To assist with this, the Chief Executive will arrange practical workshops or externally sourced training as appropriate to reflect best practice and internal guidelines and assist managers with interviewing skills and techniques.

4.11 Equality and Diversity

Council will monitor progress in the implementation of all aspects of British Orienteering's Equal Opportunities Policy and will ensure its continuing development. An annual report will be produced and made publicly available.

- When advertising posts, British Orienteering will emphasise its commitment to its Equal Opportunities Policy and in the placing of advertisements, will seek to reach potential applicants from all sections of the community.
- In all aspects of its recruitment procedures, British Orienteering will follow good Equal Opportunities practice.
- British Orienteering will seek to ensure the safeguarding of children and vulnerable adults by requiring all employees to complete a criminal records enhance disclosure and completing a self-disclosure form
- British Orienteering will seek to develop the capabilities and experience of its employees through appropriate training and management to contribute fully to British Orienteering's work and to compete for promotional opportunities.
- All employees involved in the Recruitment and Selection process are expected to promote, both in principle and practice, British Orienteering's Equal Opportunities Policy.
- Disciplinary action will be taken against employees who act in a way that contravenes British Orienteering's Equal Opportunities Policy.

4.12 Monitoring

The operation of this policy and associated procedures will be monitored and management information produced.

4.13 Review

British Orienteering will continuously review the success of its recruitment policy and procedures and in doing so continue to improve upon them.

Given the changing environment within which British Orienteering works, together with a rapidly changing legal framework, this policy and any associated procedures will need to be reviewed at regular intervals and no less than annually.