



EHA RECRUITMENT POLICY & PROCEDURE

1. Aim of this Policy & Procedure

This policy and procedure aims to assist the England Handball Association (EHA) in building and maintaining a balanced, skilled and diverse workforce, both paid and unpaid. Our objectives in any recruitment process are:

- To secure high quality and diverse applicants for any vacancy,
- To select the most suitable candidate to carry out the duties of the post,
- To make selection decisions that do not discriminate against any group or individuals and actively enable an increase in the diversity of our organisation, and
- To present EHA as a professional and progressive organisation that operates with integrity.

The EHA is committed to complying with employment legislation, internal EHA policies and procedures and all other applicable laws, rules and regulations. It is committed to developing flexible methods of recruitment and employment to meet the diverse needs of the organisation, its members and customers. This policy has been developed to ensure that the EHA's recruitment processes are honest, inclusive, fair, and effective to assist in meeting its aims and objectives, as well as providing equality of opportunity for all.

Care will be taken to avoid specifying requirements for the position which are potentially discriminatory either directly or indirectly.

2. Scope

This policy and procedure apply to the recruitment of internal and external applicants at all levels of the organisation whether the positions are permanent, temporary or casual, including board directors, advisory group members and members of staff.

Where the recruitment process is carried out by a third party on behalf of the EHA, that third party will be provided with a copy of this policy and also the EHA Equal Opportunities Policy. They will be expected to adhere to the legal requirements and principles outlined in these policies.

3. Roles & Responsibilities

All directors and staff with responsibility for recruitment and selection are expected to pay special attention to their obligations under existing employment legislation.

Any breach of this policy by an employee may result in disciplinary action against that employee or director.

All directors and/or staff with recruitment responsibility will be accountable for:

- Ensuring everyone engaged in recruitment and selection processes is aware of, understands, and is able to implement this policy.
- Ensuring that all employees follow the policy and procedure.

The recruiting director/staff member will be responsible for:

- Preparing the job description and person specification to ensure it accurately and fairly reflects the requirements of the post.
- Ensuring that procedures for approval to fill vacancies are followed.
- Ensuring that they have prepared all appropriate documentation, within agreed timescales, to enable them to administer the recruitment and selection process.
- Ensuring that adverts are accurate and approved.
- Ensuring the recruitment panel consists of men and women, and where possible an individual from a BAME background.
- Conducting the interview and selection process in accordance with this policy and procedure.
- Keeping accurate records relating to the recruitment and selection process and ensuring that these are returned to the EHA on the forms provided for retention at the end of the recruitment process.
- Providing feedback to candidates on request.
- Undertaking any relevant qualification, registration and identity checks at the appropriate point during the recruitment process.
- Ensuring that DBS checks are carried out for appropriate roles and that certificates are received prior to commencement of employment.
- Ensuring that, where used, agencies carry out any appropriate and necessary checks and references.

The EHA Chief Executive/Chair of Nominations Committee, supported by the Office & Finance Manager, will be responsible for:

- Quality checking job descriptions and person specifications provided by recruiting members of staff.
- Producing and issuing relevant paperwork for the successful candidate including conditional offer letter.
- Monitoring and evaluating the recruitment and selection process.
- Maintaining a database of suitable candidates.
- Ensuring that any persons external to the EHA who are to be involved in a selection process have been provided with the appropriate information including an outline of the process to be followed.
- Ensuring the personal data of unsuccessful candidates are destroyed according to the EHA document retention/information security policy.

The person leading the recruitment for a role, will be responsible for:

- Promoting job vacancies via agreed media.
- Preparing and distributing application packs to candidates.
- Co-ordinating development of the question and scoring matrix with recruitment panel members
- Preparing and distributing shortlisting and interview packs to recruiting members of staff.
- Informing candidates of agreed decisions (where determined by this policy).
- Undertaking reference checks and clearances including Right to Work, etc.

4. Procedure

Stage 1 – Identifying a Vacancy

- Consideration must be given initially to the need for the vacancy and managers must undertake the requirements of this procedure.
- If the vacancy has arisen due to the resignation of a current employee, managers should consider alternatives to replacement, including, as appropriate, a job evaluation, which may include a change to the duties or requirements of the role.
- In the case of new posts or where there is a proposal to change a post, managers must liaise with the Chief Executive.
- The job description and person specification must be submitted to the Chief Executive to ensure that all grading implications remain satisfied and that the post has been evaluated appropriately.
- In all cases, prior to advertising a vacancy, both the requirements of the role and the selection criteria must be defined to ensure that they accurately and fairly reflect the post, and there are no requirements that cannot be justified.

Stage 2 – Advertising a Vacancy

- Before any post is established it should be referred to the Chief Executive to ensure the appropriate funds are available to support the post.
- The short listing process as detailed in the guidance must be followed at all times.
- An agreed timetable for the recruitment and selection process shall be arranged and included in the advertisement
- Applicants should submit their CV and a covering letter detailing their work history, qualifications and experience, and explaining why they feel they are suitable for the role. A standard application form may be used.
- Following the closing date of the vacancy, the recruitment lead will produce a shortlisting pack, containing all applications received and blank shortlisting forms, which will be forwarded to all panel members.
- Every effort will be made to ensure the widest possible exposure for the advert to encourage applications. Examples of placements include (but are not restricted to):
 - Internal staff (advertisement).
 - Internal staff (redeployment).
 - Candidates from recent/previous recruitment activity.
 - Professional organisations in the UK and internationally, for example finance, commercial or governance bodies.
 - Recruitment agencies/job networks.
 - Advertising in national or local publications.
 - Equality networks – Women on Boards, English Federation of Disability Sport, Stonewall Proud Employers, Sporting Equals and Women in Sport.
 - Internet - various websites exist that advertise sporting roles for free.
 - Social media including LinkedIn and Twitter.
 - UK Sport, Home Country Sports Councils and Institutes.

Stage 3 – Shortlisting Applications

- Shortlisting is to be completed by the recruitment panel, which shall consist of at least 2 representatives of the EHA, including the recruiting line manager as a minimum.
- Recruitment panels, should where possible, have a gender mix and, where practicable, a mix of ethnicity, and can be up to four people but must be a minimum of two.
- The recruitment panel will receive a copy of each applicant's application, together with the job advert and role description
- All documentation relating to the application of unsuccessful candidates will be kept by EHA for a period of 6 months, after which time they will be confidentially destroyed.
- If candidates request feedback as to why their application has been unsuccessful, a member of the recruitment panel must provide this unless numbers for a job application exceed 20, then the EHA will provide feedback to any applicants who successfully make the interview stage only.
- In some situations, for example, the appointment of Advisory Group members, EHA may seek to co-opt individuals with specific expertise. Such arrangements will be included in the relevant Terms of Reference.

Stage 4 – Interview process

- Prior to finalising the shortlist of applicants the recruitment panel should consider appropriate selection methods.
- EHA is committed to recruiting people with disabilities and will guarantee to interview people who meet the minimum criteria
- All reasonable attempts should be made to accommodate the particular needs of any person invited to interview who has notified the EHA that he or she has a disability (within the meaning of the Equality Act 2010).
- Interviews must be conducted as a minimum for all posts, however it may be appropriate in addition to use an assessment centre approach, including presentation, work based exercise or psychometric testing. At the time of the interview, assessment centre or other means of selection is arranged, candidates will be asked if they have any additional needs or requirements which should be taken into account. For example, candidates with certain disabilities may require additional time to complete tests or require large print copies.
- Assessment of candidates must be based on the criteria identified in the person specification and must be objective and justifiable.
- All interviews should wherever possible be undertaken by the same recruitment panel that determined the shortlist. In exceptional circumstances it is acceptable for a majority of the panel to be the same.
- Any tests used as part of the selection process must be appropriate, reliable and appropriately validated and administered. The EHA will ensure that the interview process being used does not discriminate against certain groups.
- The interview panel should agree a set of core non-discriminatory questions that will be asked of each candidate and which will allow the panel to make an assessment of a candidate's ability to meet the criteria in the specification and to perform the role applied for.
- Candidates should be given a minimum of one week's notice of the date when the interviews are to be held.



Stage 5 – The Selection Decision

- Candidates will be selected on merit, and the decision will be based on the evidence demonstrated during the selection process.
- If two or more candidates for a role are interviewed, the interview panel should assess each candidate using a scoring matrix.
- If no candidate has achieved the agreed benchmark, the recruitment panel should consider the appointment of any candidate, either internal or external, who may have narrowly missed the benchmark but has the potential to meet and exceed the requirements of the role with the appropriate amount of training and development.
- The recruitment panel will then consider the two references prior to confirming their final appointment decision. If the references are not available at this stage, the lead recruiting manager can contact the referee for a verbal reference. If the referee is not available the appointment cannot proceed until satisfactory references have been received.
- The lead recruitment panel member will inform the successful candidate of the offer of employment subject to the appropriate checks e.g. DBS etc. Details of this must be provided by the successful candidate and forwarded to the EHA.
- The lead recruitment panel member should inform the unsuccessful candidates by telephone, normally within 24 hours of the interview taking place.
- All documentary evidence relating to unsuccessful candidates (application forms) should be forwarded to EHA Office & Finance Manager where it will be kept for a period of no more than 6 months, after which time it will be confidentially destroyed.
- A member of the recruitment panel will provide candidates with feedback, if requested.
- Records of the decisions made by a recruitment panel and the reasons will be maintained to enable management information to be compiled to identify current trends and identify the need for further action.

Stage 6 – Offer of Appointment

- For all external candidates, no appointment can be offered without receipt of two satisfactory references.
- All offers to internal and external candidates will be conditional and will not be confirmed otherwise until the entire appropriate medical and DBS clearances have been satisfactorily completed. Upon receipt of the notification of successful candidate, EHA will commence administration of the appointment process.
- All candidates will be given an opportunity to make representations should any reference or other check indicate a discrepancy, which may or may not result in the offer not being confirmed.
- Upon receipt of the necessary clearances and notification of a start date, the EHA will liaise with the recruiting manager, and an appointment letter will be sent to the candidate.
- Where recruitment has been carried out by a third party e.g., through a recruitment agency, all appropriate references and checks should be carried out for individuals provided by the agency. Managers must satisfy themselves that the appropriate checks have been carried out, prior to allowing any individual to commence their employment.

5. Internal Recruitment

It is important that we recruit people with the relevant skills, knowledge and experience who will deliver a high standard of service to our members and stakeholders. We take

the recruitment, development and promotion of our staff and volunteers seriously, and we do this by following a fair and non-discriminatory process.

Any opportunities for promotion will be advised and open to all members of staff and if you feel you have the skills and experience to bring to the role then we welcome your application and any questions that you may have. Similarly, we will ensure appointments from within the Handball community will be transparent and made on the basis of the skills and knowledge required for the role.

6. Confidentiality

The Data Protection Acts (1984 and 1998) and General Data Protection Regulation (2018) prohibit the unlawful use, processing or disclosure of personal information about individuals. All documents and procedures relating to employee and volunteer recruitment, selection and interviewing are confidential. No information about the identity of applicants, or details of their applications, should be released to others, except where it is necessary as part of the selection process. All employees, volunteers and external referees must be aware that the confidentiality of these documents may not be able to be maintained where a complaint is made under the Equal Opportunities Complaints Procedure or where a complaint is made to an Employment Tribunal.

In these circumstances, the EHA's statutory duties can override the right to privacy, and information contained in application forms and references, as well as that contained within other recruitment and selection documents, may have to be disclosed to the complainant, to Tribunal members and Trade Union representatives. Every effort will be made to ensure that information cannot be used to identify people. Medical information provided by candidates is also confidential.

7. Monitoring & Review

The EHA Board will monitor the application of this policy. They may review any aspect of the procedure in light of changing circumstances at any time, in consultation with any external organisation (such as a trade union) as required and appropriate. They will review the whole policy every three years from the implementation or earlier if the need arises.