

Recruitment and Selection Policy

Aspire Sporting Academy



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Policy Statement

Good recruitment is vital for every organisation – finding the right people for the right roles at the right time. It ensures that the workforce has the relevant skills and abilities for the organisation's current and future needs. Effective resourcing is not just about filling an immediate vacancy but about having an impact on the long-term success of the business.

Aspire Education Academy aims to recruit solely based on the applicant's abilities and individual merit, measured against the selection criteria for the role. Qualifications, experience and skills will be assessed at the level that is relevant to the role.

Aspire Education is committed to Safeguarding and Prevent Duty and promoting the welfare of all associated in its care. As an employer, it is an expectation that all colleagues and volunteers share this commitment. In line with recent legislation including the Children Act 2004, Keeping Children safe in education DfES 2021, Safeguarding Vulnerable Groups Act 2006 and Prevent Strategy 2011. The company is committed to a thorough and consistent Recruitment and Selection Policy which encompasses our commitment to a safer recruitment strategy.

Scope and Purpose

The aim of this policy is to provide a framework within which Aspire Education can recruit and select the person who is most suited to a particular vacancy. As part of this commitment, we will comply with legislation and where appropriate client contractual requirements by encompassing best practice for attracting, recruiting and retaining an appropriately skilled and talented workforce.

The process of vetting potential employees is a critical part of this process and Aspire Education has a responsibility to safeguard and protect the welfare of our learners and contractual requirements. We recognise our employees as being fundamental to our success.

A strategic and professional approach to recruitment processes helps attract and appoint people with the necessary skills and attributes to fulfil the organisation's strategic aims and support its values.

All Hiring Managers at Aspire Education will ensure our recruitment practices are fair and equal across the business. We are committed to ensuring that the recruitment and

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selection of employees is conducted in a manner that is systematic, safe, efficient, and effective, promotes equal opportunities, diversity and fairness.

We support the principles of Equality and Diversity in employment and oppose all forms of unlawful or unfair discrimination on the grounds of the 9 protected characteristics of age, disability, sex, gender reassignment, sexual orientation, pregnancy and maternity, race, religion or belief and marriage and civil partnerships. We are committed, wherever practicable and consistent with our statutory and professional obligations, to achieving and maintaining a workforce which broadly reflects the composition of the population in which we deliver our services.

We will continue to take every possible step to ensure that individuals are treated equally and fairly and all decisions on recruitment and selection are based solely on individual merits and abilities, appropriate to the role. Everyone involved at any stage of the recruitment and selection of employees should be aware of and adhere to the contents of this procedure.

Hiring Managers and the HR manager will ensure that any external consultants, recruitment agencies or external experts who assist in the recruitment process act in accordance with this procedure. The recruitment and selection process will, in many cases, be the first point of contact that a potential employee has with Aspire Education. It is essential that all those involved in the process reflect a positive and professional experience. Recruitment of the right person for the right job is essential to the success of the company. Failure to achieve this is costly and creates an inefficient workforce.

Safer Recruitment Commitment

Aspire Education has clear safer recruitment obligations that will be adhered to in all company recruitment. Guidance is taken from Keeping Children Safe in Education, 2021.

All HR Staff and Lead Safeguarding Officer will have a safer recruitment Qualification. There will always be at least one of these staff members involved in all recruitment shortlisting and interviewing.

Candidates who are shortlisted and engaging in regulated activity will be asked to complete a self-declaration form. This will detail any criminal convictions/ information that would make them unsuitable to work with children

Information provided on a reference form will be verified. This can be done by contacting the referee directly to confirm the validity of the reference and checks

against the company they work for. Two references will be required by the most recent/ current employer and one other (relevant to the sector if possible).

Pre- employment checks carried out by Aspire must all be done prior to a successful applicant starting work. These include:

- Identity Verification
- Proof of address (within past 3 months)
- Successful DBS application
- Barred list – for those staff engaging in regulated activity
- Right to work in UK
- Those who have lived/ worked outside the UK (using DBS checking guidelines and criminal records check for any country they've lived in)
- Qualifications
- Competencies

As part of the enhanced DBS application, the childrens barred list will be checked. This will hold information on individuals who have been barred from working with Children due to serious convicted offences.

Recruitment

Job Analysis

The first step we will take is to spend time gathering information about a job from a variety of sources, whether the position is new or already exists. We will look at:

- The job purpose and what duties will be involved
- How and where the job will be carried out
- What expectations will be expected
- How the role fits within the organisational structure

Job Descriptions and Person Specifications

The job description will explain the detailed requirements of the job, including responsibilities and objectives of the role to any potential candidates. There will be a clear overview of the recruiting role. This will also help to shape the induction process and later, performance and objectives. A job description is a key document in the recruitment process and must be finalised prior to taking any other steps in the recruitment process.

The person specification will state the essential and desirable criteria for selection. It will clearly and accurately set out the duties and responsibilities of the job role details the skills, experience, abilities and expertise that are required to do the job.

Advertising of Vacancies

All job adverts will give clear, accurate information about Aspire Education and the role. The advert will include:

- Job Description and person specification
- Skills/ abilities/ attitudes/ behaviours
- Job location
- Salary
- Type of employment offered – fixed term/ part time/ full time
- Safeguarding responsibilities within the role
- Aspire vision and values
- Aspire's commitment to Safeguarding
- Details of how to apply
- Equal Opportunities Statement
- Deadline date

To ensure equality of opportunity, we will advertise all vacant posts to encourage as wide a field of applicant as possible, through an external advertisement. Any advertisement will make clear our commitment to safeguarding and promoting the welfare of learners.

All vacancies which are approved in line with the 'authority to recruit' (ATR) process will be advertised externally on the company website for 2 weeks unless specified otherwise.

Internal Resourcing

Managers, Directors and HR will take responsibility of all internal opportunities that are available to staff. Those vacancies that are suitable for certain team members must be promoted and support given.

In the case where a member of staff approaches a manager about an internal opportunity which the manager does not deem them suitable, a development plan must be discussed in the next 1-2-1 to enable them to obtain the relevant skills and experience for the opportunity the staff member is seeking.

If a role is advertised internally, an email will be sent to all staff for the timescale specified by the recruiting manager. This must be a minimum of 5 working days. Once the HR Manager receives notification of an approved vacancy, a vacancy will ordinarily be advertised within 2 working days. The advert will be approved by the HR manager

Should an advert not receive the required response after the advertising period, the role will then be passed to external recruitment agencies on the advice of the HR manager.

In most cases, internal only vacancies (including any internal promotions and posts previously filled on a temporary or a fixed term basis) will be sent to all staff via email. This is to provide opportunities for development and career progression– a key factor for employee retention and motivation.

The exception to this will be for posts where HR agree these should be made open only to employees who might otherwise be displaced or at risk of redundancy. This should be agreed in advance and would be classed as a ring-fenced vacancy

All internal candidates should apply online and should attach a CV to their application. Applications from internal candidates will only be accepted on successful completion of their probationary period. Internal applicants must inform their current Line Manager prior to submitting any application.

External Applications

All external applications will need to be made via email to HR@aspireeducationacademy.co.uk. Applicants are required to upload a CV when applying and attach a covering letter if desired.

When applying for specific vacancies, applicants may be asked to complete some pre-screening questions. The routes to external recruitment market are listed in order of priority below:

- The vacancy can be advertised online via the Aspire Education website, Social Media, any contracted job boards paid in advance or on LinkedIn if requested by the hiring manager.
- Where an online solution as detailed above is not effective, the HR manager can support by linking in with a recruitment advertising supplier to publish adverts in traditional press which may be job or sector specific or other online job boards.
- Where a role receives an unsatisfactory response, the HR manager will field this out to recruitment agencies.

Applications

Aspire Education applications are received from sources as described in this policy. All applicants are required to disclose if they are a relative or partner of; or have a close personal relationship with any member of the Aspire Education Senior Management Team.

We would ask that the applicant notifies the HR manager by email at HR@aspireeducationacademy.co.uk and provides the name of the person and the nature of the relationship. To avoid any accusation of bias, an employee must not be involved in any selection process where they are related or have a close personal relationship outside work with the individual being considered for appointment.

Agency Applications

All agency candidates should be submitted to the HR manager.

Consultant Recruitment

Aspire Education may employ the services of a Consultant from time to time to fulfil a particular role. In respect of checks, Aspire Education must ensure that the potential staff member have a DBS application before their start date to ensure appropriate checks have been made.

Selection

Short listing

Selecting staff comprises of two main stages:

- Shortlisting
- Assessment

Throughout both stages, we will ensure that our selection methods treat all applicants fairly, without discrimination or bias. Selections will be made based on an applicant's ability to perform the role, contribute to the business and their potential for development.

There are a range of factors to consider when choosing a method including the role, available resources and the validity of the selected method. Which ever method is selected, it is the applicants experience that is most important.

All candidates will be assessed and scored fairly in line with an evaluated role profile for the vacancy. External applicants can check the status of their vacancy with the HR manager and wherever possible any application updates will be sent by email.

We are unable to give feedback to external candidates unless they have been interviewed. Unsuccessful internal applicants will be notified verbally by the Hiring Manager and given feedback explaining the reasons for their application being unsuccessful at interview stage. This may include a plan to up-skill the employee and will be addressed with their Line Manager to enhance their CPD and future opportunities.

Selection Interviewing

After the shortlisting process, interviews will be used as part of the selection process. The interview will be an opportunity to:

- Gauge the applicants experience and ability to perform the role
- Explain the employee value proposition, including learning opportunities and employee benefits
- Give applicants a positive impression of Aspire Education as a good employer

For the applicant, the interview is an opportunity to:

- Understand the job and its responsibilities in more detail
- Ask questions about Aspire and the employee value proposition
- Decide whether they would like to take the job if they were offered it

The selection process used will vary depending on the role being recruited. The number of people involved in the interview to support the Line Manager, is dependent on resource availability and the level of the role to be recruited. This will therefore be at the Line Manager's discretion.

The HR manager does advise that at least 2 interviewers are made available for all interviews, one of which should usually be from the HR Team to ensure fair opportunity and safer recruitment vetting. The Hiring Manager will work with the HR manager to identify the most effective selection method for the role and ensure those involved are competent to carry out the process. At least one staff member on the interview panel will have a safer recruitment qualification.

Prior to the interview, the questions and areas for discussion which will be put to each applicant must be determined. A scoring system may be used to ensure further evidence of agreement and demonstration of skills or knowledge.

When conducting interviews every member of the panel must make notes of questions asked and answers given. This will provide feedback and evidence of why a candidate has been selected or rejected. These notes must be relevant, and necessary to the process itself. It should be noted that applicants will have the opportunity to access their interview notes, upon request, which are retained as part of the record of the interview.

There will be a face-to-face interview wherever possible, and the same panel will see all the applicants for the vacant position. The interview process will explore the applicant's ability to carry out the job description. It will enable the panel to explore any anomalies or gaps have been identified in order to satisfy themselves that the chosen applicant can meet our safeguarding criteria.

On some occasions it may be practical to use Skype however, face to face interviews would always be preferred.

Any information regarding past disciplinary action or allegations, cautions or convictions will be discussed and considered in the circumstance of the individual case during the interview process.

Applicants will be given at least 3 full days' notice of an interview date. The invitation will include the details of any skills assessments and related preparatory work that they will be required to undertake prior to or as part of the recruitment process. They will also be asked whether any reasonable adjustments are to be made for the interview.

To avoid discrimination, no reference will be made to the person's individual circumstances throughout the interview and the same basic questions will be asked of each applicant (although it is recognised that further probing questions may need to be asked in order to follow up particular issues).

All applicants who are invited to an interview will be required to bring evidence of their identity, address and qualifications. Only original documents will be accepted, and photocopies will be taken. All interview paperwork will be kept for 12 months and then removed from our records.

Important Note: Internal applicants applying for a different role to the one they currently undertake will be required to undergo any checks relevant to the new role they are applying for.

Reasonable adjustments

Aspire Education works within the Disability Confident and MINDFUL EMPLOYER scheme requirements. Any candidate who declares a disability within their application and meets the minimum criteria set within the role profile, will be guaranteed an interview.

Offers of Employment

Once a suitable candidate is identified, the recruiting manager can make a verbal offer. This will be followed by a written offer of employment sent via email which is made by the HR manager. This offer of employment is conditional on satisfactory receipt of the following documentation:

- Aspire Education Personal Information form

- Applicant CV
- Interview Notes and assessment materials
- 3x proof of ID including proof of address
- Verified proof of Right to Work evidence
- Proof of qualifications (original copies)
- Satisfactory references x2

All offers will be subject to an online Standard or Enhanced Disclosure and Barring Service (DBS) check subject to role requirements. The Head of Safeguarding and Prevent will use the above information to make a DBS application. It is Aspire company policy to re-check employee's DBS Certificates every three years and in addition any employee that takes leave for more than three months (i.e.: maternity leave, career break etc) must be re-checked before they return back to work.

All employers have a legal obligation to ensure that their employees have the right to work in the United Kingdom. This is controlled by the Immigration, Asylum and Nationality Act 2006 ("the Act") and subsequent secondary legislation. It is an offence to employ a person who is not entitled to work in the UK and Aspire Education has a duty to check that all new employees are entitled to work here. This check gives Aspire Education a justified case against payment of a civil penalty or a defence against conviction if it is later found to have employed an illegal migrant worker. All external job applicants will be required to produce the necessary original documents (photocopies are not acceptable) which managers must check in accordance with the Act. The onus remains on the potential employee to demonstrate that they are permitted to do the job Aspire Education is offering and are eligible to work in the UK.

To ensure we do not breach immigration legislation, Aspire Education will check and record certain specified documents belonging to potential and existing employees. The required documents are set out in List A and List B of the UK Border Agency's guidance notes; these lists will be provided to all potential employees and are available for inspection by all employees through the HR department. These checks must be made before a person starts working for Aspire Education and once every twelve months during employment thereafter for those who have only provided List B documents.

In complying with our obligations under immigration rules, special care must be taken to ensure Aspire Education does not unlawfully discriminate against individuals on racial or ethnic grounds or in respect of any other protected characteristic under equality legislation. Any Aspire Education employee who fails to comply with the correct procedures as set out may be subject to disciplinary action. Any employee who is subsequently found not to have the right to work in the UK is liable for summary dismissal.

Offer of Employment

The formal offer of employment and contract will typically be generated within 3 working days of the provisional offer being generated, assuming all the above is received/ completed. This is in accordance with all necessary documentation and confirmation to the HR manager of the start date as detailed above.

For internal applicants, the Hiring Manager will inform the employee's current Line Manager prior to confirming the offer details with HR. This discussion should cover preferred start date for the new role but also take into account the employees current notice period, which is generally 4 weeks.

Where an interview has taken place, HR would retain completed offer email along with the candidates' CV and interview notes. Where the offer is a job change or extension to role without interview (i.e. after restructure or fixed term to permanent etc) we would expect to receive a manager change email. This should be sent to HR@aspireeducationacademy.co.uk

Criminal Convictions

The Rehabilitation of Offenders Act 1974 does not apply to positions which involve working with or having access to learners under the age of 16. Therefore, any convictions and cautions that would normally be considered 'SPENT' must be declared when applying for any position at the Aspire Education. We operate a formal procedure if a DBS Certificate is returned with details of convictions. Consideration will be given to the Rehabilitation of Offenders Act 1974 and also:

- the nature, seriousness and relevance of the offence;
- how long ago the offence occurred;
- one-off or history of offences;
- changes in circumstances;
- decriminalisation and remorse.

A formal meeting will take place to establish the facts with the HR Manager and Head of Safeguarding and Prevent. A decision will be made following this meeting.

Declined Offers

The HR Manager will inform the Hiring Manager as soon as an offer of employment has been declined. Hiring Managers would then be advised to consider other potential candidates prior to re-advertising the vacancy.

Work Experience Opportunities at Aspire

From time to time, learners who come through our programmes can be recognised as having the potential for recruitment as an employee. In cases such as these, the programme tutor will make these learners known to their Line Manager which is recorded on the Learner Work Experience Form and sent to the Line Manager. The Line Manager will send the form to the relevant BDM (Business Development Manager) who will then discuss the potential of a work experience placement with the learners Advisor and record any specific information on the form and send back to the Line Manager to support the interview process.

The learner will then be invited to attend an interview with the Operations Manager – PFU. This may be conducted face-to-face or via Skype or telephone and the learner will be asked to send a copy of their curriculum vitae. If successful, the Operations Manager – PFU will record any specific information relevant to the learners work experience opportunity and send the form to the Head of Safeguarding and Prevent to inform them of the potential start date for the work experience to commence and for a risk assessment to be completed. We will also contact the JCP/ College/ Work Programme Provider to inform them of the work experience placement and any successful employment resulting from it. Any unsuccessful candidate will be supported with a reference after completing their work experience placement.

Induction

Aspire Education recognises that its staff are fundamental to its success. To enable all staff to become effective and efficient in their role as quickly as possible, it is essential that all employees new to the company receive a timely induction. Aspire Education places critical importance on thorough induction procedures which make new staff feel welcome, valued and orientated in their new role. This then forms the basis to enable staff to perform their duties effectively and begin to make a contribution to their team, the department and to Aspire Education.

As part of this process all new employees will be given an induction programme (relevant to their job role) which will clearly identify Aspire Education's policies and

procedures, including the Safeguarding and Prevent Policy, and make clear the expectation and codes of conduct which will govern how staff carry out their roles and responsibilities. The length of the Induction process will vary, dependent on the role.

The aim of Induction is to introduce them to Aspire Education's mission, vision and values. This also allows for the completion of associated forms and documentation and to ensure that new starters receive the required equipment and understand their responsibilities in relation to matters of health and safety. Responsibility for induction at the departmental level falls with the Line Manager, though specific activities may be delegated at the Line Manager's discretion.

General Principles

Data Protection

Aspire Education will retain all interview notes on all applicants for a period of 12 months, after which time the notes will be removed. This retention period is in accordance with GDPR 2018, ACAS and CIPD guidance. It will also allow the company to deal with any data access requests, recruitment complaints or to respond to any complaints made to an Employment Tribunal.

Interview paperwork will be saved electronically. All paper-based information retained on employees will be destroyed after it has been scanned into the system. Information disclosed as part of an DBS check will be treated as confidential, kept in secure conditions and will be destroyed, by secure means, as soon as it is no longer required.

Monitoring and Review

Aspire Education recognises that safer recruitment and selection is not just about the start of employment, but should be part of a larger policy framework for all staff. Aspire Education will therefore provide ongoing training and support for all staff, as identified through the company's Review/appraisal procedure.

Appendix A

Authority to Recruit Form

Department	
Recruiting manager	
New position job title	
Reporting directly to	
Office Base or Site Working	
Normal Working Hours	
Exact Area/ Region working in	
Salary/Hourly rate	
Mileage rate	
Provisional interview date(s)	
Earliest start date	

Request to recruit externally ☐ Advertise Internally ☐

☐ Full Time ☐ Part Time/Flex ☐ Permanent

☐ Fixed term/Temporary Position/Project – Length of Time: Months/Years:

Regular contact with the following Age Groups:

☐ 16-18 ☐ 19-24 ☐ 25+ ☐ N/A

Business case/Reason for recruiting

☐ Replacement for: (Insert Name of employee being replaced):

Business Case for recruiting:

Approval Names/Signatures

Recruiting Manager Signature:

Date:

Authorising Director Signature:

Date:

Request for external recruitment -

Authorised ☐

Declined ☐

Recruitment Checklist

Name of vacancy/new job (delete as appropriate):
Number of vacancies/new jobs in the particular role (delete as appropriate):
Planned start date/s of new recruit/s (delete as appropriate):

Step 1 - Plan	Task done by	Date	Notes
Identify staff needed: Where, why and plan for future			
Step 2 - Prepare	Task done by	Date	Notes
Consider whether any of the aims of the job have changed, how this may affect factors such as the skills required and work flow			
Compile documents for the vacancy: <ul style="list-style-type: none"> • Job description • Person specification • Job application form • Equality & diversity monitoring form • Job offer letter template /Written Statement of Terms and Conditions of Employment • Information about the employer 			
Decide whether candidates will be asked for references and at what point – the shortlist stage or when offered the job			
Step 3 - Advertise	Task done by	Date	Notes
Before drawing up the job ad, decide factors such as how candidates should apply, who will sift applications and the rate of pay			
Choose where to advertise in at least two different channels			

Compile the job ad, carefully ensuring the wording is not discriminatory			
Step 4 – Handle applications	Task done by	Date	Notes
<p>Send 'application pack' to applicants – this would usually include:</p> <ul style="list-style-type: none"> • job description • person specification • equality & diversity monitoring form 			
Using the job description and person specification, at least two people trained for the task should objectively draw up a shortlist of candidates for interview			
Invite shortlisted candidates for interview/ assessment, and ask whether they need any 'reasonable adjustments', often called 'access requirements', for any part of the recruitment process			
<p>Get ready for the interviews, to be conducted by more than one person trained for the task:</p> <ul style="list-style-type: none"> • plan questions to probe skills and qualities essential for the job • decide how candidates' answers will be scored • anticipate candidates' questions and have the info ready • plan any selection tests/ presentations etc and how they will be scored • book a private room which will not be interrupted by telephone calls or visitors 			
<p>Conduct the interview:</p> <ul style="list-style-type: none"> • welcome applicant and give them a little time to get their own materials to hand 			

<ul style="list-style-type: none"> • briefly outline the job and the organisation, then move to the first question • ask questions which cannot be answered 'yes' or 'no'. They usually begin with 'what', 'why', 'when' or 'how' • listen and make brief notes on key points • check applicant is familiar with the terms and conditions of the job, and finds them acceptable • keep to the time frame for the interview, but allow for the applicant's questions • tell applicant when they can expect to hear from the organisation • explain that a job offer to the successful applicant will be subject to pre-employment checks • do not ask for personal information or personal views irrelevant to the job, or potentially discriminatory questions • do not ask health-related questions before making a job offer, apart from in circumstances allowed in law 			
Select the best applicant for the job using the scoring method decided at the start of Step 5			
Step 5 – Complete final details	Task done by	Date	Notes
Send the successful applicant a job offer letter and explain pre-employment checks will have to be made			
Make pre-employment checks such as applicant's right to work in the UK and references.			
Resolve any employment contract queries			
Before the recruit starts their new job: <ul style="list-style-type: none"> • give them their Written Statement of Terms and 			

<p>Conditions of Employment to avoid disagreements or misunderstandings</p> <ul style="list-style-type: none"> • remind them where to find out about the organisation's procedures and policies 			
<p>Write to unsuccessful applicants and give carefully considered feedback if requested</p>			