

1. Introduction

1.1 Tennis Scotland will seek to recruit a diverse workforce of high quality, high performing individuals who have the specific competencies (qualifications/knowledge, skills, experience and behaviours) required for defined roles.

1.2 The Board of the Scottish Lawn Tennis Foundation has adopted Tennis Scotland policies and where applicable the words Tennis Scotland should be replaced by the Scottish Lawn Tennis Foundation or SLTF.

1.3 Our recruitment process will be:

1.3.1 A fair, transparent, structured and consistently applied process across the organisation in accordance with the [Equality & Diversity Policy](#).

1.3.2 Applied to ensure the selection of the most suitable person for the job in respect of skills, experience and qualifications.

1.3.3 Designed to create a positive experience for all applicants, leaving those involved with a positive image of Tennis Scotland.

2. Qualification

2.1 This policy shall be applied consistently in relation to all employees regardless of gender, gender reassignment, marital or civil partner status, age, disability, race, colour, nationality, or ethnic or national origin, religion/belief or sexual orientation.

3. Principles

3.1 This Policy defines the principles that Tennis Scotland considers important in the recruitment process and aims to ensure that consistency and good practice is applied across the Company at all times.

3.1.1 All employees are required to comply with the requirements of Tennis Scotland Equality and Diversity Policy at every stage of the recruitment process including when finalising job descriptions, advertising, shortlisting applications, interviewing, making selection decisions and making offers of employment.

3.1.2 In order for us to monitor the effectiveness of the Recruitment and Tennis Scotland Equality and Diversity Policy it is necessary that all candidates be asked to complete an [Equality & Diversity Monitoring Form](#). Any data will be held confidentially by the Company and not disclosed to the recruiting panel. If a candidate has requested a reasonable adjustment to the process because of a disability or impairment, the appropriate adjustment will be made where possible and will have no impact on the outcome.

3.1.3 All Managers are required to obtain prior approval before proceeding with any recruitment.

3.1.4 All recruitment will be supported by the Business Team in partnership with the relevant team manager, and any questions on this process should be directed to the Business Team.

4. Secondments

4.1 Please contact the CEO for details on the options in terms of short term work for another Team.

5. The Recruiting Panel

5.1 It is essential that the correct people are selected to be part of the recruiting panel. Every member should have attended Tennis Scotland's Equality and Diversity training where possible. The panel must also have the appropriate skills and understand the requirements for fair shortlisting, interviewing and appointing. Tennis Scotland aims to ensure all recruiting panels are diverse with a minimum of two members, and if possible a panel with mixed genders.

6. Job Description and Person Specification

6.1 The hiring manager should produce a detailed job description and job specification. This will highlight the skills and experience required for the role. The job description and job specification should be sent to the Business Team.

7. Advertising of Vacancies

7.1 Tennis Scotland is committed to advertising opportunities as widely as possible. Posts will be advertised for a minimum of two weeks, however from time to time there may be occasions where vacancies are advertised for less than two weeks. Unless there is a specific reason (approved by the CEO) for internal advertising only, all vacancies, as a minimum, will be advertised on the following websites:

- Tennis Scotland – www.tennisscotland.org
- Lawn Tennis Association – www.lta.org.uk
- Tennis Foundation (where applicable) – www.tennisfoundation.org.uk
- **sportscotland** – www.sportscotland.org.uk
- UK Sport – www.uk-sport.gov.uk

7.2 All applicants are required to complete Tennis Scotland [Application Form](#) to be considered for a vacancy. Where the recruitment is internal only, an [abridged internal application form](#) is used. CVs are not accepted (unless exceptionally agreed).

8. Shortlisting

8.1 Preparation is the key to maximising the likelihood of selecting the most suitable candidate for the position. The recruitment panel are to shortlist candidates according to the job description and person specification and record their comments and scores on a [shortlisting form](#). Each member of the recruitment panel should complete the shortlisting form independently then meet with the other members to agree upon the shortlist. If this is not possible the panel chair is responsible for completing an overall shortlisting form on behalf of the entire recruiting panel.

9. Recruitment Interviews

9.1 In preparing for the interview the interview panel should follow the guidance below.

9.1.1 Ask candidates when inviting them to an interview whether they require any reasonable adjustments at the interview.

9.1.2 Be flexible where necessary on interview times.

9.1.3 Agree the set questions to be covered in the interview.

9.1.4 Identify any areas on the application that need further exploration or clarification, for example, where it is not obvious from the candidate's application form that they possess the required skill or any unexplained gaps in employment.

9.2 When conducting the interview the interview panel should follow the guidance below.

9.2.1 Use the same questioning format with each candidate.

9.2.2 Ask clear and specific questions related to the role and do not ask for any personal information or views that are not relevant to the job.

9.2.3 Do not accept partial or unclear answers to any of your questions, probe for more detail if necessary, and give every candidate an opportunity to answer the questions fully.

9.2.4 Try to keep questions open. Remember – the candidate should be talking for 80% of the interview and the interviewer(s) for 20%!

9.2.5 Have a timeframe and keep to it.

9.2.6 Ensure accurate notes are taken of the answers to each question. Be aware that under the provisions of the Data Protection Act 1998 that candidates can ask to see their interview notes. Additionally understand that any reasons for not appointing may be challenged under discrimination legislation.

9.3 After the interview the panel should follow the steps below.

9.3.1 Ensure all notes taken during the interview are complete and accurate.

9.3.2 The recruiting Manager must complete the [assessment form](#) confirming their reasons for appointing or not appointing a particular candidate.

9.3.3 Let all interviewed candidates know whether they are successful or not as quickly as possible. Delays could mean that you miss out on the best candidates. If the decision is unavoidably delayed, keep in touch with the candidates updating them on timeframes. Try to give positive feedback to unsuccessful candidates on any aspects they could reasonably improve on for future success.

9.3.4 All responses for unsuccessful candidates must be prepared in advance and address the criteria and competencies required to successfully fulfil the role.

9.3.5 Original copies of the interview documents completed by the recruiting panel must be forwarded to the Business Team.

9.4 Interview Expenses

The reimbursement of interview expenses only occurs in exceptional cases and when the amount being claimed has been pre-approved by the CEO.

Claiming interview expenses is not openly advertised to candidates, and will only be granted on a case by case basis in circumstances where the candidate has travelled a substantial distance. Candidates should be made aware that only what is deemed reasonable can be claimed, and therefore a full reimbursement is not guaranteed.

9.5 Feedback for internal candidates

Tennis Scotland actively supports the development and promotion of colleagues, and encourages employees to apply for internal vacancies. In the event that an internal candidate is unsuccessful at shortlisting or interview stage, the hiring manager must arrange to provide constructive feedback personally. Failure to do so can be very demotivating for the colleague concerned. Candidates should be given information relating directly to their failure to meet the requirements of the role or the person specification.

10. Offer of Employment

10.1 Once the most appropriate candidate has been selected, an offer should be made verbally to the candidate and once verbally accepted a contract of employment and offer letter will be sent to the candidate by a member of the Business Team.

11. Documentation

11.1 It is important to document decisions taken at each stage of the recruitment process in order to show that decisions were based on objective evidence of each candidate's suitability for the role.

11.2 Following the appointment, the members of the selection panel should forward documentation relating to the recruitment process to the Business Team. This includes the following documents:

11.2.1 the application forms and any supporting documents submitted by each candidate;

11.2.2 records of discussions between members of the selection panel including discussions relating to setting interview standards;

11.2.3 notes taken during interviews; and

11.2.4 correspondence with candidates.

12. References

12.1 All employment offers are conditional upon receipt of two professional references which are satisfactory to the Company. The referees should usually be the applicant's current and previous employers, although in the case of a college/school/university leaver the tutors or teachers will be acceptable.

12.2 Referees will usually be sought from an applicant once an offer of employment is made and referees will not be approached without the applicant's permission. However, in certain cases, Tennis Scotland may require the applicant to provide details of referees prior to an offer of employment being made. If references which are satisfactory to the Company are not received within a reasonable timescale then it may be necessary to withdraw the offer of employment.

13. Qualification Certificates

13.1 Certain job roles and offers of employment will be conditional upon valid evidence of qualification in the form of original certificates. An offer may be withdrawn if this is not supplied within a reasonable timescale.

13.2 If an applicant falsifies certificates or evidence of qualifications and this subsequently comes to the attention of the Company at any stage during employment then the individual will be subject to disciplinary action and may be liable to dismissal.

14. Eligibility to work

14.1 It is against the law to employ a person who does not have permission to live and work in the UK. The Company could be prosecuted and fined under the Immigration and Asylum Act for employing an individual who does not have correct permission to work in the UK

14.2 Therefore all successful applicants will be required to provide evidence of one original piece of documentation from the list below once an offer of employment is made:

14.2.1 A document showing that they are a national of a European Economic Area country. This may be a passport or national identity card;

14.2.2 A document showing that the person can stay indefinitely in the UK or that they have no restriction preventing them from taking employment. This may be an endorsement in a passport, a work permit or other approval to take employment;

14.2.3 A document showing that they are a UK Citizen or have right of abode in the UK. This may be an endorsement in a passport, a birth certificate, a registration or naturalisation document or a letter from the Home Office; or

14.3 If an applicant is not able to produce sufficient evidence that they are entitled to work the offer of employment will be withdrawn.

15. Hiring Process and Approval for Additional Team Resources

15.1 Team resources should be kept under review with a formal review at mid-year and at the end of the year in line with the business planning cycle and following the review of our operational priorities. This will enable you to effectively plan your resource needs to support the successful delivery of your team and individual objectives. This will also inform financial planning and the development of team budgets.

15.2 Before any recruitment process can take place, the hiring manager must ensure that they have approval for the role. The Business team will be able to support and advise you on all your team resourcing issues.

16. Types of Engagement

The following section outlines examples of the different ways of enabling applicants to work for Tennis Scotland which will be informed by the business context and rationale for the position.

16.1 Tennis Scotland Employee

16.1.1 Following approval for additional team resources the recruitment timeframes must be confirmed in advance with the Business Team as follows:

16.1.1.1 Final Job description and job evaluation (to confirm pay level),

16.1.1.2 Recruitment panel appointed,

16.1.1.3 Date for advertising vacancy,

16.1.1.4 Where the vacancy is to be advertised (e.g. local papers, Guardian Jobs, etc),

16.1.1.5 Closing date,

16.1.1.6 Date by which Managers will be sent completed application forms,

16.1.1.7 Date for completion of short listing by manager(s)/panel,

16.1.1.8 Date by which candidates will be notified of interview arrangements by,

16.1.1.9 Interviews date and venue,

16.1.1.10 Details of any numeracy / literacy / skills selection tests – where applicable,

16.1.1.11 Discussion topics chosen.

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16.1.2 The Business Team will draft an advert based on the job description which will need to be approved by the manager. The Business Team will then put the advert on the Tennis Scotland website plus the LTA / TF, **sportscotland** and UK Sport websites (these are free).

16.1.3 All recruitment advertising and costs must be prior agreed with the Business Team.

16.1.4 On the closing date, the Business Team will forward all received applications and short listing documentation to the manager and panel. The panel must notify the Business Team of the shortlist on or before the date agreed.

16.1.5 The Business Team will invite the short listed candidates to interview based upon the information provided prior to advertising. N.B. It is important to give candidates AT LEAST 5 working days notice to arrange time off and to prepare for the interview.

16.1.6 All documentation, including shortlisting/interview notes, must be returned to the Business Team.

16.1.7 Once a successful candidate has been identified, the hiring manager will call them to make a verbal offer (to be agreed with the Business Team) and the Business Team will follow up with a written offer and contract. The start date must be AT LEAST one week after the interview to ensure the Business Team has enough time to receive paperwork back and start processing the necessary employment checks. NB: It is important that a member of the Business team personally calls those candidates who were unsuccessful after interview.

16.1.8 Please ensure that you return all interview notes to the Business Team at the end of the process.

16.1.9 Hiring manager plans induction with their new team member.

16.2 Agency Temp

All temporary employees must be recruited through the Business Team. This recruitment will be in line with the Agency Workers Regulations (AWR) 2010.

16.3 Limited Company – Self Employed (or Sole Trader)

16.3.1 Only in exceptional circumstances will a provision of services contract be considered due to the potential liability placed on Tennis Scotland by this method. As a guideline, if a permanent or fixed term contract is not possible and the rationale has been given to the Business Team for this, then the order of preference for dealing with a provision of services contract will be via:

16.3.1.1 an Agency; or

16.3.1.2 a Limited company / a sole trader.

16.3.2 If you can answer “yes” to the following questions, the individual is probably an employee:

16.3.2.1 Do they have to do the work personally rather than hire someone else to do it for them?

16.3.2.2 Can you tell them at any time what to do or when and how to do it?

16.3.2.3 Are they paid by the hour, week or month? Can they get overtime pay? (However, note that even if they are paid by commission or on a piecework basis they may still be an employee.)

16.3.2.4 Do they work set hours, or a given number of hours a week or month?

16.3.2.5 Do they work at your premises or at a place or places you decide?

16.3.2.6 Are they integrated into the management structure of your organisation, for example holding the title of “Manager” or “Director”?

16.3.2.7 Do they receive company benefits such as health insurance and bonus?

16.3.3 If you can answer “yes” to the following questions, it will usually mean that the individual is self-employed:

16.3.3.1 Do they have the final say in how the work is done?

16.3.3.2 Do they risk their own money in the business?

16.3.3.3 Do they provide the major items of equipment they need to do the job, not just the small tools which many employees provide for themselves?

16.3.3.4 Are they free to hire other people at their own cost to carry out the work instead and have full control as to how the work is taken on?

16.3.3.5 Do they have to correct unsatisfactory work in their own time and at their own expense?

16.3.3.6 Do they determine their own working days and hours?

16.3.4 Each of the factors on its own will not be decisive, an overall assessment of the arrangement will be made when deciding if the individual has employment status or not. If you are satisfied that the proposed arrangement satisfies the tests for self-employment:

16.3.4.1 Liaise with the Business Team to complete and submit a precedent consultancy agreement and contract authorisation form. (Please note that the Finance Manager will be unable to process the relevant invoices unless a contract authorisation form has been submitted and approved.)

16.3.4.2 Send to the Business Team for sign-off;

16.3.4.3 Alternatively, in the case of more complicated arrangements contact the Business Team with the details and they will assist with drafting a suitable agreement.

16.3.4.4 If the proposed arrangement does not satisfy the tests for self-employment please contact the Business Team with regard to putting that person on the payroll via an employment contract.

16.3.4.5 Once the consultancy agreement has been signed on behalf of both Tennis Scotland and the consultant you should keep a copy of the agreement for your team’s records and email a scanned copy to the Business Team.

16.3.4.6 Before final payment and termination of the agreement ensure the services have been delivered as agreed.

16.3.5 Additional Factors to Consider

16.3.5.1 Limited control - When negotiating the terms of the contract you should consider the amount of control Tennis Scotland will have over the consultant (Tennis Scotland should have a lower level of control in a consultancy relationship to reflect the fact that the individual is not an employee of Tennis Scotland).

16.3.5.2 Provide own equipment - A consultant should provide their own equipment and be responsible for maintaining such equipment.

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16.3.5.3 Right of substitution - If a consultant needs assistance in performing the services, they should be responsible for hiring such help (and paying for such help) and they should be able to send someone else to provide the services if they wish.

16.3.5.4 Not integrated - A consultant should not be integrated into the business of Tennis Scotland in the same way that an employee would be, e.g. a consultant should not be on Tennis Scotland phone list or have a Tennis Scotland email address or Tennis Scotland business cards.

16.3.5.5 Low responsibility for Tennis Scotland employees - The degree of responsibility given to a consultant in Tennis Scotland should be monitored. Again this should be lower than that of an employee e.g. the consultant should not have any line management responsibilities for any Tennis Scotland employees –the consultant is accountable only for their own work.

16.3.5.6 High levels of control/responsibility for services – The consultant should have a high level of control over how and when they provide the services e.g. they should choose the times and days they work.

16.3.5.7 Training - A consultant is self-employed and so should arrange and pay for any training they need to be able to provide the services Tennis Scotland has engaged them for.

16.3.5.8 Insurance - The consultant needs to provide their own professional indemnity insurance to cover any risks associated with the work they carry out for Tennis Scotland.

16.3.5.9 Use clear statements stating that the individual is self-employed and not an employee. Loose language more typically connected with employment (e.g. holidays, sick pay, employee benefits) will be detrimental.

16.3.5.10 Not open-ended contract – the consultancy agreement should contain specific outputs and/or services to be delivered within an agreed timeframe.

16.3.5.11 Payment – A consultant should not be paid on an hourly/daily/weekly/monthly basis but payments can be staged. Payment should be made once agreed services/outputs have been provided and on receipt of an appropriate invoice. Payment can be withheld if services are sub-standard.

16.3.5.12 Tax & NI – A consultant is self-employed so they are responsible for dealing with their own tax and NI.

16.3.5.13 Non-exclusivity - Consider whether the individual provides an exclusive service to Tennis Scotland or whether they work on a consultancy basis for other organisations. Ideally, the consultant will also be working for other organisations.

16.3.5.14 Renewal - when renewing an existing consultancy agreement you should ensure there is a gap in between the contract finishing and the extension (for example, a 1 month gap).

16.3.5.15 Vary the description of services to be provided, for example, if someone is officiating events you may consider changing the events that such person officiates year on year.

16.3.5.16 Consider putting the position to tender so that the position is advertised and an open application process takes place on a regular basis.

16.3.5.17 For further queries, please refer to the Business Team.