

# Manager's Master Class – Fairly and effectively, recruiting, managing, developing difference

## Information on Recruitment

### Process

- To ensure that we recruit the best colleagues we must at all times have a fair, transparent and consistent recruitment process.
- Often we can fall into the trap of wanting to rush through the process, it is important to get it right, not get it done quickly.
- If we rush, then most likely we will get it wrong!
- If we get it wrong, it becomes very expensive to have a high turn over and is damaging to our reputation
- Recruit at haste, performance manage at your leisure.

### Short Listing

- It is essential that all short listing is completed independently and consistently. Applications must be scored and those scores added up along with final comments
- When recruiting we cannot bring any preconceived thoughts or speculation into account. The process must be fair! Don't go looking for information on social network sites.

### Interviewing

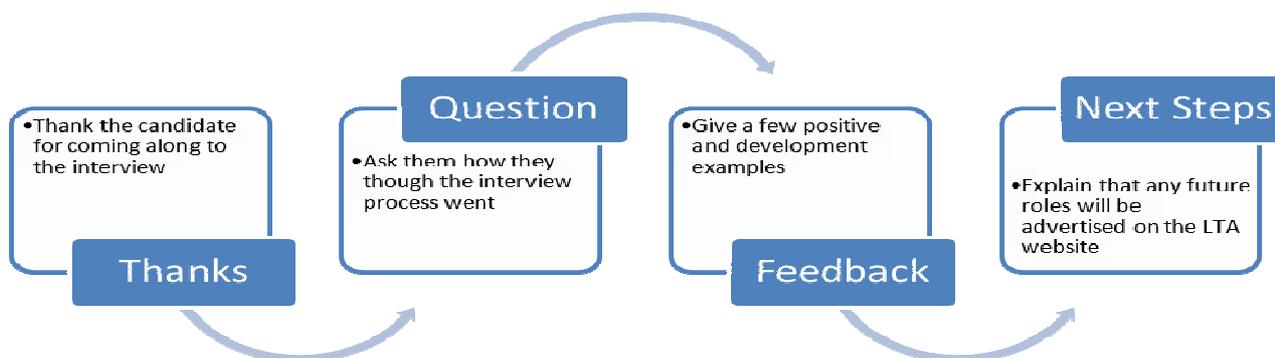
- All candidates must be treated in the same manner and asked specific job/competency related questions
- Agree the set list of questions prior to the interview and do not deviate
- If the question is not related to the role then it is not relevant. It is not relevant to ask someone what their three year plan is or are they going to have children, do they have children?

### Feedback

Feedback is an important part of the recruitment process as it allows candidates to understand why they have not been successful and can help to identify areas for development. All candidates who request feedback should be contacted by the hiring manager. For internal candidates, the hiring manager should always schedule a feedback session (in person where possible) to ensure colleagues are given feedback to enable them to develop skills and knowledge for the future. This should take place for all internal applicants, whether or not they were interviewed.

### External candidates

Feedback to external candidates should be focussed, factual and brief. It is important to give positive and constructive feedback without getting involved in too much detail. Hiring managers should prepare their feedback based on the notes they took during interview.



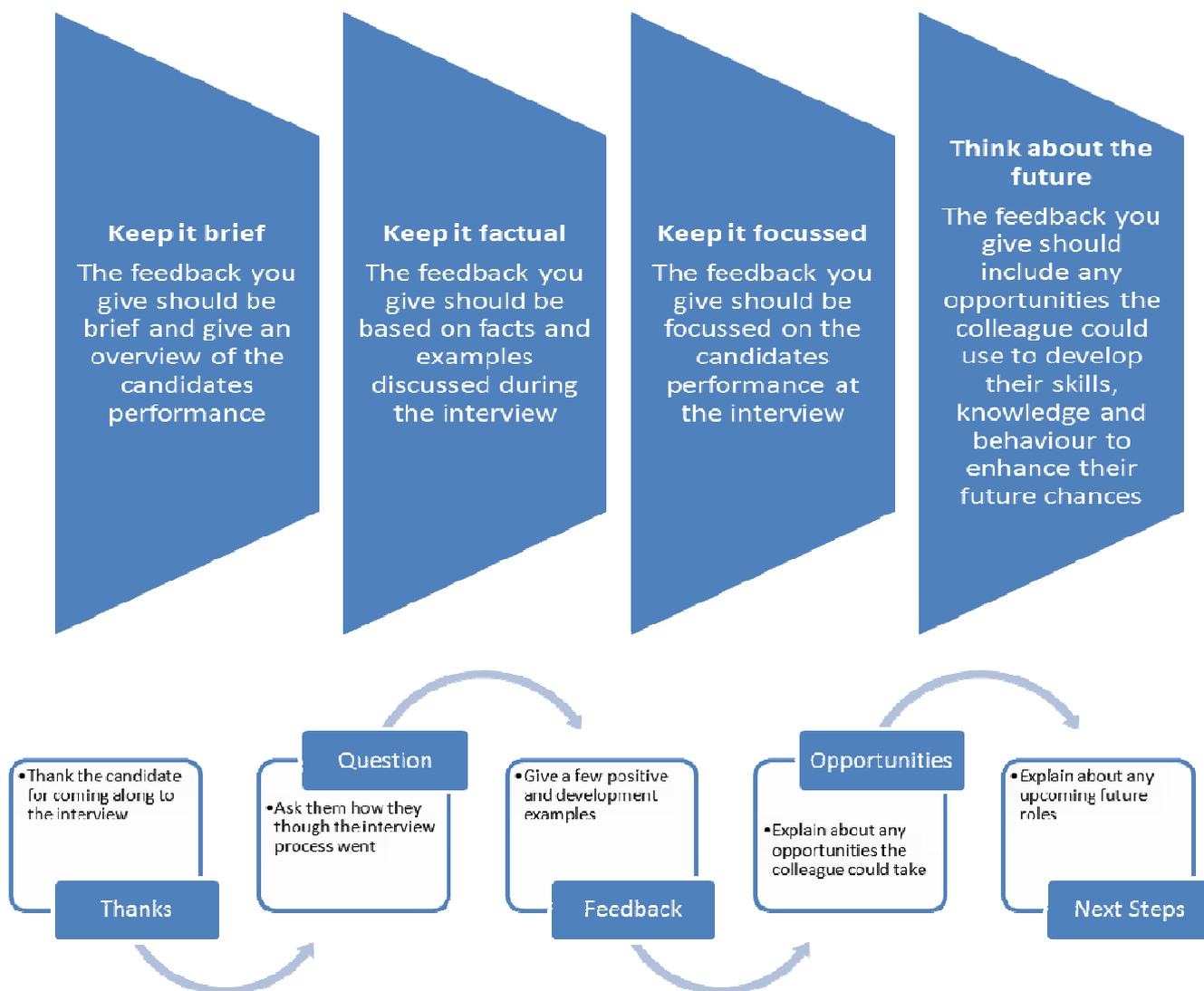
## Structuring Feedback Examples

The table below gives some overview examples to support you in considering how to structure the feedback you give:

| Not so helpful feedback                                     | More helpful feedback  |
|---|--|
| We didn't think your example about... answered the question | In the example you gave for... we felt you could have given more detail about what you did to influence...   |
| We didn't think you had enough experience                   | Based on the examples you gave, we felt you may benefit from more experience / exposure in ...   |
| We had other candidates who were better than you at...      | During the interview process we saw many candidates with different skills and experience. On this occasion, another candidate more closely matched our requirements. |

## Internal candidates

The LTA is committed to developing and retaining our talented colleagues. As such, feedback to internal candidates should be focussed, fair and factual but also linked in to development opportunities that the colleague could integrate into their PDP.



## Structuring Feedback & Development Examples

The table below gives some overview examples to support you in considering how to structure the development conversation:

| Not so helpful feedback                                | More helpful feedback   |
|--|---|
| You didn't have enough experience with...              | Have you considered the opportunity to work with...   |
| We didn't feel you had enough awareness of the team... | It may be helpful for you to spend some time with the team to see how things work – would that be of interest to you? |
| Your skills aren't up to the required standard...      | These are the kind of skills we look for, have you thought about how you could develop these?                         |

## Transgender Information

The Equality Act 2010 provides protection for transgender people – people who are proposing to undergo, are undergoing or have undergone the process of changing their sex. People who fit within this definition are aligned with the protected characteristic of gender reassignment.

The process of gender reassignment may involve different stages, from change of name, title and/or appearance through to surgical intervention. But the Act does not require a person to be

under medical supervision to be protected, so a woman who decides to live permanently as a man but who does not undergo any medical procedures is protected.

The Act applies to all employers and organisations that provide a service to the public or a section of the public. It is illegal to disclose someone is transgender without their permission.

A minority of trans people who have undergone permanent transition of their gender role, obtain a gender recognition certificate (GRC) in accordance with the Gender Recognition Act, 2004 (GRA). Those whose births were registered in the UK, automatically receive a new birth certificate. The GRA provides enhanced privacy protection with regard to sensitive information about their gender status, from the time of application to the Gender Recognition Panel (GRP).

In these circumstances, breach of privacy by any club official could amount to a criminal offence. The GRC confers on trans people their post-transition gender status 'for all purposes'. It may be considered to be harassment, to ask if a person has a GRC, so it is advisable to extend the same level of protection and privacy to all trans people.

## Disability Information

The Equality Act 2010 limits when you can make enquiries about health or disability when recruiting. These restrictions apply prior to the point where you:

- make a conditional or unconditional job offer to anyone, or
- include them in a pool of successful candidates to be offered a job when a vacancy arises.

Before that point you should only ask about a candidate's disability or health if you need to find out whether:

- they will be able to take part in some form of selection test
- you will need to make a reasonable adjustment to the interview or test for disabled applicants
- they will be able to do something that is intrinsic for the job in question

You can also ask about health or disability if:

- you want to monitor the diversity of your applicants
- you want to take positive action to enable you to recruit more disabled workers
- the job in question is one for which having a particular disability is an occupational requirement and you want to establish that the person has that disability

## If you ask a question that is not permitted

Asking a question about health or disability which is not permitted is not in itself discriminatory. However, the Equality and Human Rights Commission can take action against you if you make enquiries that are not permitted.

Also, if a candidate later makes a claim of direct discrimination because they believe that you used their reply to discriminate against them it will be for you to show the Employment Tribunal that this is not the case.

## What is reasonable?

The Equality Act requires employers to make reasonable changes to help disabled people work. When deciding if the adjustment is reasonable you should consider:

- how effective it will be in helping the person do their job
- whether it is practical to make the adjustment
- how much disruption, if any, will be caused to your business or other people
- how much, if anything, the adjustment will cost and how much money you have
- whether you can get help with making the adjustment and towards its cost from a scheme like

**Reasonable adjustments** can include making changes to the building or premises where the person would be working, changing the way in which the work is done and providing equipment to help the person do the job.

Most adjustments don't cost anything at all - just a change in attitude. For others that do involve a cost, the Government Access to Work scheme might be able to help.

## Access to Work

An Access to Work grant is money for practical support to help disabled people do their job. It's for people with a disability, health or mental health condition. The money you get can pay for things like:

- specialist equipment
- travel when you can't use public transport
- a communicator at a job interview

## Information on managing and developing difference

### Working Environment

- Everyone has the right to feel protected, safe and included whilst at work. Managers need to create that environment and take appropriate action when that is not happening.
- Respect and acceptance need to be embedded into every team and every individuals behaviour. Work with colleagues to understand what barriers they may face in the workplace and how to overcome them. There will be vast levels of difference within your teams and this should be encouraged as a positive contribution.
- Colleagues will perform best when they are supported and feel protected and safe.
- Use guidance produced by government bodies and best practice organisations – EHRC, Stonewall, GEO

## Managing and Developing Staff

Everyone needs consider the role unconscious bias plays in how teams are recruited, how people are managed and developed. Challenge yourself and how you operate to ensure you are being fair. Affinity (like me) bias: leads us to favour people who are like us.

- **Commonness** leads to
- **Comfort** leads to
- **Competence**
- “He reminds me of myself at his age”
- Gender, ethnicity, social background, accent, nationality, sexual orientation and disability

Move away from concepts of hierarchy. Managers need to use their initiative to recognise when colleagues aren't achieving and intervene early and to provide support

## Feedback and addressing underperformance

- You as managers need to be consistent with colleagues, but flexible in your style and how you communicate feedback
- When giving/receiving feedback remain objective and unemotional and when something has gone wrong look for solutions
- Use Measuring Success and Personal Development Plans as the focus for feedback
- Work with the colleague to agree – what was the cause of the problem/issue, what impact has it had on others and what needs to be changed to fix the problem/issue

