

Bury Football Club

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Recruitment Policy

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1.0 Introduction

Bury Football Club aims to provide its stakeholders with the best possible coaches and staff. Through our recruitment policy, we aim to make sure that we employ the best possible person for the job and aim to do this in the following ways; Qualified staff, background checks and continuous development. Furthermore, the success of Bury Football Club relies on its ability to attract the best staff and volunteers available and to achieve this aim its recruitment methods must be fair, efficient and effective.

The staff recruitment policy has been established to ensure that Bury Football Club has the opportunity to attract the best available staff and volunteers for any and all vacant positions.

1.1 The Policy

Bury Football Club is committed to providing high quality, continuous, improvement in supporting its customers and meeting its stakeholders aspirations. To support the achievement of this objective we recognize the importance of employing the most suitable applicant for all vacant positions.

Bury Football Club will ensure it has the best opportunity to attract the best available staff by broadly advertising, both internally and externally as deemed appropriate, all, vacant, remunerated positions and volunteer vacancies, however, there may be occasions when a more targeted marketing approach applies.

Bury Football club will take all reasonable steps to ensure that all successful applicants may be safely entrusted with the duties of their position.

Bury Football Club, where appropriate, will, initially, internally advertise all vacant positions to current staff and volunteers to encourage career advancement and increase participation.

Bury Football Club is committed to providing a work environment that is free from harassment and discrimination. All recruitment and selection procedures and decisions will reflect Bury Football Club's commitment to providing equal opportunity by assessing all potential candidates according to their skills, knowledge, qualifications and capabilities. No regard will be given to factors such as age, gender, gender reassignment, marital status, race, religion, sexual orientation, physical impairment, trade union membership or political opinion.

1.2 Responsibilities

It shall be the responsibility of the CEO, or a delegated authority acting on behalf of the CEO, to implement this policy and to monitor its performance.

It is the responsibility of Managers to ensure that:

- They are familiar with Bury Football Club's recruitment policies and procedures, and that they follow them accordingly.
- Staffing levels for their department are determined and authorized.
- All roles have current position descriptions that specify role requirements and selection criteria.

It is the responsibility of the Chief Executive Officer to ensure that:

- All Managers are aware of their responsibilities in the recruitment and selection process.

- Managers are given continuous support and guidance in regards to recruitment and selection issues.

1.3 Qualified Staff

It is imperative that Bury Football Club meet the rules and regulations of the EFL (English Football League) and EPPP (Elite Player Performance Plan), in that all our staff, at all levels, within the club hold a relevant, recognized, qualification suitable to the job role they are undertaking. These qualifications will determine the area of recruitment that is targeted. It is also a requirement that some roles, within the club, are required to hold Child protection and safeguarding qualifications or hold a recent, valid, Disbarring and Barring Service (DaBS) certificate as well as a current, valid, First Aid certificate.

2.0 Recruitment

When recruiting Bury Football Club staff should always seek to follow best practice and procedures and should adhere to their own policies and procedures.

When recruiting new staff the following process should be followed:

- An advert should be targeted in the appropriate recruitment channel.
- Potential candidates should be required to complete an application form or CV identifying experience, qualifications and references.
- Candidates should be invited to attend an interview with at least 3 days notice given. The interview should be conducted with at least one director present.
- Candidates for selection should attend the interview with or be able to provide proof of qualification through certificates and course attendance.
- Potential staff should provide relevant information to complete DBS checks.

2.1 Pre-Recruitment - Person specification – Job description

When it becomes necessary to recruit for a position, Managers should carefully consider the requirements for the position and the key selection criteria including skills, experience and qualifications. A sample person specification is attached. This should be forwarded to the CEO / HR Manager for approval. A job description should also be drawn up and submitted for both HR and Budget approval from the CEO / Board

2.2 Internal Review Appointments

In some situations internal reviews may lead to the conclusion that the restructuring of the current staffing structure should be considered to be an appropriate way forward. After due consideration to Equal opportunities and appropriate approval, in the interests of the service, Bury Football Club may make reasonable adjustments to the internal structure.

2.3 Internal Advertising

Where appropriate, Bury Football Club will advertise all vacancies internally.

Exceptions to this rule may occur when:

- The position is of such a specialized nature, and / or appropriate skills are not available within the organization; or
- There is a need to make a direct appointment or promotion into the vacant position.

Upon receiving approval for the vacant position, the HR manager will advertise the available position internally. Internal advertisements should include the following:

- Position title.
- Outline of the position.
- Skills required for the role
- Closing date for applications.

All internal applicants should forward a current copy of their resume, together with covering letter, to the applicable manager for acknowledgement, consideration and processing.

Internal applicants who possess the required skills, qualifications and work-related experience, as specified in the internal advertisement, would normally be interviewed for the position by the relevant Manager or Supervisor.

2.4 External Advertising

Where the Board of Directors determine a position cannot be filled internally or where it is appropriate to conduct an external recruitment campaign, the available position should be advertised through relevant networks, publications or on relevant websites.

Volunteer positions will be advertised as widely as deemed reasonable.

All advertisements must be approved by the CEO / HR manager prior to advertising.

If required, the section Manager will prepare an appropriate recruitment advertisement for the position and submit it for review and approval from the CEO /HR manager.

2.5 Use of Recruitment Consultants

Where it is deemed appropriate external recruitment consultants may be used for recruitment purposes, however, the Board of Directors, at Bury Football Club, should confirm the requirement to engage the services of external recruitment consultants.

It remains the HR manager's responsibility to ensure that any external recruitment consultant(s) strictly adheres to Bury Football Club's recruitment and selection policies.

2.6 Screening Applicants

If an external recruitment consultant has been engaged to recruit for a position, they will be responsible for screening the applicants.

Resumes must be screened against the position description so that assessments can be made of their suitability for the specific role. Applicants who are assessed as suitable will then be selected for interview.

Managers should consult with the CEO / HR manager if they require any assistance with the selection process.

Where appropriate, but particularly in positions of financial responsibility or in dealing with vulnerable clients / children, Disclosure and Barring Service (DaBS) checks may be arranged. DaBS checks shall be arranged only with the consent of the applicant concerned; however, if consent is refused this shall be taken into consideration in the selection process.

2.7 Conducting Interviews

The short-listing and interview process will be conducted by a selection panel which will be appointed by the HR manager and will include a Director and the relevant manager or supervisor for the position.

If any member of staff finds that they are assessing any applicant where there is a perceived or actual conflict (e.g. where the applicant is a family member, friend or past colleague) they shall declare the perceived or actual conflict to the panel.

The interviews should be conducted in a manner that invites questions that can be scored in an equitable manner and that do not act, in any way, to discriminate a candidate in line with Bury Football Club's Equal Opportunities policies.

2.8 References

References shall be sought for all posts. Previous employers and referees shall be contacted, and transcripts, qualifications, publications and other certification or documentation shall be validated.

2.9 Reference Checking

Managers are to ensure that, where possible, a minimum of two reference checks are conducted prior to an offer of employment being extended to a applicant.

Details of the reference checks should be attached to the candidate's application for future reference.

2.10 New Starter Paperwork and Induction

The HR manager will prepare a written letter of offer for the successful candidate. The letter of offer and / or contract of employment will confirm the start date, salary (if any), position and the terms and conditions of employment pertaining to the new employee.

The successful candidate should be offered a contract of employment that has been produced by Bury Football Club at the time of the job offer. IT IS NOT ACCEPTABLE TO NEGOTIATE THE CONTRACT AFTER APPOINTMENT

Once the Operations Manager has received the candidate's signed letter of acceptance of offer, the Operations Manager is to notify all unsuccessful candidates. If an external recruitment agency has been used, the Manager is to notify the agency, who will notify the unsuccessful candidates.

The HR manager is responsible for liaising with the CEO to ensure that the necessary documentation, equipment and access privileges are prepared for the new employee.

The CEO / HR manager will meet with the successful applicant to complete an induction package with the new employee.

2.11 Records and Correspondence

All contact, regarding the position, is to be directed through reception, with all applications marked "Confidential" and posted to the CEO.

Letters / emails of acknowledgment should be posted to all applicants, prior to the short-listing of final suitable applicants. E-mails should be used, where available, in order to keep costs at a minimum.

Short-listed, but unsuccessful, applicants should be advised that their Resume will be retained by the Human Resources department for future reference, unless the applicant advises otherwise.

Applicants who do not meet the key selection criteria and are not suitable to be short-listed for an interview should be sent a written letter or, preferably, and email advising them that their application has been unsuccessful.

3.0 Quality Assurance

3.1 Induction Policy

This policy must be followed to ensure all new Bury Football Club employees or those who have transferred to a new role internally are made aware of the requirements of their role, policies and procedures, relevant legislation, expectations and any restrictions. All new employees should meet with each department as part of their induction.

The Aim of this Policy is to:

- Ensure all induction meetings are planned and scheduled in the new employees diary prior to their first day of employment, where possible and appropriate.
- Ensure all new employees meet, where possible and appropriate, with each department and area of the business within the first three months of employment.
- Ensure all employees are notified of new starts as soon as possible

This policy applies to all Bury Football Club employee's including permanent, contract and temporary staff. It also applies to new recruits and staff transferring into other departments.

Guidelines:

- Following selection of a new employee, the CEO / HR manager will complete the New Employee Checklist. The Operations Manager will send this form to CEO, who upon receiving this will issue the contract of employment.
- The line manager, of the new employee, will then arrange for the following; prior to the new employee's first day: IT Service / Equipment request, Arrange access to relevant systems (E-Mail, Views, etc.), Order branded clothing / kit (where appropriate), Schedule induction meetings to address the induction needs of the new starter, for their first day, week, month and quarter of employment.

- On new employee's first day, the Line Manager or Operations Manager will: Go through the Induction checklist, Issue any IT equipment, Issue mobile phone (where applicable), Issue branded clothing / kit, Issue any other work equipment as required, Arrange a date for setting objectives and initial performance review, Issue Bury Football Club staff ID badge, Issue access fob and keys (where applicable).
- On completion of site induction, the Line Manager and the employee will sign the checklist and any outstanding documentation and return to the CEO / HR manager for recording purposes.

Key Responsibilities in this process;

Line Managers are responsible for ensuring all new starters receive a full induction.

The Operations Manager is responsible for ensuring induction records are regularly maintained and all relevant paperwork is complete. The CEO / HR manager is responsible for co-ordinating with the Operations Manager with regards to new starters and contract issuing.

3.2 Staff Development

With policies, procedures and best practice continuously changing we, as Bury Football Club, are aware that staff will continually need to undergo development. As a minimum requirement staff will need to maintain the following;

- Annually: To re-read and update knowledge on any changes to policy and procedure within Bury Football Club and also to attend on courses for CPD or any extra courses, as required, a year.
- Every 3 years: Child protection, First Aid and to successfully pass a DaBS check. These are minimum industry requirements and are to be renewed at the expense of the employee.
- As required: Should there be any change to a employees job role or position they should receive the appropriate training and are expected to attain the appropriate qualification needed

4.0 Interview

The purpose of an interview is to provide and obtain information that will assist in making a decision about a candidate's suitability.

Whilst each interviewer will develop their own interviewing styles, there are a number of essential characteristics of an interview that must be present in all interviews.

Prior to conducting the interview

Review the candidate's resume before commencing the interview. This will help you feel more comfortable when the candidate arrives.

Review the similarities or differences in qualifications relating to the performance factors of the job, including:

- Education or basic paper qualifications for the job;
- Related work experience and areas of specialization;
- Additional experience (such as special interests or volunteer activities) in which the candidate might have developed skills related to the position.

Conducting the Interview

Asking questions is an important part of the interviewer's role; it is not, however, their only responsibility. A good interviewer should also:

- Reduce communication barriers;
- Maintain control of the interview;
- Ensure that the candidate reveals what the interviewer wants to know, not simply what the candidate wants to tell;

and

- Create a friendly, conversational atmosphere.

Having the candidate respond to questions and prompts will encourage them to do most of the talking whilst the interviewer ensures that all relevant topics are covered. The interviewer may be required to ask a question a second time by re-phrasing it or by returning to a particular topic at a later point in the interview.

While each interviewer develops a particular style, the following steps provide a useful guide to the structure of an interview.

Step 1: Set the Stage

It's important to create an interviewing environment that allows a candidate to relax and put their best foot forward. An interviewer will be able to gain more information in a comfortable setting and the candidate will be left with a favourable impression of the organization.

- Make arrangements for a private meeting room in which to conduct the interview.
- Do not allow interruptions (e.g. telephone calls etc.).
- Interviews are more comfortable if conducted in an informal "around the table" setting rather than across a desk, particularly when more than one interviewer is involved. Position the candidate so that they can comfortably direct conversation to anyone in the room.
- Introduce yourself and all members of the interview panel to the candidate (the panel members may prefer to introduce themselves).
- Body language should be relaxed and open.
- Be friendly and courteous throughout the interview. The tone should be like a slightly structured conversation.
- Sometimes, it helps to begin by entering into a general conversation, for example talking about the organization and then asking the applicant to give a summary of their background.

Step 2: Outline the Agenda

Outline for the candidate the structure that the interview will take. This will help them to relax and will put the interviewer in control of what is to follow.

- Identify areas to be covered (e.g. the duties and responsibilities involved in the job; the candidate's education and experience and how they relate to the position; the use of hypothetical situations).
- Suggest the length of time that the interview is expected to take, and any additional time that might be required to be spent touring the work site etc.
- Provide the candidate with a description of the duties and responsibilities of the job and an overview of the workings of the organization.
- Avoid confusing or overly technical language. Don't oversell the job or mislead the candidate about the actual duties and responsibilities involved or the future growth expectations of the position.
- Advise the candidate that there will be an opportunity later in the interview for them to ask questions or add information that may not yet have been covered.

Step 3: Gather Information

Following core questions will provide structure and should take up most of the interview time; however, some flexibility is necessary to allow for follow-up questions and for questions that will arise out of each candidate's documentation. This helps to create a comfortable, relaxed tone.

Listen for evidence of both positive and negative behaviour and focus on one specific performance factor at a time. Analyze

how well those behaviours and skills would carry over to the position.

The interviewing process may take some time to master, but it can be extremely effective. Probing is particularly necessary when there are gaps in the candidate's life / work history, when inconsistencies appear or when the candidate changes the subject or is evasive.

Step 4: Welcome added information and answer questions

In the later stages of the interview, the candidate may have specific questions about the job, department or the organization itself. A detailed discussion should be reserved until this point, so that the candidate won't simply tailor their answers to suit the position. This is a good time to probe for more detailed information, such as:

- "Now that I've described the job, do you have any relevant skills that we haven't yet heard about?"

Thank the candidate for coming to the interview and explain the time frame for decision-making and what the next step in the process will be.