

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. Our recruitment process will be:
 - A fair, transparent, structured and consistently applied process across the organisation in accordance with the Equality and Diversity Policy.
 - Applied to ensure the selection of the most suitable person for the job in respect of skills, experience and qualifications.
 - Designed to create a positive experience for all applicants which is supported by our values (teamwork, inclusion, ambition & excellence), leaving those involved with a positive image of Tennis Scotland.

2. Qualification

This policy shall be applied consistently in relation to all employees regardless of age, disability, gender reassignment, marriage and civil partnership status, pregnancy and maternity, race, religion, sex or sexual orientation.

3. Principles

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.

- All employees are required to comply with the requirements of Tennis Scotland Equal Opportunities 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.
- In order for us to monitor the effectiveness of the Recruitment and Tennis Scotland Equal Opportunities 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.
- All Managers are required to obtain prior approval before proceeding with any recruitment.
- All recruitment will be supported by Corporate Services in partnership with the Executive. Any questions on this process should be directed to Corporate Services.

4. Secondments

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

5. The Recruiting Panel

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.

6. Job Description and Person Specification

Before initiating the recruitment process, the hiring manager should produce a detailed job description and job specification. This will highlight the skills and experience required for effective performance of the role. The job description and job specification should be sent to Corporate Services.

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 HOO) 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
 - sportscotland – www.sportscotland.org.uk
 - UK Sport – www.uksport.gov.uk
 - Other equality partner's websites
- 7.2. All applicants are required to send a CV and cover letter to Tennis Scotland to be considered for a vacancy. Where the recruitment is internal only, a CV will also be required.
- 7.3. All applications for roles that are deemed to be Regulated Work must be accompanied by a Tennis Scotland Self Declaration form (Appendix 1)

8. Shortlisting

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.
 - Ask candidates when inviting them to an interview whether they require any reasonable adjustments at the interview.
 - Be flexible where necessary on interview times.

- Agree the set questions to be covered in the interview.
- Identify any areas on the application that need further exploration or clarification, for example, where it is not obvious from the candidate's application 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.

- Use the same questioning format with each candidate.
- 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.
- 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.
- Try to keep questions open. Remember – the candidate should be talking for 80% of the interview and the interviewer(s) for 20%!
- Have a timeframe and keep to it.
- Ensure accurate notes are taken of the answers to each question. Be aware that under the provisions of the Data Protection Act 2018 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.

- Ensure all notes taken during the interview are complete and accurate.
- The hiring Manager must complete the assessment form confirming their reasons for appointing or not appointing a particular candidate.
- 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.
- All responses for unsuccessful candidates must be prepared in advance and address the criteria and competencies required to successfully fulfil the role.
- Original copies of the interview documents completed by the recruiting panel must be forwarded to Corporate Services.

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.

- 9.4.1. 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

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 Corporate Services.

Candidates that are offered roles that are deemed to be Regulated Work must also complete a Disclosure Scotland PVG Check.

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 Corporate Services. This includes the following documents:
- The application forms and any supporting documents submitted by each candidate;
 - Records of discussions between members of the selection panel including discussions relating to setting interview standards;
 - Notes taken during interviews; and 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 eligibility to work in the UK.

This may be a passport or national identity card;

 - 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;
 - 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
 - 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 from the CEO.

16. Types of Engagement

16.1. 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.

16.2. Tennis Scotland Employee:

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

- Final Job description (to confirm pay level),
- Recruitment panel appointed,
- Date for advertising vacancy,
- Where the vacancy is to be advertised (e.g. social platforms etc),
- Closing date,
- Date by which the panel will be sent completed CVs,
- Date for completion of short listing by manager(s)/panel,
- Date by which candidates will be notified of interview arrangements by,
- Interviews date and venue,
- Details of any numeracy / literacy / skills selection tests – where applicable,
- Discussion topics chosen.
- The Marketing & Communications team will draft an advert based on the job description which will need to be approved.
- The hiring manager will then arrange for this to be put on the Tennis Scotland website plus the LTA, **sportscotland**, UK Sport and other equality partner's websites.
- All recruitment advertising and costs must be prior agreed by Head of Operations.
- On the closing date, the hiring manager will forward all received CVs and short listing documentation to the panel. The panel must notify the hiring manager of the shortlist on or before the date agreed.
- The hiring manager 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.
- All documentation, including shortlisting/interview notes, must be returned to the hiring manager.
- Once a successful candidate has been identified, the hiring manager will call them to make a verbal offer (to be agreed CEO) and follow up with a written offer and contract. The start date must be AT LEAST one week after the interview to ensure the hiring manager has enough time to receive paperwork back and start processing the necessary employment checks. NB: It is important that the hiring manager personally calls those candidates who were unsuccessful after interview.
- Please ensure that you return all interview notes to Corporate Services at the end of the process.
- Hiring manager plans induction with their new team member.

16.3. Agency Temp

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

16.4. Limited Company – Self Employed (or Sole Trader)

16.5. 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 Corporate Services for this, then the order of preference for dealing with a provision of services contract will be via an Agency; or a Limited company / a sole trader:

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

- Do they have to do the work personally rather than hire someone else to do it for them?
- Can you tell them at any time what to do or when and how to do it?
- 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.)
- Do they work set hours, or a given number of hours a week or month?
- Do they work at your premises or at a place or places you decide?
- Are they integrated into the management structure of your organisation, for example holding the title of “Manager” or “Director”?
- Do they receive company benefits such as health insurance and bonus?

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

- Do they have the final say in how the work is done?
- Do they risk their own money in the business?
- 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?
- 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?
- Do they have to correct unsatisfactory work in their own time and at their own expense?
- Do they determine their own working days and hours?

16.6. 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:

- Liaise with the CEO to gain approval to proceed with the contract. (Please note that the Head of Finance will be unable to process the relevant invoices unless approval has been given by the CEO.)
- Alternatively, in the case of more complicated arrangements contact the HR Specialist Resource (to be approved by Corporate Services) with the details and they will assist with drafting a suitable agreement.
- If the proposed arrangement does not satisfy the tests for self-employment please contact Corporate Services with regard to putting that person on the payroll via an employment contract.
- Once the consultancy agreement has been signed on behalf of both Tennis Scotland and the consultant you should keep a copy of the agreement on the TS Corporate System in line with our privacy policy.
- Before final payment and termination of the agreement ensure the services have been delivered as agreed.

Additional Factors to Consider:

- 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).
- Provide own equipment - A consultant should provide their own equipment and be responsible for maintaining such equipment unless otherwise agreed with Tennis Scotland.
- 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.
- 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. staff handbook and work place inductions.
- Low responsibility for Tennis Scotland employees - The degree of responsibility given to a consultant in Tennis Scotland should be monitored. The consultant is accountable only for their own work.
- High levels of control/responsibility for services – The consultant should have a high level of control over how and when they provide the services.
- 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 unless agreed with Tennis Scotland in advance of any planned training.
- 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.
- 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.

- Not open-ended contract – the consultancy agreement should contain specific outputs and/or services to be delivered within an agreed timeframe.
- 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.
- Tax & NI – A consultant is self-employed so they are responsible for dealing with their own tax and NI.
- 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.
- 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).
- 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.
- Consider putting the position to tender so that the position is advertised and an open application process takes place on a regular basis.
- For further queries, please refer to Corporate Services.

Appendix 1

Appointment to roles involving Regulated Work

These are roles that involve supervising or managing children as part of normal and regular duties.

It is the policy of Tennis Scotland that anyone applying for a position, paid or voluntary, is required to complete a self-declaration form as part of the recruitment process. If your role at Tennis Scotland is deemed to be doing 'regulated work with children or vulnerable adults' you will also be required to become a Protection of Vulnerable Groups (PVG) Scheme member.

Under the Rehabilitation of Offenders Act 1974 (Exclusions and Exceptions) (Scotland) Amendment (No. 2) Order 2022 applicants are required to disclose any unspent convictions or cautions and any spent convictions for offences included in Schedule A1 '*Offences which must always be disclosed*'. Applicants are not required to disclose spent convictions for offences included in schedule B1 '*Offences which are to be disclosed subject to rules*' until such time as they are included in a higher-level disclosure issued by Disclosure Scotland.

Details of Schedule A1 Offences can be found at:

<http://www.disclosurescotland.co.uk/news/documents/UKSCOffencesThatWillAlwaysBeDisclosedv1website10September2015.pdf>

Details of Schedule B1 Offences can be found at:

<http://www.disclosurescotland.co.uk/about/documents/UKSCOffencesThatWillBeDisclosedSubjectToRulesv1website10September2015.pdf>

At interview, or under separate discussion, Tennis Scotland will undertake to ensure an open and measured discussion on the subject of any offences or other matters that might be considered relevant for the position concerned. Failure to reveal information that is directly relevant to the position sought could lead to withdrawal of an offer of employment. Failure to disclose relevant offences which later come to light will result in employment being terminated without notice.

Tennis Scotland undertakes to discuss any matter revealed in a Disclosure with the subject of that Disclosure before withdrawing a conditional offer of employment.

Tennis Scotland will ensure that all those in the organisation who are involved in the recruitment process have been suitably trained to identify and assess the relevance and circumstances of offences. Tennis Scotland also ensures these individuals have received appropriate guidance and training in the relevant legislation relating to employment of ex-offenders (e.g. the Rehabilitation of Offenders Act 1974).

Tennis Scotland undertakes to make every subject of a Disclosure aware of the existence of the Disclosure Policy and to make a copy available on request.