



Recruitment Policy

Oct 2020

Effective recruitment and selection is central and crucial to the successful functioning of the Royal Yachting Association. It depends on finding people with the necessary skills, expertise and qualifications to deliver the Association's strategic objectives and the ability to make a positive contribution to the values and aims of the RYA.

Within the RYA, line managers are responsible for recruitment in conjunction with the HR Advisor. A manager who wishes to recruit someone must first obtain approval from their departmental manager and the CEO. Where recruitment is planned to fill a vacancy created by a leaver, approval will normally be granted automatically. If, however, the manager wishes to upgrade a post, or create a new post, justification for this must be presented before any recruitment activity commences.

The purpose of this policy is to ensure the RYA always engages in recruitment practices which are equitable, inclusive, accessible and fair to all, and encourages diversity within the workforce.

To ensure that this policy is operating effectively, and to identify groups that may be underrepresented or disadvantaged in our organisation, we monitor applicants' ethnic group, gender, disability, sexual orientation, religion and age as part of the recruitment process. Provision of this information is voluntary, and it will not adversely affect an individual's chances of recruitment or any other decision relating to their employment. The information is removed from applications before shortlisting and kept in an anonymised format solely for the purposes stated in this policy. Analysing this data helps us take appropriate steps to avoid discrimination and improve equality and diversity.

Policy Statement

It is the intention of the RYA to ensure all recruitment needs are handled in a fair and consistent manner and therefore the following principles will apply:

- (a) All vacancies will be open to applications from internal candidates, with employees receiving a notification of when a new vacancy arises.
- (b) Existing employees are encouraged to apply for vacant posts if they have the appropriate qualifications, experience and skills.
- (c) The Association always aims to recruit the person who is most suited to the job in question. Recruitment will be solely on the basis of the applicant's abilities and individual merit as measured against the criteria for the job that avoid discrimination. Qualifications, experience and skills will be assessed at the level that is relevant to the role;
- (d) Unsuccessful candidates will always be notified of the outcome of their application or interview in a prompt and timely manner.
- (e) The RYA believes that everyone has the right to apply for and gain employment within an organisation which actively promotes equality of opportunity, and provides a culture free from discrimination, harassment and victimisation.
- (f) The RYA is a Disability Confident employer and will take positive action where required to promote opportunities to all communities.



Commitment to Diversity

The RYA considers diversity to be about recognising, respecting and valuing different experiences, perceptions, cultures, lifestyles and approaches based on membership to groups who share protected characteristics (including race; ethnicity; religion, faith or belief; sex; gender identity; sexual orientation; impairment; marital status; parental status; age; political affiliation; and first language).

The RYA values diversity because it enables high-quality discussion, planning, development and practice; and is committed to creating diversity in its workforce, leadership team (including Board), and membership in order to grow its successes as a creative, innovative, dynamic and inclusive organisation.

Disability

If you have an impairment or acquire an impairment whilst employed by the RYA, we encourage you to tell us about this so we can support you as appropriate.

If you experience challenges at work because of an impairment, you may wish to contact your line manager or the HR Advisor to discuss any reasonable adjustments that would help overcome or minimise these challenges. Your line manager may wish to consult with you and your medical adviser(s) about possible adjustments.

Recruitment Process

Before any recruitment process commences, the line manager must ensure there is an up to date job description for the post and a clear person specification. The job description will describe the main purpose of the role, the post holder's accountabilities and provide some context as to how the role fits into the wider RYA. The person specification will describe the level of knowledge, skills, experience, qualifications and values/qualities required for the effective performance of the role.

The line manager and HR Advisor will discuss and agree the final version of the job description and person specification before the vacancy is published. They will also discuss the appropriate methods of advertisement.

Once published, initial enquiries and the receipt of applications will be handled by the HR Advisor. All candidates will be required to complete an application form and equality monitoring form. Equality monitoring forms are anonymous and are used only by the HR Advisor for recording purposes only. All applications will then be sent to the line manager for shortlisting once the closing date has been reached.

All stages of the recruitment process will be handled in a safe, diverse, equitable and professional manner.

Interview Process

Managers responsible for the interviewing and recommendation of appointment will be clearly informed of the selection criteria and the need for consistency. They will discuss appropriate questions with the HR Advisor in advance of the interviews taking place. Questions will be created in line with the selection criteria and will not in any way be discriminatory or



unnecessarily intrusive. The interview will focus solely on the needs of the job and the skills needed to perform it effectively. Where it is necessary to assess whether personal circumstances will affect the performance of the job (for example, if the job involves irregular hours or extensive travel) this will be discussed objectively and will be asked equally of all candidates.

When selecting the interview panel consideration should be made to those best placed to sit on the panel. Consideration should be given towards any potential prejudice or unfavourable treatment to any of the candidates being selected for interview. The interview panel may at times include an external party which for example could include, the chair/member of a relevant committee or an appropriate person from an external body who may be wholly or partially responsible for the funding of that position. In most cases, the HR Advisor will also sit on the interview panel.

It may also be deemed appropriate to conduct a form of assessment either prior to or on the date of interview, whether that be psychometric testing and/or technical testing. The type of assessment to be carried out will vary depending upon the role.

A record of every recruitment interview must be made and passed to the HR Advisor who will retain all recruitment records for a period of 12 months.

Offer of Employment

Offers of employment will normally be made by the HR Advisor after discussion with the line manager. An offer should not be made to any candidate before it has been discussed with the HR Advisor and/or the proposed salary has been approved by the Finance Director.

Verbal offers of employment will be followed up with a formal offer letter and a Statement of Terms and Conditions of Employment, outlining the full terms of which the post is offered.

All offers of employment are subject to receipt of; eligibility to work in the UK; evidence of qualification(s) required for the role; satisfactory references; and a satisfactory new entrant health assessment. In the case of posts involving work with children and vulnerable adults an Enhanced Disclosure and Barring Service (DBS) check (AccessNI Disclosure for Northern Ireland, or PVG Scheme Membership for Scotland) will also be necessary.

If any of these conditions fail to be met to a satisfactory standard the offer may be withdrawn and employment terminated with immediate effect, Payment in Lieu of Notice will be made.

Equal Opportunities

The RYA is committed to applying its equal opportunities policy and eliminating any unlawful discrimination at all stages of the recruitment and selection process. We endeavour to ensure all applicants are treated fairly and on an equal basis, irrespective of sex, age, disability, race, religion or belief, sexual orientation, pregnancy and maternity, marriage and civil partnership, gender reassignment or social status. No applicants will be placed at a disadvantage unjustifiably by requirements or conditions which have a disproportionately adverse effect on a particular group. The recruitment and selection process must result in the selection of the most suitable person for the job based on skills, experience and qualifications.



As an employer committed to the principle of opportunity, the Association will adhere to the following principles for recruiting and selecting individuals for all positions:

Advertising

- Job advertisements will be widely publicised so as to encourage applications from all suitably qualified and experienced persons. In order to attract applications from all sections of the community, the Association will endeavour to ensure that advertisements are not restricted to areas or publications which would exclude or disproportionately reduce applications from a particular gender, religion, age group or racial group and should avoid prescribing requirements as to marital status or age.
- All job advertisements placed by the Association will state the Association's commitment to equality of opportunity.
- Advertisements will not stereotype or use wording that may discourage particular groups from applying. They will include a short policy statement on equal opportunities and a copy of this policy will be made available on request.

Interview Process

- Job applicants should not be asked about health or impairment/disability before a job offer is made. There are limited exceptions to this, for example:
 - Questions necessary to establish if an applicant can perform an intrinsic part of the job (subject to any reasonable adjustments).
 - Questions to establish if an applicant is fit to attend an assessment or any reasonable adjustments that may be needed at interview or assessment.
 - Taking positive action to recruit disabled persons.
 - Equal opportunities monitoring (which will not form part of the decision-making process).
- Job applicants will not be asked questions which might suggest an intention to discriminate on grounds of a Protected Characteristic. Applicants will not be asked about matters concerning, age, race, religion or belief, sexual orientation, or gender reassignment without the approval of the HR Advisor (who should first consider whether such matters are relevant and may lawfully be considered).
- Any modifications to the interview process will be made at the discretion of the RYA, in line with the RYA's Equality Policy, equal opportunities and in conjunction with the applicant.

Selection Process

The selection process will be carried out consistently for all jobs at all levels within the Association. Selection criteria for all positions will be clearly defined and reflected in the person specification and those that would have an effect of inhibiting applications from members of particular groups, such as those of one sex for example, will not be demanded or imposed except where they are justifiable in terms of the job being done.

As part of the selection process all applications will be anonymised prior to the line manager shortlisting for interview to assist in preventing any potential unconscious bias.

Disability Confident Scheme

The RYA is a member of the Disability Confident Scheme and is committed to equality of opportunity. In this regard we encourage applications from those with a disability and commit



to not excluding anyone with a disability from a recruitment process unless it is clear that the candidate is unable to perform a duty that is intrinsic to the role, having taken into account reasonable adjustments. Reasonable adjustments to the recruitment process can be made to ensure that no applicant is disadvantaged because of their disability.

Recruitment of Ex-Offenders

As an Association assessing applicants' suitability for positions which are included in the Rehabilitation of Offenders Act 1974 (Exceptions) Order using criminal record checks processed through the Disclosure and Barring Service (DBS), the RYA complies fully with the [code of practice](#). We undertake to treat all applicants for positions fairly and not to discriminate unfairly on the basis of a conviction or other information revealed. The RYA actively promotes equality of opportunity for all with the right mix of talent, skills and potential, and welcomes applications from a wide range of candidates, including those with criminal records. All candidates for interview are assessed based on their skills, qualifications and experience.

We only ask an individual to provide details of convictions and cautions that RYA is legally entitled to know about and that are not protected. A DBS certificate at either standard or enhanced level can legally be requested when the position is one that is included in the Rehabilitation of Offenders Act 1974 (Exceptions) Order 1975 as amended, and where appropriate Police Act Regulations as amended.

An application for a criminal record check is only submitted to the DBS after a thorough risk assessment has indicated that one is both proportionate and relevant to the position concerned. For those positions where a criminal record check is identified as necessary, all application forms and job adverts will contain a statement that an application for a DBS certificate will be required in the event of the individual being offered the position.

If an applicant has a conviction that is not spent, and if the nature of the offence is relevant to the job for which they have applied, the Association will review the individual circumstances of the case and may, at its discretion, decline to select the individual for employment.

This policy is made available to all applicants at the start of the recruitment process, at their request.

Once an individual is recruited, any information about their criminal record gathered in the course of the vetting process will not be transferred to their personnel file.

Personal Data

The Association processes personal data collected during the recruitment process in accordance with its General Data Protection Regulations policy (see section 1.5). In particular, data collected as part of the recruitment process is held securely and accessed by, and disclosed to, individuals only for the purposes of managing the recruitment exercise effectively to decide whom to offer the role to.

Inappropriate access or disclosure of job applicant data constitutes a data breach and should be reported in accordance with the Association's General Data Protection Regulations policy



immediately. It may also constitute a disciplinary offence, which would be dealt with under the Association's Disciplinary Procedure (see section 3.2). This includes any information relating to an individual's criminal record.

Job Descriptions

An up to date job description should be maintained for every position. Job descriptions for new positions or vacancies will be reviewed by the departmental manager, in consultation with the HR Advisor, prior to recruitment.

The job description for a new position should be revalidated after the person appointed has been in post for six months. Subsequently job descriptions should be reviewed, and if necessary updated, at the time of the end of year appraisal.

A job description should state what the RYA requires from that position, not what the individual post holder is capable of delivering.