



## Recruitment, Selection and Employment Policy

Cheshire Gymnastics is a Safe, Friendly and Professional Organisation that strives for excellence across all aspects of its activities including delivery, administration and strategic development.

The club is equitable, free from discrimination and works hard to provide every team member a positive place to thrive.

We recognise the strengths that each team member offers and seek to support areas of development with an open mind.

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### 1. Cheshire Gymnastics Mission, Vision and Values

Cheshire Gymnastics aspires initially to be the largest Gymnastics and Trampolining club in the North West providing a bespoke facility across a range of disciplines and or complimentary sports and health related activities with satellite and micro-satellite venues feeding in from a range of rural and small town venues.

Cheshire Gymnastics will provide high quality recreational Gymnastic, Trampolining and Dance classes throughout Cheshire that guarantees a safe, friendly and professional environment for all club members including gymnasts, parents and all team members. The increase in wider community benefits from this provision using strategic partnerships to help engage more communities through for example; links with schools, leisure centres, local parishes and other community based organisations.

Cheshire Gymnastics is setting new standards in its approach to Gymnastics, Trampolining and Dance across all our local communities. We are proud to guarantee every member a really fantastic experience that goes beyond the sport and encompasses the overall development of children, teenagers or adults. One of our unique areas at the club is that nobody is invisible here – everybody is known by their first name and every effort is made to feedback and motivate within every session.

Unlike many clubs, our highest qualified and most experienced coaches spend time with our newcomers, helping to shape their fundamental skills giving them the best possible start in the sport.

The club provides the North West and specifically Cheshire with a bespoke State of the Art Performance Centre at Moss Farm, Northwich. This also includes satellite venues initially across East and West Cheshire and involve all types of Gymnastics, Trampolining and Dance specialisms including Disability Gymnastics and community health based initiatives.

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### 2. Policy Statements and Commitment

Cheshire Gymnastics values the knowledge and skills brought to the organisation by all the individuals employed by it.

Cheshire Gymnastics is committed to:

- Operating a fair, open and transparent recruitment, selection and employment process.
- Providing a fair, supportive and discriminatory-free environment for team members
- Creating an environment where all staff, customers, suppliers and partners are treated professionally, valued for who they are and the contribution they make to the organisation

The successful implementation of this Recruitment, Selection and Employment Policy is dependent upon the integration into other policies and procedures and ensuring good practice is threaded throughout the management of the organisation and its full programme of activities.

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### 3. Goals and Objectives

Cheshire Gymnastics has set a range of high-level Strategic Objectives and all operational plans and policies are aligned to these outcomes:

- Increased and sustained participation, including the continuing provision of an accessible low cost scholarship scheme (5% of member base)
- Attract and develop high quality team members who can deliver high quality services from the local areas.
- Confirm a long-term, high quality accommodation strategy including the provision of safe equipment that compliments the organisations' growth strategy
- Develop a local employment opportunities pathway and sports training/education facility
- Deliver a continuous quality improvement culture within the organisation
- Develop and embed a continual engagement strategy for members, team members, partners and the wider communities within which we serve.

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### 4. To Whom the Policy Applies

This policy applies to all team members who are contracted on an employed or self-employed basis at Cheshire Gymnastics

### 5. Responsibilities

All team members including the Directors of Cheshire Gymnastics are fully committed to the implementation of this policy. They will:

- Demonstrate a commitment to the policy
- Ensure all recruitment, selection and employment processes identified in this policy are implemented.

### The Executive Directors

- All monitoring and reviewing of this policy and associated processes and guidelines

### Directors

- Ensuring appropriate structures and procedures are in place to implement the policy
- Taking appropriate measures to ensure procedures set out in this policy are followed for every recruitment, selection and employment opportunity
- Ensuring line managers and others know and understand their responsibilities
- Ensuring that appropriate information is available in the organisation so that new staff can be briefed in the policy and trained in its implementation.

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### **5. Responsibilities continued** **Senior Managers**

- Ensure the terms of this policy are adhered to and that all team members, particularly those with managerial and supervisory policy and in the management of diversity
- Ensure that the terms of this policy are effectively integrated with the Equality and Diversity Policy and that their decisions in recruitment, promotion, transfer and training do not discriminate unlawfully against members of staff, job applicants or any other stakeholder
- Promote the policy, making all members of staff, job applicants, and other stakeholders aware of the policy
- Monitor the policy and make appropriate changes as a result
- Continuously review procedures and, where necessary, make changes as a result
- Collection and analysis of monitoring information

### **Staff**

- It is mandatory for staff to follow the processes as articulated in this policy

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### 6. Legislative Frameworks and National Context

This policy has been developed within the framework of existing recruitment and employment legislation for England and Wales. The commitment to continual evaluation will ensure that all new or anticipated legislation will be reviewed and incorporated within the policy as appropriate. The policy will be formally reviewed every two years unless legislation or other proposed changes have amended it in the meantime.

### 7. Monitoring and Review

Cheshire Gymnastics is a best practice organisation. As a club that specialises in participation, engagement and continuing professional development Cheshire Gymnastics' core business and values are concerned with recognising diversity as well as ensuring best practice in all areas of delivery. In doing so, Cheshire Gymnastics always recognizes the need to take positive action where necessary.

Cheshire Gymnastics monitors the delivery of its activities through various means:

- Aligning to and continuously improving the Business Plan
- Specific qualitative evaluation
- Performance indicator information
- Team and partner review meetings
- Quarterly Director meetings
- CPD investment, programming and delivery
- Internal and external reporting
- Policy Review

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### 8. Recruitment, Selection and Employment Procedures

#### Advertising of Posts

All posts will be advertised through all available networks appropriate to the post and where budget allows. This should be supplemented wherever possible by distribution in special interest publications eg. Ethnic / disability / gymnastics / sport press. Beyond this, job advertisements may be circulated to organisations and individuals who may be interested.

#### Applications

All enquirers will be sent the same information to include:

- Application Form
- Equal Opportunities Monitoring Form
- Cheshire Gymnastics Organisation Overview
- Job Description and Person Specification, clearly showing essential and desirable criteria for the post
- Other materials relevant to the post

All enquiries will be dealt with in strict confidence

All applications will be filed, unread, with Equal Opportunities Monitoring Forms filed separately, until the closing date.

#### Recruitment Working Party and Interview Panel

The Working Party will be made up of the owners and at least one other appropriate staff member.

#### Short-Listing / Interview / Selection

Shortlisting is done anonymously where all candidates names and contact

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details are removed. Short-listing will be done by the interview panel as soon after the closing date for applications as possible. The number of applicants to be short-listed may be agreed before reading the applications. Applicants will be short-listed if their application shows evidence that they meet all essential criteria in the job description. In order to reduce or increase the number of applicants the panel may then consider the application in relation to the job description's desirable criteria.

Candidates on the short list will be notified by email, of the interview dates and procedures.

Interviews for Coaches will be in two parts, with an observed practical session followed by the formal interview. The formal interview will be conducted by the Working Party (panel). Beyond this, candidates may also have the opportunity of meeting other members of staff though this constitutes no formal part of the interview and is only for the benefit of the candidates.

Assessment of candidates' practical session will relate directly to the job description and the skills relevant to the post.

During the formal interview, the same set of questions will be asked of each candidate. These will be agreed by the panel prior to the commencement of the interviews and will relate directly to the essential and desirable criteria as per the Job Description. Candidates' responses will be recorded by each member of the panel.

After all formal interviews are completed, the panel will make its' selection based on the candidates suitability for the post as described in the job description. If, after discussion, no consensus is reached, the decision may be taken to the vote. The panel may choose to nominate second and third choices in case the successful candidate does not accept the post offered.

The successful candidate will be offered the post as soon as possible after the interview. Other candidates will be notified of the decision once the post has been accepted.

All candidates interviewed, will be notified of the opportunity of a debriefing. One member of the panel will be chosen to conduct this. The debriefing will focus upon the assessments made during the decision-making process.

The successful candidate will be issued with a contract - detail of terms and conditions to be agreed by the Directors prior to advertisement.

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### Training and Retaining Staff

Cheshire Gymnastics values its own staff and therefore ensures that all members of staff have opportunity for personal and professional development within the organisation.

Cheshire Gymnastics management culture is 'participative'. It insists all staff are responsible for the successful delivery of their own job description and time management, including use of the Time Off In Lieu system. It further insists that all members of staff fully understand and contribute to the key decisions the organisation faces and its future direction. These are supported

through team meetings, line management and an annual retreat.

Cheshire Dance is a specialist training provider. It encourages staff to access its training programmes as much as possible. It also has a limited training budget held centrally, which is available to all staff to access training outside the organisation. Where possible funds can also be raised to meet specific training needs and to access conferences and seminars around the country and indeed, outside the UK. Continuing Professional Development is strongly supported by Line Managers and the whole organisation.

### Promotion

Cheshire Gymnastics values its own staff and therefore ensures that all members of staff have opportunity for career progression within the organisation.

When a position becomes available the Managing Director will be given the opportunity to initially advertise that opportunity internally or to approach a specific member of staff with the opportunity. Should more than one individual show interest in that position then an application process will be initiated as identified previously. In the case of an approach to an individual, that member of staff will be invited to discuss the opportunity with the recruitment panel, where the job description, terms and conditions will be discussed.

Promotion opportunities will be only be offered to permanent members of staff.

### Appraisal / assessment

Every member of staff is entitled to regular line management meetings, to be

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set at an interval agreed with both the post holder and line manager.

In addition 'appraisals' will be based on the Liz Lermann model whereby the post-holder leads on the process of gaining feedback through devising a set of questions which are answered honestly and openly by their line manager. This is followed by questions for the post holder from the line manager to illicit further reflection and development.

### Pay & Benefits

Pay and Benefits are set by the board and are updated through employee terms and conditions of employment or freelancers contracts.

All permanent staff can benefit from Cost-of Living increases to be implemented annually but are subject to Directors decision. It is the intention of the Directors to ensure all staff members are paid at competitive levels based on benchmarking data with industry comparators.

### Terms and conditions of employment

Each employee on appointment will receive an employment contract with the terms and conditions of that employment attached. The employee will sign both copies, they will keep one copy for their own records and return one copy to the organisation. Proposed changes to terms and conditions of employment will be discussed with the affected employees prior to any changes being implemented. Employees will be given the statutory notice period for any changes to terms and conditions.

### Grievance

It is the intention of Cheshire Gymnastics that the working environment for all of its employees be conducive to an enjoyable and challenging ethos. It is further recognised that from time to time this ethos can be damaged. It is for the purpose of ensuring fair play in the workplace that this grievance procedure has been formulated.

In the event of a staff member feeling that they have been unfairly treated they have the right to carry out the following procedure:

1. Inform the Line Manager of the grievance and if appropriate have an informal discussion thereafter, or if informal discussion is not appropriate request an appointment with the Director and a member of the board.

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2. Confirm the nature of the grievance in writing to the Managing Director who will arrange for a meeting to take place within 14 days of the receipt of the written confirmation.
3. At the meeting the employee is entitled to be accompanied by a Trade Union representative, fellow employee or representative of their choice.
4. The outcome of this will be confirmed in writing to the employee.
5. If the employee is not satisfied with the process there is a right of appeal to the Directors through the Chair and any appeal will be considered by the Director and a representative of the Directors not involved in the original meeting. If it is inappropriate that the Director hear the appeal then consideration will be given by two members of the Board. The employee is entitled to be accompanied at the appeal meeting as at (3) above.
6. The outcome of any appeal is final and will be confirmed in writing.

## Disciplinary & Dismissal Procedure

Any allegations of misconduct or breach of this procedure will be given to the employee in writing. It is the responsibility of every employee to carry out all reasonable and lawful requests of their Line Manager.

In the event of a failure to respond to such a request the employee could be subject to disciplinary action being taken against them in the following form:

A hearing with the Director and Managing Director. If the hearing considers, having heard all the representations, that disciplinary action is justified, the employee will be given a verbal warning. The employee will be given a date for review of the verbal warning at this stage and the Line Manager will be responsible for monitoring progress. Should there still be grounds for complaint the matter shall be referred to the Director through its Chair for a further hearing.

The employer shall be represented at the hearing by at least two representatives of its choice; save that neither of these representatives should have generated the complaint that is the subject of the disciplinary hearing. The employee maybe accompanied by a trade union representative or other individual of the employee's choice who may or may not be a full time official. This representative may not be a Director of Cheshire Gymnastics. If the panel considers, having heard all the representations, that further disciplinary action is justified, the employee will be given a first written warning.

This will contain written details of:

- i) the offence complained of

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- ii) the improvement required
- iii) the date of review of warning
- iv) which member of the company is charged with responsibility of monitoring progress and reporting to the Managing Director.

Should there be a recurrence of the behaviour complained of whilst that behaviour is still subject to written warning the employee may be issued with a second written warning after a further disciplinary hearing has been held. Should there be a further occurrence of this behaviour, dismissal will be contemplated.

No written warning shall exist for more than 12 months, after which time it shall be deemed to have lapsed and shall be removed from the employee's personal file.

### Misconduct

In cases of alleged misconduct the employer shall have the right to suspend the employee on full pay pending investigation. In such circumstances a disciplinary hearing with the Director and Managing Director constituted as above shall be convened within ten working days of suspension. If the Director and Managing Director having heard all the representations decide that gross misconduct has occurred, the employee may be liable to summary dismissal.

Instant suspension in order to investigate the situation is reserved for the following offences:

- Intoxication through alcohol or non-prescribed drugs at work
- Theft at work
- Physical violence at work
- Sexual & racial harassment
- Defamation/Reputational Damage

Note: This list is not exhaustive and suspension is not viewed as automatic dismissal.

Nothing in the above procedure precludes the giving of informal advisory warnings by the Line Manager. Such informal warnings shall constitute no part of the disciplinary procedure. An employee subject to disciplinary procedure and warning shall have the right to appeal using the above procedure.

In the event of instant dismissal the Chair must be consulted before this action is taken. If the Chair is not available a period of suspension on full pay is the

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action to be taken until such time as s/he can be consulted.

### **Redundancy**

Before any redundancy is agreed, there will be consultation with staff that might be affected

The employee will be entitled to such payment in the event of being made redundant as the relevant statute in force from time to time may require. In addition, the following payment will be made:

### **Redundancy continued**

*Beyond two years of service, one and a half weeks of pay for every completed year of employment with the organisation, up to a maximum of twelve weeks*

The notice period for redundancy is the same as for dismissal

For this purpose, payment means the current rate of full or part time pay.

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### Appendix A Self-Employment Recruitment

- Prospective Freelancer expresses an interest in joining Cheshire Gymnastics - enquiry should be sent to [laura@cheshiregymnastics.com](mailto:laura@cheshiregymnastics.com)
- Freelancer **sends in CV**
- Send out **Coaches Details Form**: Freelancer should complete this information questionnaire which includes qualifications and experience
- Directors **review** the form – if appropriate continue process below.
- **ESSENTIAL**: DBS, Safeguarding Training and First Aid, coaching practice which aligns with Cheshire Gymnastics values, experience of working with groups they identify, an education (formal or otherwise), a commitment to their on-going professional development
- **DESIRABLE**: Training in Ethics and Welfare (should be completed within first year of working with us), extensive experience of delivery with a wide variety of ages and abilities, attendance of British Gymnastics professional development workshops/events
- *However, new graduates/emerging coaches, depending on experience (ie. Have they done any coaching before or have they shadowed as part of their degree) may benefit from some shadowing before embarking on a self-employed contract.*
- **Observing the Coach**. An appropriate member of the Cheshire Gymnastics team should observe the coach in a suitable setting. There are two potential options outlined below. There must be time to sit down and have a chat with the team member before/after (an informal meeting so we can get to know each other and explain the Cheshire Gymnastics core Mission, Vision and Values)
  - New coach delivers in one of our existing sessions
  - Cheshire Gymnastics to observe one of their classes they currently teach at another location

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- Coach links via GymNet enabling Cheshire Gymnastics to see:
  - DBS
  - Safeguarding
  - Insurance
- Coach signs Code of Conduct, Safeguarding Policy and emails a copy of their highest coaching award and any other relevant award to [laura@cheshiregymnastics.com](mailto:laura@cheshiregymnastics.com)

### Appendix A

#### Self-Employment Recruitment continued

- Once both parties are happy with the way each other work and all documents listed above have been received, the self-employed worker can then be added to the club database and offered work when it comes up.

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