

Recruitment and Retention Policy

(adapted from Wavepower 2020/23, Section 2.2, page 44-46)

Introduction

It is the view of Reading Swimming Club (RSC) that it is critical that the most appropriate people are selected to play a role within the club, whether in a volunteer, coaching, teaching or official capacity and that they are given every opportunity to conduct their role successfully and to develop. RSC supports and promotes the Swim England Safe Recruitment Policy, developed in the interests of safeguarding children and documented in Wavepower 2020/23. This policy is designed to support the principles of the Swim England Safe Recruitment Policy and give clear guidance on the recruitment and retention of staff throughout the organisation. It is predicated on the understanding that all stages of the recruitment process are conducted in a fair and objective manner and in compliance with Swim England policy.

Role Descriptions/Selection Criteria

Role descriptions will be developed for all roles prior to commencing the recruitment process. They will include the ideal skills and experience required to conduct the role successfully. Selection criteria will also be developed, and care will be taken to ensure that they are genuinely required for the role and are not discriminatory in terms of race, gender, sexual orientation, religion or age.

Advertisements

The Management Committee will decide if the role is to be advertised internally, externally or both and all posts will be advertised for a minimum of two weeks; complying to current employment legislation.

Short Listing

Shortlisting of candidates will be carried out objectively based on the information contained in the application by a selection committee of a minimum of three people, to include the Chairperson and the Secretary. Other members of the Executive Committee will be included, dependent on the role and the relevant expertise of the committee member.

The interview panel shall consist of a minimum of three people from the management committee, to include the Chairperson, the Secretary and the Vice-Chairperson. Other Executive or Management committee members will be invited at the discretion of the Chairperson

Shortlisted candidates will be given a minimum of 7 working days' notice of the interview date

The Secretary will request one reference for those external candidates shortlisted who have indicated that their referee may be contacted and follow-up if these have not been received prior to interview.

Interview/Assessment

All interviewers should read the information sent to them before interviewing. The interview panel will meet before the interview and decide upon the role that each will take within it, and what questions to ask. All questions will be documented and the interview notes from each panel member will be retained. The notes from candidates that are subsequently rejected will be

destroyed after 6 months. All paperwork relating to successful candidates will be transferred to their personal file upon appointment.

Interview facilities will be selected that are conducive to a non-confrontational assessment and that are accessible to those attending, especially if a candidate has a declared special requirement.

It is the responsibility of the Chairperson to check that applicants have submitted appropriate documentation including copies of qualifications and DBS forms. Passports and utility bills may also be required for verification.

References

A minimum of two references will be taken up for every applicant (unless applying internally). Ideally one of these will be taken prior to interview but applicants' wishes will be taken as paramount in respect of time of take-up. No offer of employment will be made without two references having been received.

Informing Candidates of Outcomes

RSC will ensure that a member of the interview panel will verbally inform candidates of the outcomes of interviews and will offer more detailed verbal feedback. The successful candidate will be informed that their application is being taken to the next stage of the recruitment process.

Pre-commencement Administration

Appointees have the right to receive a written statement of their terms and conditions of employment usually prior to, but by law within 8 weeks of, commencement in post. The Secretary will make the necessary administrative arrangements to ensure that prior to the appointee's commencement with the Club, the appropriate formal offer and contract document will be issued.

Induction

Appointees will be properly inducted into the Club and facilities. This must be done in accordance with the Club's induction process

Retention of Staff and Volunteers

Retaining volunteers and staff is vital to the stable and effective management a successful swimming club. RSC believes it is critical to recognise and reward all those individuals who are involved and actively promote the success of the Club. The Club will endeavor to incorporate the following tools and techniques:

- A holistic and role-appropriate induction programme will be executed within the first 30 days of appointment, including policies and procedures, Codes of Conduct, introduction to other members of the workforce and performance expectations for 30, 60 and 90 days.
- Setting performance standards and committing to regular two-way review opportunities.
- Giving ownership for the performance of the role and support where necessary, including the identification of training and development opportunities
- Considering a mentor or buddy system to support entry into the organisation and ongoing development
- Establishing a role appropriate reward and recognition programme, including ad-hoc and opportunistic recognition (e.g. thank you cards, emails, mentions in newsletters) and more formal gestures (Annual 'volunteer' awards) and performance related incentives for paid employees.