



Recruitment and Selection Policy

Updated: June 2026

Next Review Due: 2028

1. INTRODUCTION

Weightlifting Wales' ability to recruit the best quality employees has a direct bearing on the achievement of our strategic goals and vision. There is a commitment to promoting excellence as the national governing body of Weightlifting for Wales through the recruitment of talented individuals and development of a skilled workforce. With this in mind, the organisation ensures that recruitment and selection processes are structured and robust in order to adhere to the best practices in safeguarding provision and equal opportunities. The Equality Act 2010 prohibits employers from discriminating against employees and job applicants on the basis of nine "protected characteristics", being:

- age
- disability
- race
- gender reassignment
- marriage and civil partnership
- pregnancy and maternity
- religion or belief
- sex, and
- sexual orientation.

It is important to remember that any applicant who applies for a position within Weightlifting Wales will form an image of the governing body during the recruitment process, whether or not they ultimately become an employee. For this reason, it is important that Weightlifting Wales ensures the highest standards in all recruitment activities. This policy sets out the key principles and guidelines which the organisation will follow to ensure that Weightlifting Wales follows a fair, consistent, equitable and transparent recruitment and selection process.

2. KEY PRINCIPLES

The recruitment and selection policy provides Weightlifting Wales with a set of recruitment and selection practices for the effective resourcing of employees in an efficient and fair manner. Thus, ensuring that all appointments to Weightlifting Wales will be made on merit. This policy takes into account current employment legislation and will be implemented in conjunction with Weightlifting Wales's Equality and Diversity Policy.

This policy applies to all those involved in the recruitment of all permanent, fixed term and temporary appointments, both full and part time, including casual contracts and volunteer appointments (such as non-executive board members).

Weightlifting Wales will provide job opportunities and recruitment processes that are:

- Fair, consistent and equitable.
- Non-discriminatory;
- Confidential of applicant information;
- Conforming with all statutory regulations and agreed best practice.

Adherence to this policy will ensure that Weightlifting Wales consistently follows what is recognised as good practice, giving us the best chance of recruiting a high-quality workforce. To ensure that these policy aims are achieved, all appointing employment sub-committee members will have a copy of this document and follow the processes of this policy.

3. LEGAL REQUIREMENTS

Weightlifting Wales' recruitment and selection Policy is designed to cover its general approach to recruitment and selection. This policy is designed to assist recruitment and selection of the

best candidate for a vacancy. In doing so, it also enables the following to be taken account of:

- Employment Rights Act 1996.
- Weightlifting Wales' Equality and Diversity Policy.
- Legislation, including the Equality Act 2010, and the General Data Protection Regulations.
- Advice on good practice from the Equality and Human Rights Commission, and the Advisory, Conciliation and Arbitration Service (ACAS).
- Requirements for compliance with UK Immigration legislation.
- Safeguarding processes.

In accordance with the Data Protection Act 2018 as well as the General Data Protection Regulations, data, selection records, personal details and references will only be requested and stored when this is objectively justified and relevant to the position. Further information can be found in the Data Protection Policies.

4. DIVERSITY

The Weightlifting Wales procedures around recruitment and selection ensure that there will be no less favourable treatment of any candidates, on the grounds of any protected characteristic, which is in keeping with Weightlifting Wales' values and stance on equality.

There may be occasions where it is appropriate to take positive action or introduce special measures to reach groups which are currently under-represented in any aspect of the work done by Weightlifting Wales.

5. DISCRIMINATION

Weightlifting is committed to avoiding the following types of discrimination when conducting its recruitment and selection:

Direct Discrimination

Direct discrimination occurs when someone is treated less favourably than another person because of a protected characteristic they have or are thought to have (see perception discrimination below), or because they associate with someone who has a protected characteristic (see discrimination by association below).

Indirect Discrimination

Indirect discrimination can occur when there is a condition, rule, policy or even a practice that applies to everyone, but particularly disadvantages people who share a protected characteristic.

Discrimination by Association

This is direct discrimination against someone because they associate with another person who possesses a protected characteristic.

Perception Discrimination

This is direct discrimination against an individual because others think they possess a particular protected characteristic. It applies even if the person does not actually possess that characteristic.

6. RECRUITMENT STRATEGY

Weightlifting Wales will prepare a comprehensive recruitment strategy that:

- Ensures Weightlifting Wales can attract and retain high calibre employees to meet business and organisational objectives
- Ensures that applicants are thoroughly and fairly assessed, allowing the best possible selection decisions
- Appoints the most suitable applicant for the role

In order to achieve these aims and maintain the highest standards in recruitment and selection practices, all involved parties will adhere to Weightlifting Wales' recruitment procedures, as outlined in this policy. In addition, all recruitment and selection activities will comply with Weightlifting Wales' Equality and Diversity policy and embrace the ethos of diversity.

6.1 Job Role Analysis

A vacancy exists on receipt of a resignation, redeployment or transfer, creation of a new post, or confirmation of extended leave through maternity, long-term sickness, or secondment. The Weightlifting Wales Chief Operating Officer, and Chair will give careful consideration to the vacancy before beginning the recruitment process. Consideration will be given to:

- Staffing budget and headcount.
- Business needs of the organisation.
- Type of position being recruited for.
- Details of the duties to be undertaken.
- Whether the position is for a fixed period of time or is a permanent post, and whether it is full or part time.
- Whether the vacancy can be filled internally by an employee currently at the end of their fixed term contract or under notice of redundancy.

6.2 Job Description

All posts have an up-to-date job description and person specification. The job description will describe duties, responsibilities and level of seniority associated with the role, while the person specification will describe the qualifications, knowledge, experience, skills and competencies required for effective performance of the job. Weightlifting Wales requires the highest standards of performance by all employees.

In compliance with equality legislation, there will be no reference to age e.g., young, dynamic, and mature or 'X years' experience required' - unless objectively justified, and, instead, the Person Specification will focus on the needs of the job and skills required. For example, instead of stating '5 years' Accounts' experience required', think about what skills somebody with 5 years' experience has compared to someone with 1 year experience.

Weightlifting Wales job descriptions will be written in plain language which clear and specific, and not contain jargon, abbreviations or initials, to ensure an understanding across different audiences is reached.

The job description will contain enough information about the post for the candidate to decide whether they want to apply and to make their application. Weightlifting Wales will use a consistent format, covering the following areas:

- Job title.
- Reporting line.
- Direct reports to this role.
- Key interface with.
- Location of the role.
- Budget responsibility.
- Overall purpose of the role.
- Key responsibilities.

- Additional responsibilities.
- Education, skills, qualifications.
- Core and job specific competencies required.

A strong job description will serve as the principal source of reference during the selection process. In support of Weightlifting Wales' commitment to equality, all job and volunteer role descriptions, application forms and recruitment advertisements will be translated into Welsh and equality impact assessed.

7. ADVERTISING

All roles will be advertised for a minimum of two weeks. The Chief Operating Officer will prepare the advertisement, using the standard template, and collate an information package appropriate for the post. This package will include:

- A Job Description and Person Specification.
- Information about Weightlifting Wales.
- Weightlifting Wales' Equality and Diversity Policy
- The Terms and Conditions of employment, including salary and benefit information.

***The individual involved in this process changes depending on the vacancy available, and this will usually be the line manager of that post.**

Weightlifting Wales will advertise all vacancies openly. This will usually include linking in with our partners within the sports sector, and such organisations who we may invite to promote the vacancy on their platforms are:

- UK Sport

- Sport Wales (with both English and Welsh versions)
- Welsh Sports Association
- British Weight Lifting
- Disability Sport Wales (with both English and Welsh versions)
- Sport and Recreation Alliance
- Sport England

Any recommendations from the employment sub-committee to advertise job posts internally only, will require the approval of the board.

7.1 Social Media and Website

Social media is increasingly playing a role in the recruitment process, and Weightlifting Wales recognises the possibilities of engaging with potential candidates through sites such as Instagram and LinkedIn. All vacancies, except those that are advertised internally only, will be promoted via social media channels and the Weightlifting Wales website, while sending out an email communication to all Weightlifting Wales members informing them of the announcement of a job vacancy. For guidelines on appropriate use of social media channels please refer to the social media policy within the Weightlifting Wales website and organisational policies folder directed from the employee handbook.

8. SELECTION PROCESS

8.1 Application

Candidates will be required to complete an application form and submit a CV for all roles, with the exception of appointed Board positions, where a CV and expression of interest form

is required instead.

Appointed Non-Executive Board Director vacancies may be filled without an open recruitment exercise where the Board has identified a specific skills requirement. In such circumstances, potential candidates may be identified and approached directly. The candidate will be asked to provide a CV and expression of interest, which will be considered by the Nominations Sub-Committee against the Board Skills Matrix and the needs of the organisation. The Nominations Sub-Committee will make a recommendation to the Board, with any appointment requiring formal approval from the Board.

The equality and diversity related data obtained through application processes will be used for statistical purposes only. Information gathered on individual candidates will be treated as strictly confidential and processed only in accordance with the provisions of the relevant General Data Protection Regulations and the Weightlifting Wales' Data Protection Policy.

8.2 Shortlisting

Shortlisting candidates for interview will consist of an assessment against the job description and person specification using the applicants job application. 'Blind' shortlisting will take place for all vacancies. This is where applications are anonymised and all personal details are removed, before being seen by the shortlisting panel. This helps ensure that processes for recruitment and selection will be as free from discrimination as possible and should not disadvantage any job applicant.

Shortlisting will be carried out by at least two people from the employment sub-group committee board, one of whom will be the Recruiting Manager* for the post.

8.3 Interviewing

All interviews will be conducted by a panel of a minimum of two people from the devised employment sub-committee, one being the Chief Operating Officer*. The Chief Operating

Officer* or chair of the interview panel will prepare a record of each interview, showing clearly the reason for appointment or non-appointment. Notes will need to be clear in order to demonstrate rigour and fairness in decision making.

Interview questions should include a combination of technical (post specific) and competency-based (behavioural) questions, and should not be in any way discriminatory or unnecessarily intrusive. Questions will be asked in an open-ended style to encourage full and detailed examples based on past experiences.

A practical assessment of skills and competencies should be a consideration for certain job posts within the organisation, to help improve Weightlifting Wales' ability to predict future performance and select the best candidate for the job. Examples include: job-specific presentations; in-tray exercises; skills tests (i.e. on relevant software / ICT packages); group-exercises; supervised assessments; psychometric tests etc.

8.4 Conflicts of Interest

Weightlifting Wales's policy of declaring and managing any conflicts of interest will apply to all stages of recruitment. Personal knowledge of any applicant will not be taken into account in the shortlisting process. Reasonable inferences may be made as long as these are consistently applied to all applicants.

9. OFFER OF EMPLOYMENT

Following on from the selection process, the successful chosen candidate/s will receive an initial offer of employment, with a subject of conditions that satisfactory references are obtained and the right to work identification has been processed. This will include confirming the start date, salary, benefits etc. The Chief Operating Officer* will check candidates'

eligibility to apply e.g. Right to Work in the UK. In addition, they will also check for any disclosure of criminal convictions. However, Weightlifting Wales does not automatically discriminate against someone who reveals a conviction. It will need to be considered in the light of the relevance, age of the conviction and the nature of the role.

Upon receipt of these satisfactory references and required right to work documentation etc being checked, then a contract of employment will be sent over for the successful candidate/s to sign ahead of the start of their official employment with Weightlifting Wales.

The Chief Operating Officer will issue regret correspondence in writing, to the relevant unsuccessful candidates. In certain circumstances, it may be agreed that the Business Support Officer will communicate this feedback. It may be that someone is not successful on this occasion, but the employment sub-group committee panel feels they may be suitable for other posts in the future. If this is the case, the communication will encourage the candidate to look out for future vacancies.

In some cases, applicants may ask for feedback on their performance. Any provided feedback will be factual and specific. Feedback to unsuccessful candidates on their application and interview will only be provided on request to those shortlisted for interview.

Records of unsuccessful candidates will be retained for a maximum of 12 months, after which they will be destroyed.

10. DOCUMENTATION

Records for successful candidates will be added to their personnel file upon commencement of employment. All other documentation relating to the vacancy, including records of

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individual assessments will be kept for a minimum period of 6 months. As above, it is important that the Chief Operating Officer* or chair of the interview panel prepare a clear record of each interview to demonstrate fairness in the decision making.

10.1 Obtaining References

All appointments with the exception of Board Appointments will be subject to the receipt of satisfactory references. The Chief Operating Officer will ask to confirm the contact details for the two references given on the successful candidate's original application form. If an unsatisfactory reference is received, the applicant will be notified immediately in order to discuss this and whether or not the offer will be withdrawn.

References will only be sought after an initial offer of employment has been accepted. References for staff that are leaving, or have left, the organisation, should be provided in writing only. They must be factual and objective.

10.2 Disclosure and Barring Service (DBS) checks

Weightlifting Wales works with the Disclosure and Barring Service (previously Criminal Records Bureau and Independent Safeguarding Authorities), to enable safer recruitment decisions by identifying candidates who may be unsuitable for certain work, especially work that involves close and regular contact with children or vulnerable adults.

New employees will require an enhanced DBS check, which will be indicated in the job advert. It is good practice to obtain disclosure prior to starting work and therefore the disclosure application will be sent off prior to commencing work. If the DBS disclosure reveals information that may be a cause for concern, the applicant will be notified immediately in order to discuss it in more detail. A decision on whether or not the offer will be withdrawn will be made by the recruiting manager. If a DBS report has not been received at the point when

the successful candidate/new employee is needed in post, consideration will be given to how safeguarding can be managed in the period before receipt of the report. A self-declaration form will be provided to applicants to allow them to disclose anything prior to the DBS process being completed.

10.3 Disclosure and Barring Service (DBS) checks

Where driving, or access to transport is an essential requirement of a role, the successful applicant will be required to produce their driving licence. The Chief Operating Officer will check all applicant driving licences in order to ensure licences are valid. Any endorsements will be noted and employees will be advised that, failure to maintain a valid licence could affect their ability to fulfil their role and ultimately their employment with Weightlifting Wales. A copy of the employees' licence will be kept on their personal file.

11. PROBATIONARY PERIOD

All appointments will be made subject to a probationary period of six calendar months. After six months a review meeting will take place between the post holder and their line manager. In exceptional cases, should the line manager raise a concern, and the board may review and extend the probation period by a further three months. However, the line manager should not wait until the end of the 6-month probation period to raise any concerns. Concerns should be raised at the earliest possible opportunity. Should it become clear in advance of the conclusion of the 6-month probation period that the employee is not suitable for the role in which they have been appointed, the probation period can be concluded early by means of the employee's contract being terminated.

12. CUSTOMER SERVICE / CONTINUOUS IMPROVEMENT

Applicants will be positively encouraged to provide feedback to Weightlifting Wales on their experience of the recruitment and selection process in order to improve the quality of these processes in line with continual improvement principles.

Employees that leave the organisation will be invited to attend an exit interview. The information provided is useful in identifying trends, learning and development and evaluating the effectiveness of policies and procedures.

*** Chief Operating Officer involved in this process may delegate these responsibilities to the Chair or other staff members depending on the vacancy available, and this will usually be the line manager of that post.**