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Appointment & Selection – Toolkit



Introduction

For the majority, people who wish to work with children and young people in Scottish football do so with good intentions to improve the experience for children and young people.

Unfortunately there are some individuals who seek employment or volunteer opportunities within the game to cause harm. The Scottish FA are fully committed to providing the safest and most enjoyable environment where children and young people can flourish and will take all measures to protect them. This toolkit provides an appointment and selection outline, along with tools and steps for clubs and leagues to take, so that a fair and consistent structure is in place for those who are seeking to work with Under 18s.

This toolkit can also be used as a guide for all appointment and selection purposes wider than those working in regulated work with Under 18's as it can also be used for those roles that are in regulated work with vulnerable adults. If this toolkit is to be used outside of any regulated work, the Protecting Vulnerable Groups (PVG) scheme would not be applicable, along with the self-declaration for regulated work. A basic disclosure check and a self-declaration form for basic disclosures should be considered instead. A step by step flowchart on the Appointment & Selection procedure can be found in **Appendix 1**.

Please contact the [Affiliated National Association](#) (ANA) that you affiliate with as they have an involvement within the process of Appointment & Selection. Their role will involve the registration of individuals, the processing of PVG applications and making decision on membership. You should contact them and familiarise yourself with how they are involved in this process.

Step 1 - Role Descriptions & Advertising

When it has been identified that there is a need to recruit to a position, the relevant person(s) within the league or club (e.g. Chairperson, League Secretary or selected Committee Members) should draw up draft a role description to identify:

- The main tasks and responsibilities;
- The skills and experience required;
- Confirmation that the position includes regulated work with children and will require PVG Scheme membership;
- A clear message on the expectations for child protection & wellbeing in the club or league;
- Confirmation of the expected child wellbeing and protection values. For example:



“Scottish football has established Child Wellbeing & Protection Values and is working to embed them across the game at every level. These values are: Inclusive, Accountable, Empowering and Approachable. We expect the candidate to embrace, maintain and demonstrate these values throughout all aspects of their role with the organisation”

Once the draft role description has been drawn up it should be submitted to the club/leagues committee for approval. Once agreed, the club/league should consider how they advertise the vacant position. In advertising the role, you should:

- Make everyone within the club/league aware of the opportunity available;
- Utilise the club/league website, newsletters, social media, partner websites or develop physical formats (such as posters or leaflets) to be placed in facilities utilised by the club or league;
- If there is wording on wellbeing & protection within the advert, make sure it reflects the clubs/leagues wellbeing & protection policies;
- Ensure that no individual is discriminated against in terms of age, disability, marriage and civil partnership, pregnancy and maternity, religion or belief, sex, sexual orientation, race or gender/gender reassignment (defined under The Equality Act 2010).

The Scottish FA’s Quality Mark accreditation scheme provides some template role description for a range of roles which are available to use. These can be [accessed here](#). Your [ANA](#) may have template role descriptions also which can be utilised.

Step 2 - Application forms

An application form should be placed within the advertisement for the role. The purpose of this is so that the relevant information on the individual interested in the role can be collected, such as referee contact details and verification of the applicant’s identity, and used when deciding upon the successful candidates for shortlisting and a recruitment conversation (see [step 4](#)). A template application form can be found in **Appendix 2**.

Step 3 - References

2 x references must be sought for all individuals. At least one of these references must be from the most recent club or league where the individual volunteered/worked with children or young people previously. If having difficulties in obtaining references, a common sense approach should be taken by the club/league to ensure that they are sought from a previous



employer or an individual (that isn't a family member) who is best placed to provide a reference outlining the individual's values and attitudes towards the role. A satisfactory reason as to why they have provided this certain reference should be provided also. Some examples of references that should be expected are as follows:

- A previous or current club/league the individual volunteered at;
- A previous or current employer;
- A club/league from another sport that they volunteer/work in;
- Previous community/volunteer work outside of football or sport;

Some examples of the best placed individuals to provide a reference should any of the above prove difficult are:

- A teacher/lecturer from school, college or university, whichever is most recent;
- If self-employed, a long term client/customer or accountant.
- A club that they previously played at;
- A long term close family friend (they shouldn't be a recent friend);

If possible, these should be collected before shortlisting or having a recruitment conversation with any candidates so that relevant questions can be asked and an indication of attitudes towards children's wellbeing & protection can be established. If not possible to obtain before shortlisting or having a recruitment conversation, they must be collected before any decision on appointment or selection is made. A template reference letter to help obtain them can be found in **Appendix 3**.



If there are any concerns raised or disclosed on a submitted reference, these should be reported to the club/league or the relevant [Affiliated National Association's](#) (ANA) Wellbeing & Protection Officers. The appointment and selection procedure should be stopped until a satisfactory risk assessment is undertaken.

Data Protection Advice: When it comes to the retention of application forms and references, you should securely destroy/delete any documents from applicants who are not successful in the club/league's appointment and selection process. There is no need for the club/league to hold them any longer than is necessary. If an individual is successful, you have the option to hold onto their application form and references until they either leave the role at the club/league or for a period of 6 months after their appointment. If the club/league is holding the application form and references for an individual, the club/league must ensure it is stored securely, only used for the reasons it is needed and that only the relevant people have access to it so it is not freely accessible (*club/leagues need to consider not restricting access to the club/leagues data to one individual in case that individual leaves as the club/league will still require access to that information after they leave*). At the point the application form or references are no longer needed by the club/league, extreme care must be taken to destroy/delete them securely.

Please note that references are exempt from Subject Access Requests and should not be disclosed under a Subject Access Request. The author of the reference may wish to disclose the references directly to the applicant but the club/league should not provide a copy if requested.

To help inform applicants and volunteers with information on how their data will be collected and used, please see the template privacy notices in [Appendix 10](#) & [Appendix 11](#).

Step 4 – Recruitment Conversations

Before holding recruitment conversations with individuals, you should look to shortlist the applicants. Consider all information on the application form and think about the role description. Consider what is essential on the role description and if someone doesn't meet that criteria, withdraw them from the process. Follow this step by thinking about what is desirable within the role, then score each individual on the criteria they meet. The best scorers should be kept for a recruitment conversation.

A recruitment conversation is where you have the opportunity to meet and speak with the candidate. This could be a formal sit down face-to-face interview or something less informal such as a phone call. However the club/league conducts this conversation, it is critical to speak with the candidates well in advance to ensure suitability for the role is explored appropriately.

It is extremely important to have recruitment conversations with all shortlisted applicants so that the information obtained on the application form can be explored appropriately. You



should always aim to have face-to-face conversations so that you can ask the appropriate questions required (see below). If this is not possible, they could be conducted via telephone or a video messenger platform. There must be a minimum of 2 club/league members involved in the recruitment conversation to ensure it is fair and balanced and to help make balanced decisions on the applicant's suitability. Children and young people may be involved in the recruitment conversations either directly or by assisting you to develop the questions. All applicants must be asked the same questions allowing for them to give opportunity to recount experiences and describe how they have or would handle situations.

Questions in the conversations should have a focus on being values-based. Values-based questions focus on 'how' and 'why' an applicant makes choices and seeks to explore reasons for their behaviour. It provides you with an understanding of, and insight into, applicant's values and behaviours, and how they are aligned with the club or leagues. [Scottish Football's Child Wellbeing & Protection Values](#) are: Accountable, Inclusive, Approachable and Empowering. There should be at least one question related to each value within the recruitment conversation. Some examples of value-based questions are in [Appendix 4 \(this list is not exhaustive\)](#).

Step 5 – Appointment & Selection Decisions

When all the above steps have been undertaken, you will need to consider **ALL** the information that has been collected through the appointment & selection procedure to make an informed decision on whether or not to accept the applicant into the club or league.

When considering who to appoint, make sure the chosen applicant matches the job description and requirements you originally identified for the role. In particular you should think about:

- Did they meet the values and attitudes of the club/league?
- Will they fit into the ethos and culture of the club/league?
- Will they help build on our culture and drive it forward?
- How much experience do they have to bring to the role?
- What advanced skills or experience can they bring to the role to enhance the experience for children and young people?
- How much training will they need now or in the future?
- Do I have any unaddressed doubts or concerns about this individual?



You will also want to rank all your shortlisted candidates based on how well they fit with the club or league. Don't be distracted by a candidate's skillset and experience alone. Having one individual who doesn't have the right attitude within the club/league can be detrimental to the culture and moral of the whole club or league. The final decisions on recruitment should be approved by the club/leagues committee.

When making offers to successful candidates, you should inform them of any relevant information about the role such as work hours, pay/salary and duration of the role, any probationary periods and any benefits. You may want to consider an offering a contract or volunteer agreement (please see [Appendix 5](#) for a template volunteer agreement) with the individual which will outline the club/leagues expectations from the individual but also in turn, what the individual can expect from the club/league. When offering a role, always make it clear that the offer is still subject to satisfactory completion of all vetting processes which are identified below. The vetting processes are in place to ensure suitability and help secure further safety for the children and young people within the game.

Step 6 – Child Wellbeing & Protection Requirements

- Protection of Vulnerable Groups (PVG) Scheme

Clubs and leagues have a legal duty under the Protection of Vulnerable Groups (Scotland) Act 2007 to make sure that those who are working in regulated activity with children and young people are not barred from doing so. Therefore they must be members of the PVG Scheme for the club/league **BEFORE** they start working or volunteering with children and young people.

If you are unsure which roles require PVG membership or are unsure of the process. Please [contact Disclosure Scotland](#) or the relevant [ANA](#) that you are registering with and they will be able to provide further information.

Any information that is disclosed on a PVG certificate will be handled confidentially. If there is information disclosed by Disclosure Scotland on the certificate, the ANA or Club Safeguarding Panel (depending on who the employer is) will undertake a risk assessment in relation to the information disclosed and decide whether the individual is accepted into the proposed role at the club or league.

The Scottish FA also has guidance on the PVG scheme for clubs and leagues which can be [found here](#).



- Overseas Applicants

Applicants from overseas being appointed to regulated work with children and young people within Scottish football are required to join the PVG Scheme. Applicants from overseas must prove their 'right to work' in the UK and be asked to provide a police check from their relevant country, where possible, on top of being required to join the PVG Scheme. For further information please [click here](#) or contact your relevant [ANA](#).

- Self-Declarations

All those in regulated work with children and young people must complete a self-declaration. Self-declarations are not supposed to replace PVG membership. They are in place to ask an individual to provide information on their suitability for a particular role with children. Declaring any criminal convictions on a self-declaration does not necessarily mean an applicant will be barred from working or volunteering. Any information disclosed must be treated fairly and in accordance with the requirements of Rehabilitation of Offenders Act 1974. A template self-declaration form can be found in **Appendix 6**.

Any information that is disclosed on a self-declaration must be handled confidentially. If there is information, the ANA or Club Safeguarding Panel (depending on who the employer is) will undertake a risk assessment in relation to the information disclosed and decide whether the individual is accepted into the proposed role at the club or league.

- Fair Processing Notices

For the purposes of the protection of children and young people, the fair processing notice is in place to inform individuals that their information could be shared with Affiliated Associations, member clubs or the Scottish FA where information has been received that alerts these organisations to circumstances that may affect their status as a member of the PVG scheme.

A template fair processing notice can be found in **Appendix 7**.

- Code of Conduct for Safeguarding Children's Wellbeing

Creating an environment where children and young people are respected, their rights are promoted and they are supported to have fun, learn and develop in a safe environment is essential to inspire them to love the game. To achieve this, individuals working with children must have a code of conduct to which they sign up to and adhere to. This will set the values, standards and expectations for all that are involved with children and young people within the club or league. The ANA's within Scottish Football have their own Codes of Conduct for



those wishing to register which are required to be agreed and adhered to but clubs/leagues should look to develop their own that reflect the clubs ambitions, values and beliefs.

An example Code of Conduct (Set the Standards) can be found in **Appendix 8**.

- **Child Wellbeing & Protection Training**

All roles working with children and young people require the individual to undergo a certain level of wellbeing and protection training before they can take up their role. All officials must complete the Children's Wellbeing in Scottish Football course (online or face-to-face), or equivalent **sportscotland** training, which introduces the principles of wellbeing and protection in Scottish football.

For the role of the **Child Wellbeing & Protection Officer**, they must undergo the Managing Children's Wellbeing course, or **sportscotland** equivalent, after they have completed the Children's Wellbeing in Scottish Football training or equivalent. This course provides a more in-depth look at child wellbeing & protection principles and how to manage concerns.

To access and book onto these courses, please [click here](#).

Step 7 - Inductions after appointment

Inductions are essential when it comes to appointing a new individual within the club or league. An induction will help them understand the club/league's needs, help them meet key people, help them settle in quicker and support the development of good relationships around the club/league.

For information on what inductions should include, a basic induction checklist can be found in **Appendix 9** but this should be tailored to the club/leagues needs and circumstances.

The Scottish FA's club accreditation scheme, Quality Mark, hold a range of resources that can be used by clubs. The resources include an 'Induction Pack' that gives clubs a range of tools and templates to effectively introduce and induct new individuals within the club. The Quality Mark resources can be accessed via the Scottish FA [website here](#).

For more information and guidance on appointment and selection can be found in **Appendix 12**.