

## Battle Scars CIO Recruitment and Selection Policy

<b>Policy information</b>	
<b>Organisation</b>	Battle Scars
<b>Scope of policy</b>	This recruitment and selection policy applies to all employees who are involved in hiring for our charity. It refers to all potential job candidates.
<b>Policy operational date (original)</b>	16/01/21
<b>Policy prepared by</b>	Jenny Groves – CEO
<b>Reviewed:</b>	03/01/23
<b>Amended</b>	No
<b>Date approved by Board</b>	09/01/23
<b>Policy review date</b>	By 31/01/25 Every 2 years
<b>Distributing</b>	This policy will be available on the Battle Scars website and staff shared drive. All trustees and appointing managers will be required to read this policy to ensure effective recruitment and selection.
<b>Introduction</b>	
<b>Purpose and scope of policy</b>	<p>Effective recruitment and selection is central and crucial to the successful functioning of Battle Scars. It depends on finding people with the necessary skills, expertise and qualifications to deliver the charity’s strategic objectives and the ability to make a positive contribution to the values and aims of the organisation. It is also vital, as the charity evolves and changes, that new recruits show a willingness to learn, adaptability and ability to work as part of a team.</p> <p>This policy ensures our Recruitment and selection procedure will</p> <ul style="list-style-type: none"> <li>• be fair and consistent;</li> <li>• be non-discriminatory;</li> <li>• conform to all statutory regulations and agreed best practice.</li> </ul> <p>Also see the <i>Battle Scars Promotion</i> policy.</p>
<b>Requirement</b>	Due to the nature of this organisation, every effort will be made to recruit people with lived experience of self-harm. Depending on the post this requirement will be listed as either “essential” or “desirable” in the person specification.
<b>Recruitment process</b>	
<b>Defining the job</b>	<p>If this is a newly established post:</p> <ul style="list-style-type: none"> <li>• A job description must be drawn up making clear the exact requirements</li> <li>• The salary must be agreed by the CEO and board of trustees</li> </ul> <p>If it is an existing post:</p>

	<ul style="list-style-type: none"> <li>• It must be decided if an exact replacement is required or</li> <li>• If the requirements need to be revised and the job description and person specification updated.</li> </ul>
<b>Requirements</b>	<ul style="list-style-type: none"> <li>• That appropriate funding is secured or</li> <li>• Adequate funding is available</li> </ul>
<b>Finding candidates</b>	
<b>Advertising</b>	<p>These will be the advertising options:</p> <ul style="list-style-type: none"> <li>• Internal ad amongst existing staff and volunteers (by email and via the volunteer Facebook group). Posts will always be advertised internally in the first instance, to provide continuous development of existing members of staff (see the <i>Battle Scars Promotion</i> policy) and volunteers unless the trustees and CEO agree that this is not appropriate due to the specialist skills required for the post involved.</li> <li>• Unsuccessful shortlisted candidates from previous recruitment rounds for other or similar posts may be considered</li> <li>• External ad</li> <li>• Social media</li> </ul> <p>All external ads must emphasise the survivor-led and run nature of the organisation. Closing dates for applications will be clearly stated. Jargon, complicated phrases and gender-specific language will be avoided.</p>
<b>Candidate pack</b>	<p>The candidate pack must include:</p> <ul style="list-style-type: none"> <li>• job description which must include: <ul style="list-style-type: none"> <li>○ a list of the main duties and responsibilities of the post</li> <li>○ personal specification - the essential and desirable qualifications and experience expected from candidates</li> </ul> </li> <li>• information on Battle Scars</li> <li>• information on the project</li> <li>• terms and conditions of employment including salary</li> <li>• application form</li> <li>• equality and diversity monitoring form</li> <li>• closing date for applications</li> <li>• indication of interview dates (e.g. w/c dd/mm/yy)</li> </ul> <p>In drawing up the job description and terms and conditions of employment Battle Scars will ensure the Equality and Diversity policy is followed. Jargon, complicated phrases and gender-specific language will be avoided. It will be clearly stated that unless applicants hear by a certain date, that they can assume they have not been shortlisted. Feedback will not be offered to non-shortlisted candidates (unless asked for).</p>
<b>Application</b>	<ul style="list-style-type: none"> <li>• The standard application form will need to be submitted so that candidates can be judged on the basis of comparable information. CV's will not be accepted.</li> <li>• Applicants will be asked to specify whether they wish to declare any disabilities, and whether there are any</li> </ul>

	<p>reasonable adjustments needed for them to attend an interview. All applicants with a disability who meet the essential criteria for a job will be interviewed and considered on their merits.</p> <ul style="list-style-type: none"> <li>• Applicants will be required to supply the names and addresses of two people from whom references can be obtained, one of which should normally be the applicant's current or most recent employer. A reference from their volunteer manager/leader/supervisor will also be accepted. If the applicant is unable to provide referees, they will be advised to contact the manager leading the recruitment process to discuss before applying.</li> <li>• Successful candidates for regulated posts that involve working with children or vulnerable adults, finance or legal work will be required to provide the necessary documentation in order to complete a Disclosure and Barring check. Posts which require such a disclosure will be clearly indicated in the job description.</li> <li>• Applicants will also be required to declare if they are related to any member of staff within the organisation. Canvassing of members of the organisation is not permitted. No manager should be put into a position where they are asked to interview a person to whom they are related.</li> <li>• All information relating to the data collected in the equality and diversity monitoring form will be hidden from all those involved in the recruitment and selection process. The information collected will be solely used for the purposes of equality monitoring.</li> <li>• All completed applications forms are private and confidential and should only be made available to those directly involved in the recruitment and selection process.</li> </ul>
<b>Selection process</b>	
<b>Shortlisting</b>	<ul style="list-style-type: none"> <li>• All application forms received by the closing date will be collated and supplied to the interview panel for shortlisting purposes.</li> <li>• The panel will be provided with the job description and person specification.</li> <li>• A shortlist of candidates will be drawn up for interview, based entirely on merit and suitability for the post but taking account of the organisation's responsibilities in relation to Equality legislation.</li> <li>• Other than in exceptional circumstances, reasonable notice will be given to ensure that candidates have sufficient time to prepare for and make the necessary arrangements to attend the interview.</li> <li>• Non-shortlisted candidate applications will be destroyed at the end of the selection process.</li> </ul>
<b>Interviewing</b>	<ul style="list-style-type: none"> <li>• Interviews will be held by a panel comprising of ideally three persons, but a minimum of two persons.</li> </ul>

	<ul style="list-style-type: none"> <li>• The members of the interview panel will encourage candidates to be at ease during the interview, in order that they can give a fair and accurate impression of themselves.</li> <li>• A set of questions will be agreed by the interview panel in advance and will be developed from the current job description for the post. The panel will seek to develop questions which will allow candidates to give examples of their previous experience, display how they would handle different situations or a task may be assigned to them. If a task is assigned, reasonable notice and relevant information will be given to ensure that candidates have sufficient time and information to prepare.</li> <li>• All candidates will be asked the same questions in the same order, and their responses rated as agreed by the panel. The panel will each have a copy of the questions and will score independently of each other during the interview. Time is allocated between interviews for the panel to discuss each candidate and to award a total points score. Additional notes may be made by the panel during the interview.</li> <li>• An interview is a two-way process, and candidates will be given every opportunity to ask questions about the organisation, to ensure that they have a full understanding of the post for which they are applying and the way the organisation operates.</li> <li>• All appointments will be made strictly on merit and related to the requirements of the job.</li> <li>• All interviewed candidates will be notified of the outcome of the selection process as soon as possible, either by telephone or email.</li> <li>• References will only be requested for the successful candidate following the offer of employment.</li> <li>• All offers of employment will be made conditional upon: <ul style="list-style-type: none"> <li>○ Receipt of two satisfactory references (see <i>Application</i> paragraph above)</li> <li>○ Proof of the right to work in this country</li> <li>○ Disclosure and Barring Service check if appropriate.</li> </ul> </li> <li>• If the successful candidate rejects the offer of employment, the runner up will be offered the job following agreement of the members of the panel.</li> <li>• All unsuccessful candidates' application forms and interview notes will be retained for one year from the date of interviews taking place. After this date they will be destroyed.</li> </ul>
<p><b>Probationary period</b></p>	<p>For fixed-term posts of up to a year, the probationary period will be three months. For longer term posts, the probationary period will be 6 months.</p> <p>At the halfway point of this period, a review meeting will take place between the post holder and their line manager to discuss progress. At the end of the probationary period, employees will</p>

	be notified in writing that they have successfully completed their probationary period.
<b>Exit interviews</b>	<ul style="list-style-type: none"> <li>• All employees who leave the employment of Battle Scars voluntarily will have an exit interview with their manager before their last day of employment.</li> <li>• Exit interviews provide the opportunity for departing employees to discuss their reasons for leaving. The information provided is useful in identifying trends, learning and development and evaluating the effectiveness of Battle Scars policies and practices.</li> <li>• The appropriate line manager should record all appropriate information, such as recommendations made for change, or significant issues raised in the interview, whilst bearing in mind confidentiality issues.</li> </ul>
<b>Policy review</b>	
<b>Responsibility</b>	It is the responsibility of the CEO to review this policy unless the task has been delegated to an appropriate volunteer or employee before the policy review date.
<b>Timing</b>	The review must be completed within a month of the review date.