John Ellerman
Foundation

RECRUITMENT POLICY

Introduction

John Ellerman Foundation's Recruitment Policy relates to the processes the Foundation undertakes in relation to the recruitment of Trustees and staff – contractors working with the Foundation for time-limited projects or on an interim basis will be onboarded to the organisation via agreed procurement processes, which are also informed by this Recruitment Policy.

This Policy provides a framework (or guiding principles) in relation to all aspects of the Foundation's recruitment. It is presented as a framework approach in recognition of the fact that John Ellerman Foundation is a small organisation and understands that best and promising recruitment practices are always evolving, and so it is helpful to ensure that flexibility can be applied in the implementation of this Policy.

This Policy has been informed and influenced by the Foundation's own learning based on recruitment exercises since 2020, and insights shared on this subject by membership bodies that the Foundation is connected to, including NCVO (the National Council of Voluntary Organisations), ACEVO (Association of Chief Executives of Voluntary Organisations) and the Association of Charitable Foundation's (ACF). It also takes into account our approach to diversity, equity and inclusion (DEI), which is set out more fully in our DEI Policy, which includes a section on the recruitment, retention and progression of staff and Trustees.

Recruitment, retention and progression at John Ellerman Foundation

The Foundation strives to be an employer that champions and role models equal opportunities and inclusion, and recruiting based on aptitude, ability, training, skills and relevant experience. Diversity data relating to our staff team and Trustee Board is publicly available in our Annual Report and Accounts. This is collected and published with the permission of the staff team and Trustees, but the Foundation recognises the risk that the small size of our organisation, including Board, means that identifiable information relating to a staff member or Trustee could become possible to deduce – hence having the option of 'prefer not to say'. The Foundation uses this data to inform internal discussions when going out to recruit to vacancies, including stating whether applications are being encouraged from particular groups that are not currently well-represented within the Foundation.

All new employees or Trustees will have a contract or Memorandum of Understanding in place, as applicable. All terms of employment and benefits etc. are reviewed from time to time, in order to ensure that there is no unlawful discrimination on the grounds of any of the protected characteristics.

The Foundation offers all staff a full and thorough induction, a probationary period, training and development, regular supervisions and appraisals and an up-to-date Policy Handbook. Trustees also receive a full and thorough induction, training, an annual appraisal, regular contact from the Director and Chair to support them in the delivery of their roles and an up-to-date Policy Handbook. All contractors or interim staff are provided with clear direction on their duties and the timeframes they will be working to and who their main point of contact is within the Foundation and how they will have their work managed and approved.

Where there is the opportunity for promotion, the Foundation considers all suitable candidates internally and externally regardless of their protected characteristics. As a small organisation, there may not always be guarantees of vacancies for staff to be promoted into, and so the Foundation endeavours to offer continued professional development in their current roles, which includes supporting individuals to think through what their career goals are and how they might best achieve these.

The Foundation is committed to making reasonable adjustments for members of the team and Trustees that require this, including those who find themselves in changed circumstances in relation to disability. These are made in partnership with the individuals concerned and expert legal and HR support is available and used too.

Recruitment principles, including how the Foundation applies DEI principles
When recruiting, the Foundation considers best and promising practice in relation to recruitment and DEI, and how these might be applied to the vacancy being recruited to. Examples include, but are not limited to:

- Anonymised applications and shortlisting, e.g. via the Applied platform.
- Providing interview questions to all candidates invited to interview ahead of their interview – with a note that they may be asked supplementary questions that we cannot share in advance of the interview.
- Promoting roles within networks with reach into groups that are not well-represented in the organisation.
- Writing adverts, job descriptions and person specifications that use inclusive language.
- Being clear on the time commitment required to partake in the interview process, for the role being advertised.
- Not asking for salary history.
- Stating the pay and benefits associated with the role.
- Making explicit reference to wanting to encourage applications from people with a diversity of backgrounds.
- Offering reasonable adjustments, like hybrid or remote working or job shares, to accommodate interviews and future working needs, for example for Disabled People or people managing health conditions or caring responsibilities etc.
- Not requiring a degree.

The Foundation carries out recruitment both in-house and using external recruiters. On the latter, the Foundation ensures that the recruiter has robust and effective processes in place in relation to DEI and that they have a strong track record in placing candidates with a diversity of backgrounds in organisations.

The staff, Trustees and/or recruiters responsible for shortlisting, interviewing and selecting candidates are clearly informed of the selection criteria, and of the need for their consistent application. All applicants are interviewed by at least two people. All questions that are put to the applicants relate solely to the requirements of the job. If it is necessary to assess whether personal circumstances affect the performance of the job, this is discussed objectively, on the basis of the requirements of the job. For example, if there is an occasional requirement to work during the evening, *all* candidates will be asked whether they can meet this requirement.

When appointing, training, developing and promoting staff or Trustees, this is on the basis of aptitude, ability, training, skills and experience primarily. Where someone might require reasonable adjustments, the Foundation does all that it can to accommodate these, as the Foundation believes that everyone is entitled to a working environment which promotes dignity and respect.

Recruitment process for Trustees
When a Trustee vacancy arises, the Board appoints a Nominations Committee comprising the Chair and a minimum of two other Trustees. The Director is also part of the Nominations Committee, but they do not have voting rights. The Nominations Committee will work together to determine the following in relation to the vacancy:

1. The recruitment process: e.g. will the recruitment be managed internally or using an external recruiter, where will the role be advertised etc.
2. The application process: e.g. will applicants be asked for a CV and two page covering note, which is currently standard practice at the Foundation.
3. The recruitment pack, comprising:
    - Job advert
    - Chair's introduction
    - About John Ellerman Foundation
    - Job description
    - Person specification
    - How to apply
    - Recruitment timeline.

4. The shortlisting process: e.g. how will applications be scored and how will Trustees (and the Director) determine who to invite to interview.
5. The interview process: e.g. the interview schedule, the interview questions, including whether candidates will be asked to complete an exercise like a presentation to the interview panel, and the interview scoring requirements.
6. The offer process: e.g. the number and type of references that will be sought and the start date.

The Director, in partnership with the Nominations Committee, ensures that the above actions are all delivered effectively. The involvement of an external recruiter will mean that the above steps will vary to accommodate their insights and suggestions too.

Recruitment process for the Chair
When the Chair vacancy arises, the Board first discusses and takes a decision on whether the Chair should be appointed from within the existing Trustee Board, or externally. If externally, then the same process that is used for recruiting a Trustee, set out above, is applied. If internally, then a Nominations Committee, usually comprising two Trustees is set up, that is supported by the Director. The following process is then adopted:

1. The Chair's Job Description and Person Specification is reviewed and updated, as needed.
2. All Trustees that wish to stand are asked to confirm this, or not, by a specific date.
3. Those wishing to stand should also submit a short statement, under certain headings – usually these are: Relevant skills and experience; Future direction of the Foundation; and Board and decision making.
4. A ballot then takes place, with an election form and supporting statements distributed to all Trustees detailing the candidates.
5. Each Trustee has one vote, and those standing may vote for themselves.
6. All current Trustees are eligible to vote.
7. In the event of more than two candidates standing, if no candidate is elected by a majority of votes then the lowest scoring candidate will be eliminated and a further ballet held.
8. The appointment is announced at the Board meeting and confirmed via email.

Recruitment process for staff vacancies

When a staff vacancy arises, the Director and/or the line manager for the role, along with other members of the team or Board as needed, will meet to form a working group to manage the vacancy. The group will work together to determine the following in relation to the vacancy:

1. The recruitment process: e.g. will the recruitment be managed internally or using an external recruiter, where will the role be advertised etc.
2. The application process: e.g. will applicants be asked for a CV and two page covering note, which is currently standard practice at the Foundation.
3. The recruitment pack*, comprising:
    - Job advert
    - Director's introduction
    - About John Ellerman Foundation
    - Job description
    - Person specification
    - Organisational structure chart
    - How to apply
    - Recruitment timeline.

    **(If the vacancy relates to an existing position, then any relevant input from the current post-holder will be incorporated into the recruitment pack).*

4. The shortlisting process: e.g. who will this involve, how will applications be scored and how will they determine who to invite to interview.
5. The interview process: e.g. who this will involve, the interview schedule, the interview questions, including whether candidates will be asked to complete an exercise like a presentation to the interview panel, and the interview scoring requirements.
6. The offer process: e.g. the number and type of references that will be sought and the start date.

The Director and/or line manager of the vacant role, alongside the interviewing panel, will ensure that the above actions are all delivered effectively. The involvement of an external recruiter will mean that the above steps will vary to accommodate their insights and suggestions too.

Recruitment process for contractors working with the Foundation for time-limited projects or on an interim basis

When such a vacancy arises, the Director and/or the staff member responsible for the work that is being recruited to, along with other members of the team or Board as needed, will meet to form a working group to manage the vacancy. The group will work together to determine the following in relation to the vacancy:

1. The recruitment process: e.g. will the recruitment be managed internally, will it be advertised with an open call for proposals or will it be shared across networks with individuals and organisations invited to apply etc.
2. The application process: e.g. will applicants be asked to respond to a request for proposal or submit a project proposal.
3. The request that is being made in terms of the role requirements, including the budget and timescale for the work.
4. The shortlisting process: e.g. who will this involve, how will proposals be assessed and how many quotes will need to be sought in order to determine cost effectiveness.
5. The assessment process: e.g. who this will involve and questions that might be asked.
6. The offer process: e.g. the number and type of references that will be sought and the start date.

The Director and/or the staff member responsible for the work that is being recruited to will ensure that the above actions are all delivered effectively.

Monitoring and review

This policy will be reviewed every three years.