



## **Trustee Recruitment and Selection Policy**

### **Who is covered by this policy?**

Any Anti-Tribalism Movement trustee or staff member, or external agency involved in the recruitment of new trustees.

### **What is covered by this policy?**

This policy covers the principles and processes involved in recruiting and selecting trustees to Anti-Tribalism Movement's board of trustees.

### **Purpose**

The purpose of this policy is to ensure that those recruiting trustees for Anti-Tribalism Movement understand their responsibilities in relation to recruitment and selection, and to ensure that the process is as inclusive, welcoming and straightforward as possible for applicants.

### **The policy**

Anti-Tribalism Movement's trustee selection process is inclusive. Anti-Tribalism Movement will actively seek a mix of characteristics which incorporate and are not exclusive to socio-economic circumstances and protected characteristics – age, disability, gender reassignment, race, religion or belief, sex, marriage and civil partnership, pregnancy and maternity, and sexual orientation.

Anti-Tribalism Movement will actively work to eliminate bias or prejudice, whether implicit or explicit, and will not include any information in applications which could interfere with its ability to be fair and objective in its assessment of someone's suitability for the role of trustee.

Anti-Tribalism Movement's intent is to recruit trustees who have the ability or potential to make a contribution to its effectiveness and to govern the charity effectively. It will ensure that full training and support is provided for new trustees.

All trustees and members of staff engaged in any part of this process will undergo appropriate support and training in order to minimise the possibility of any form of discrimination and bias.

### **The process**

In usual circumstances, there are two ways in which a position on Anti-Tribalism Movement's board of trustees may become available:

- if a current trustee steps down from their position.
- if, following a skills gap review, the trustees decide that they require someone to join the board with a specific background, expertise or life experience or that there is a noticeable gap in diversity or representation.

When the board identifies that there is a position available, it should take the following steps:

1. Convene a Trustee Recruitment Board Working Group, which should be made up of at least two existing trustees, and the managing director.
2. The group will identify what attributes, if any, need to be included for advertisement purposes, after consultation and engagement with appropriate staff and the rest of the board.
3. The group will put together a trustee recruitment pack. The pack should include information about Anti-Tribalism Movement, the current board, the application process, the attributes that Anti-Tribalism Movement is seeking in a candidate, and time requirement needed to attend board meetings and undertake board-related work.

4. Anti-Tribalism Movement will make it clear that it will reimburse reasonable out-of-pocket expenses to attend board meetings or Anti-Tribalism Movement engagements, including childcare costs where necessary, and will undertake to reimburse loss of earnings if a trustee's employer withholds pay when a trustee is attending a board meeting or Anti-Tribalism Movement engagement.

## **Advertising**

1. Once the board working group completes the list of attributes and trustee recruitment pack, Anti-Tribalism Movement will advertise any vacant trustee positions for a minimum of three weeks.
2. Adverts for vacant trustee positions should use inclusive language and avoid words that might deter some candidates (such as 'expertise' or 'extensive experience'), acronyms and unnecessarily complex language. The focus of adverts should, ordinarily, be on attitude and life experiences which are relevant to the work of Anti-Tribalism Movement.
3. In usual circumstances, adverts should clearly highlight that applications are welcome from those who have not been trustees before, and that training will be provided.
4. The advert should be posted on Anti-Tribalism Movement's and *other relevant* websites, and regularly published on appropriate social media sites. The advert should also be included in appropriate Anti-Tribalism Movement's communications to ensure it is seen by Anti-Tribalism Movement's beneficiaries.
5. Anti-Tribalism Movement recognises the contribution a board of trustees from differing backgrounds and experiences brings to an organisation. Under usual circumstances, Anti-Tribalism Movement will seek to advertise in places that may be accessed by those who are underrepresented on boards. Anti-Tribalism Movement will ask organisations that work with people with protected characteristics to advertise the positions to their networks. This may include

advertising within community centres, in faith-based buildings, through community newsletters and so on.

6. The advert should make it clear that reasonable adjustments will be made for applicants with disabilities or limiting conditions.
7. Applications will be welcome from any part of the UK or, where appropriate, overseas, and Anti-Tribalism Movement will be flexible about the use of technology and timing of meetings to enable people from different locations or walks of life to participate effectively.
8. Any advert should clearly highlight the key contact at Anti-Tribalism Movement in case any potential candidates have questions about the role or require additional information or support in submitting an application.

### **Application process**

1. Any questions asked in the application form should only be included to allow Anti-Tribalism Movement to understand why the applicant would like to sit on its board and what they can bring to the mix. Anti-Tribalism Movement will always seek to make the application process as simple as possible for applicants.
2. The application form should be no longer than two A4 sheets and, generally, should include an opportunity for applicants to describe and explain why they are interested in becoming a trustee at Anti-Tribalism Movement and what they believe they can contribute.
3. If Anti-Tribalism Movement is seeking a specific background or criteria in recruitment, then there should be a section that allows applicants to specifically refer to how they meet that criteria.
4. The application form should also include the statutory 'Trustee Declaration' to ensure the applicant is legally able to perform the duties of a trustee, is not disqualified from doing so and will adhere to and uphold Anti-Tribalism Movement's agreed standards of behaviour.

## **Selection and interview process**

There are four phases to the selection and interview process.

Phase 1 – sifting for eligibility.

In ordinary circumstances, a member of the Leadership Team and/or a trustee (or agency if relevant) will undertake an initial sift of applications. This is not to sift for potential candidates but to ensure that applicants meet the person specification and that they have fully completed the application form.

After the initial sifting process, the director and/or the agency will remove any identifiable factors from the applications, to make them anonymous (that is remove identifying information, such as age, gender, ethnicity, etc.) before the next shortlisting round. This is unless the trustees wish to fill a particular skills or representation gap and are looking for a specific background, expertise, experience or other criteria. In such case, there can be a section that allows applicants to specifically refer to how they meet that criteria.

Anti-Tribalism Movement believes that it further limits the possibility of unconscious discrimination or bias if as many trustees as possible are involved in the recruitment process. Therefore, the following two phases – shortlisting and interview – involve two different groups of trustees.

Phase 2 – shortlisting

Two trustees will be nominated to shortlist candidates on behalf of the board. Usually, the two trustees will be given at least three working days to undertake the shortlisting process of the anonymised applications.

Those candidates who have been selected to interview should receive an email from the member of the leadership informing them of the time, date and location of their interview. Those who were not shortlisted should receive an email informing them that Anti-Tribalism Movement will not take their application any further.

Phase 3 – interview

Other two trustees, who were not involved in phase 2, will undertake the interviewing of candidates. Anti-Tribalism Movement's managing Director will complement this panel to sit in on interviews as an observer and as a source of information should candidates have any specific questions about operational details pertaining to Anti-Tribalism Movement.

## Phase 4 – approval by the whole board

The interview panel will put its recommendations to the whole board for approval prior to appointment. This may be by email or as part of a board meeting. If the board rejects the candidate, the process will start again.

### **Successful candidates**

1. Anti-Tribalism Movement will undertake appropriate due diligence during the process to ensure that the applicant is not disqualified from acting prior to offering the role.
2. A member of the interview panel will inform candidates that they have been successful and chosen to join the board via phone as soon as the board has approved the appointment.
3. Managing Director will organise an induction for new trustees.
4. All new trustees will be allocated a 'buddy'(i.e. someone who can support them and help with any questions they may have) from the existing pool of trustees.
5. Successful candidates, once approved by the board, should be formally proposed for ratification of appointment at the next trustees' board meeting in accordance with the Anti-Tribalism Movement's memorandum and articles of association.
6. Training can be organised for any new trustees who require it.