

HORIZONS (Plymouth)

Horizons Children's Sailing Charity

Recruitment Procedures



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Date of Last Review: January 2017

Review Period: Annually

1. Trustee Appointment Procedure

Guidance on the recruitment and appointment of Trustees

Horizons is fortunate to have many volunteers. Most people give their help on the water and to assist at sailing sessions. However we also have a board of volunteer Trustees.

Horizons is a Registered Charity. The Board of Trustees are responsible for the conduct of the organisation, ensuring that it operates in accordance with its Memorandum and Articles of Association and that all the funds received by Horizons are used exclusively for the achievement of its stated objectives.

The Trustees are responsible for ensuring the correct management of a budget of over £100,000 a year. We employ three staff in the Management Team and must provide for the safety and comfort of children, young people and volunteers while on the water.

The Trustees take these responsibilities seriously. Trustees meet as a Board every 4 to 6 weeks and typically carry out work in between meetings as well.

As well as being responsible for the most efficient and effective operation on the water, the Board of Trustees will also review its own "fitness for purpose" every 3 years and as and when vacancies arise. This review process includes a skills audit and will begin in 2017.

In carrying out a review the board will consider:

- How we could fill gaps in skills or experience by:
 - Building on the skills of our existing Trustees
 - Training our existing Trustees
 - Working or sharing expertise with other charities
 - Recruiting new Trustees to meet specific skills gaps
- How we could maintain or develop our diversity by considering factors such as:
 - Age
 - Race
 - Gender
 - Educational background and professional qualifications

The appointment of new Trustees is by fellow Trustees:

From time to time the Trustees will recognise the need for new/additional skills on the Board or the need for a specific requirement. This may be through conducting a skills audit, through a vacancy arising or through a material change in the business of the charity.

When the need to appoint a new Trustee to the Board is identified, it will be the responsibility of the Board to fulfil that need.

The duties of Trustees are enshrined in law and not to be taken lightly. The Board must be confident that a potential candidate can not only meet specific requirements but also be able to carry the responsibilities and maintain the good reputation of Horizons.

Potential candidates will be invited to consider a position as a Trustee. The recruitment process will include the following:

- An invitation to discuss the aims of Horizons and how they may assist us to meet those aims
- A reminder that there is a vetting process
- An invitation to meet the Management Team and witness the sailing operation
- To read the Memorandum and Articles of Association
- To attend at least 2 Board meetings
- Any other specific requirement that may be identified

Where there is mutual agreement to make an appointment, there is a requirement within the Memorandum of Articles for the appointment to be voted on by members at the next Annual General Meeting.

If anyone is interested in becoming a trustee:

Please have a look at the following:

[Memorandum and Articles of Association for Horizons](#)

["The Essential Trustee: What you need to know; What you need to do."](#)

(A government document giving general advice on the role and responsibility of trustees)

Trustee vacancies will be posted on the Horizons website. Please feel free to discuss your interest with one of the trustees.

2. New Staff Recruitment Procedure

1. Trustees agree requirement for new member of staff, in consultation with Horizons Management Team (HMT)
2. Draft Job Description and Person Specification prepared by HMT
3. Job Description and Person Specification approved by Trustees
4. Trustees approve budget/timescale and appoint Recruitment Task Group. (RTG = member of staff + Trustee)
5. Post advertised, requesting CV and Covering Letter
6. RTG review applications and send Job Description and Person Specification to applicants who appear to meet requirements
7. RTG shortlist applicants and arrange interviews in Plymouth
8. Interview consists of:
 - a) Introduction to Horizons
 - b) Time on the water, preferably integrated with a scheduled activity with a typical target group
 - c) Formal Interview to assess fit to Person Specification
9. Take up references on preferred candidate
10. RTG recommend suitable candidate to Trustees
11. If Trustees agree, candidate offered post and draft contract issued
12. If candidate declines, consider other candidates or re-advertise post

Notes

- Reimbursement for travelling expenses to Plymouth will be standard class return rail fare and overnight stay if necessary
- It is important to be able to move quickly and make decisions to avoid risk of losing a suitable candidate. Hence consultation between RTG and Trustees will be by email / phone call i.e. it is not required to hold formal meetings of either HMT or Trustees to complete the recruitment process
- This document is a working document and is therefore reviewed and updated on a regular basis. Updates will reflect changes in: industry "Best Practice", Horizons Risk Assessments, legislation or guidance from regulatory bodies. This document will be reviewed annually as a minimum

3. Volunteer Application Procedure

Stage 1

1. **Make an initial enquiry**
 - Telephone: 01752 605800
 - Email: horizons.plymouth@onetel.net
2. **Arrange a date**
 - for an informal introduction to Horizons
 - to take part in an on water session
3. **On water session**
 - Join us for a session to get a feel for the organisation
4. **Make a decision**
 - a) You want to join as a volunteer:
 - Continue to Stage 2
 - b) Decide it's not for you:
 - Suggest other roles within Horizons that might be more appropriate i.e. a shore based role
 - Referral to the local Volunteer Centre
 - If you wish to continue your application continue to Stage 2

Stage 2

1. **Formal interview**
 - Invited to a formal interview
 - You will be given any necessary information
 - Copies of relevant qualifications will need to be presented
 - If applying for an on water role details of relevant tidal experience will be discussed
2. **Outcome of formal interview**
 - a) Successful interview
 - Horizons will aim to contact your two references within a month
 - If references are appropriate the application will be progressed to Stage 3
 - b) Unsuccessful application
 - Referral to the local Volunteer Centre

Stage 3

1. **Induction Process**
2. **DBS Check**
 - Complete a DBS form and Horizons will get it processed by the RYA
 - You will be able to volunteer in a supervised role until we review the results of your DBS check

4. Induction Process

This Induction process takes you from a successful application to actively taking part in Horizons activities.

There is no set time frame for this process. It could take longer with volunteers than it could with a new member of staff.

The experience of the candidate could dictate the induction process to some extent; however these are the generic steps for all candidates. The steps are laid out in a logical order, which should be followed.

Introduction

- Introduction to Horizons personnel
- Site tour
- Check all necessary forms have been completed
 - Application and Self-Disclosure
 - Equal Opportunities
 - DBS check
 - Volunteer Agreement
- Familiarisation with Operational Procedures and Policies
 - Sign the Master Copy

On water roles

- Introduction to craft and operating areas
 - Familiarisation training with a suitably experienced person
 - Agree a training / development programme if required (e.g. tidal endorsements)
 - Familiarisation with shore based role during club sessions

Shore based roles

- Including maintenance or fundraising etc.:
 - Agree role with Business Manager / Operations Manager
 - Agree appropriate supervision plan
 - Discuss relevant procedures
- Mini-bus Drivers
 - Check qualifications
 - Familiarisation / observation trip
 - Outline responsibilities associated to the Section 19 Minibus permit

Results of DBS Check

- At some point during the induction process your DBS results will need to be reviewed
- The results of the DBS check will be sent directly to you
- You must bring your DBS Certificate into the office
- Horizons will review the DBS check:
 - a) If all clear you can then work in an “unsupervised capacity” if relevant (i.e 1 to 1 in a Pico)
 - b) Issue date and number taken
 - c) If an issue is highlighted Horizons will carry out a Risk Assessment
 - You will be invited to a Risk Assessment interview
 - You will then be informed of the outcome of the interview:
 - Positive outcome: complete the application process
 - Negative outcome: referral the local Volunteer Centre

5. Disciplinary Procedures

The aim of the Disciplinary policy is to help an individual to improve their performance, conduct or attitudes where these are giving cause for concern.

Employees and volunteers will be given opportunities to effect the necessary improvements with the assistance of training and counselling as deemed necessary.

In most cases, when minor lapses occur, it is possible to discuss the matter and overcome any difficulty with help and guidance.

In these situations it is believed that it is more important to understand what has led to the situation and re-establish co-operation and understanding to prevent a recurrence rather than resorting to formal disciplinary action.

However employees and volunteers will be liable to disciplinary action for:

- Unsatisfactory work performance – continuing unsatisfactory performance of work (quality, quantity or accuracy below accepted standards)
- Unsatisfactory behaviour
- Misconduct or negligence
- Poor time keeping
- Unacceptable absence
- Persistence wilful absenteeism
- Damage to Horizons' property
- Any intentional act of racism / discrimination
- Wilful non-compliance of H&S rules
- Time wasting
- Use of foul or blasphemous language
- Unacceptable personal behaviour
- Failure to follow Horizons accounting procedures
- Negligence resulting in minor loss or injury
- Failure to comply with a specific instruction
- Irresponsibility or impropriety in relation to the employees / volunteers activities, whether or not in working hours, which is considered to be detrimental to or conflicting with the interests of Horizons or likely to affect an individual's standards of work
- Failure to disclose any personal interest which conflicts with any matter in which the employee / volunteer is engaged on behalf of Horizons, or any breach of confidence relating to Horizons or its affairs

Gross misconduct or gross negligence includes:

- Proven theft; dishonesty / falsifying expenses claims etc.
- Fraudulently appropriating funds by deception to obtain an unjust or illegal financial advantage or any other means
- Intentional mis-statements in, or omissions of amounts or disclosures from accounting records or financial statements
- Misleading Horizons about sickness records or payments, DSS benefits, or a claim against a third party
- Use for personal ends of confidential information obtained as an employee / volunteer
- Deliberate disclosure of confidential information
- Deliberate breach of safety regulations
- Causing malicious damage to Horizons property or another colleague or client
- Criminal acts which occur outside Horizons but which are relevant to continuing employment with Horizons

- Fighting with anyone on Horizons premises / property or threatening actual bodily harm to a colleague or client
- Gross insubordination
- Abusive behaviour
- Conduct violating common decency
- Deliberate disregard of instructions or duties relating to employment
- Smoking in prohibited areas
- Deliberate failure to implement equal opportunities policy
- Sexual / racial harassment
- Being under the influence of drink / drugs on Horizons property at any time
- Negligence which results or could have resulted in serious losses, damage or injury

Disciplinary Process

Verbal Warning

- Individuals will be advised of areas of unsatisfactory performance; the consequences of continued unsatisfactory performance, the right of appeal. A note will be retained for 6 months together with the agreed course of action.

First Written Warning

- Will include the specific details of the unsatisfactory performance, details of the improvement required and timescale, warning that action under the next stage will be considered if there is no satisfactory improvement, right of appeal.

Final Written Warning

- Details of unsatisfactory performance, details of improvement required and when this is to be achieved, that dismissal or whatever penalty is considered appropriate will result if there is no satisfactory improvement; the right to appeal.

Dismissal

- A staff member will only be dismissed after consideration of all other disciplinary action including demotion, salary suspension etc.

Appeal

- If a member of staff/volunteer is dissatisfied with the outcome of any stage of the disciplinary process he or she may appeal either verbally or in writing, within 3 working days of the disciplinary decision to the Chair of Horizons. The decision of any appeal hearing is final.

Grievances

- It is the policy of the Trustees that Horizons' staff and volunteers should:
 - Be given a fair hearing by their immediate supervisor concerning any grievance that they may wish to raise
 - Have the right to appeal against any decision made by their immediate supervisor
 - Have the right to be accompanied by a representative of their choice when raising a grievance or appealing against a decision

Grievance Handling Procedure

The main stages through which a grievance may be raised are as follows:

- The employee / volunteer raises the matter with their immediate supervisor and may be accompanied by a representative of their choice
- If the employee / volunteer is not satisfied with the decision; he/she may appeal to the Board of Trustees
 - This meeting will take place within 5 working days of the request and will be attended by at least two trustees and the employee/volunteer together with a representative of their choice
 - The result of the meeting will be recorded in writing and copies issued to all concerned
 - The decision of the Trustees will be final