

1. Identifying qualified and experienced personnel

Siren has a proven track record in rapidly deploying skilled staff for projects. Siren has a core team of 32 staff with expertise on a range of topics, including but not limited to policing, criminal justice operations, organizational change, civil society engagement, counter-terrorism, the Middle East and software development. In addition, Siren maintains a database of 220 conflict and stabilisation, security sector, criminal justice, programme management, M&E and support services experts, searchable across multiple criteria. The database, compliant with the Data Protection Act 2018, provides us with a roster of individuals that can be rapidly deployed. Entry into the database is managed via the Siren website, and every application is reviewed by the Siren HR manager to maintain quality assurance. After screening for relevant expertise and due diligence compliance, candidates are accepted into the database, which is then used by Siren to identify appropriate candidates when opportunities arise. Siren also has a partnership with Northern Ireland's Police Rehabilitation and Retraining Trust (PRRT), who advertise entry onto the Siren roster among their network of policing experts.

2. Recruitment

Since 2008, Siren has successfully vetted, recruited, prepared and mobilised over 165 staff for UK-funded projects, enabling us to deliver high quality programmes on behalf of HMG. Our CSSF-funded Jordan Policing Support Program (Jordan) was graded A/A+ in a 2016 end of project review, and our British Policing Support Programme (Lebanon) was graded A in 2017. **Siren is committed to gender sensitive recruitment, with 50% women on its Board of Directors, and over 56% among core staff.** The Siren recruitment policy is fair, inclusive and transparent, avoiding discrimination based on ethnicity, faith, gender or sexuality, as outlined in the HMG guide on 'Employers: preventing discrimination'¹. Once a need for a role has been identified, recruitment follows the steps below:

Phase	Steps
1. Planning	<ul style="list-style-type: none"> a) Job description drafted and finalized b) Pre-interview tests drafted where relevant c) Interview guidelines to test against core competencies prepared
2. Advertising	<ul style="list-style-type: none"> a) Job advertised on relevant fora including the Siren website, LinkedIn and international and local job posting sites (eg Daleel Madani in Lebanon) b) Siren utilizes its network of contacts in the MENA region, UK and beyond to share job description c) Review of Siren database for relevant candidates (see above)
3. Selection	<ul style="list-style-type: none"> a) Candidates shortlisted and relevant pre-interview tests conducted in controlled conditions. Successful candidates invited for a first round interview with relevant Board member b) First round interview conducted in a location accessible to the candidate or by video call. Interview notes and scores are recorded and stored securely c) Second round interview conducted by a panel including Board Chairman d) Top candidate selected and approval sought from the Board of Directors e) Due diligence checks conducted (see below) f) Offer letter drafted and sent g) Mobilisation process begins (see below)

To support **quality assurance in recruitment**, Siren conducts additional due diligence regarding capability and capacity while ensuring that our recruitment is cost-effective. In Lebanon and Jordan, Siren conducts criminal record

¹ 'Employers: Preventing Discrimination' <https://www.gov.uk/employer-preventing-discrimination> Accessed 29 May, 2018

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checks for national staff and suppliers, and gathers references from relevant security agencies, contacts and local networks, cross-checking with local knowledge. When recruiting former security sector personnel, we ensure they have the relevant security clearance. Professional and personal reference checks are conducted with at least two references.

3. Mobilisation

Once recruited, Siren ensures an efficient and professional onboarding process that ensures recruited staff are able to begin delivering quality project outcomes for Siren as soon as possible, maximizing cost-effectiveness. A country onboarding process is developed in each Siren office to reflect the context and specificities of the role. The employee signs a Non Disclosure Agreement (NDA), a code of conduct, and a conflict of interest statement. He/she is briefed by Siren staff and Board of Directors regarding expectations, code of conduct and performance review. When deploying technical experts as consultants, Siren conducts a pre-deployment training programme (see below), to maximise impact and value for money, ensuring technical experts have the skills to transfer their knowledge effectively.

To support **quality assurance during mobilisation**, Siren has a probation period of three months, extendable for three months. During the probation period, evaluation against deliverables and general performance takes place, and a decision is made regarding the extension of contract at the end of the probation period. During and after probation, Siren has a one-month notice period for termination of a contract on the basis of poor performance or unsuitability. Siren holds bi-annual performance appraisals of core staff to ensure quality, providing an opportunity to assess employee performance against deliverables. Annual appraisals are held with the Siren Chairman.

Siren's 4 day residential **pre-deployment training** program, held at a dedicated facility in Northern Ireland, ensures the quality of the consultants we mobilize. The curriculum provides experts with training on gender sensitivity, safeguarding and whistleblowing, monitoring and evaluation, contextual knowledge, sensitivity to local needs and consultancy skills. It also equips them with Hostile Environment Awareness Training. The course, a result of lessons learned from Siren's CSSF-funded projects in Lebanon and Jordan and experience elsewhere, enables individuals to operate as effective advisors thereby maximizing the potential for skills transference.

5. Training

Our bi-annual pre-deployment training programme forms part of a broader commitment to training that provides our team with regular opportunities for continuous learning and development. If an employee identifies opportunities that would benefit them, we consider ways in which to support them in their development eg through the reimbursement of costs. We also provide continuous training for all of our staff on issues of geographical, thematic or technical relevance. Examples of trainings provided to all Siren staff include:

- **In-country induction**, provided to all new project staff. Includes a briefing on the country of operation, including local stakeholder challenges and needs, project goals and objectives, the individual's role within the wider project, results and impact to-date, key research and further reading.
- **Gender training** for all staff in the Lebanon office. A local gender-focused NGO provided a 16 hour workshop on the legal, political, socioeconomic, and cultural dynamics surrounding gender and SGBV issues in Lebanon. Staff used the opportunity to reflect on how this applies to Siren's existing projects.
- **Project management training**. Providing all staff with an introduction to the Siren project management guide and a practical opportunity to use key project management tools.
- **Trauma and first response training**. Key principles of responding to casualties.
- **The policing of drug abuse and addiction in Lebanon - context sensitisation training** scheduled June 2018.