



Recruitment and Selection Policy for paid staff

Review March 2018

RBL Theatre Company is an equal opportunities employer and our aim is to create a diverse and inclusive working environment which reflects the area we live and work in and the communities and audiences that we engage with.

The purpose of the policy is to facilitate the recruitment of individuals who match the specifications of RBL's vacancies, in a way which is fair, cost-effective and reflects our commitment to equality and diversity. RBL Theatre Company believes that no person or group should be treated less favourably in employment because of their race, religion, gender, disability, sexual orientation, or age.

RBL Theatre Company recognises that apart from job related qualifications and experience, other knowledge and experience may be equally valid in the appointment of a worker and are particularly relevant in the case of people from groups which experience discrimination.

This document explains the RBL policy on the recruitment and selection of paid staff. It will be made available on request to applicants for RBL posts and will be used by line managers who are responsible for recruiting staff, to ensure consistency.

Procedure Plan

Action required	By whom
Prepare/review the job description and salary and prepare the person specification. Consider any safeguarding requirements.	Hiring manager and company director
Selection of recruitment panel.	RBL's associate artists and or company directors
Agree a timetable of events including an advertising schedule.	Recruitment panel
Agree evidence requirements and advertisement.	Recruitment panel
Prepare the candidate information pack.	Secretary
Place the advertisements.	Secretary
Send out the candidate information pack.	Secretary

Shortlist the applicants & establish interview questions. Send call to interview.	Recruitment panel / Secretary
The interview	Recruitment panel
Make an offer	Recruitment panel
Obtain references	Hiring manager and or company director
Confirm appointment	Hiring manager and or company director
Induction	Hiring manager and or company director

The Short Listing

Shortlisting and selection activity will be undertaken by a recruitment panel. The panel must be made up of at least one company director and members of our associate artists team. The hiring manager will be identified and selected by panel.

All possible steps should be taken to make the process as fair as possible and to counter or remove any bias. Any panel member must be fully aware of the content of this and the Equalities and Human Rights Commission (EHRC) Guidance for Employers and Service Providers, as well as have a good understanding of how current legislation may impact on recruitment.

The aim of the panel will be to take decisions by consensus, but the hiring manager will have a second vote where it is clear that a deadlock is preventing a decision from being made.

If RBL is working in partnership with other agencies that agency may wish to appoint a member of the panel. In which case the hiring manager should ensure that panel member is aware of the contents of this policy and their obligation to be guided by it.

Confidentiality is crucial and has two aspects. Firstly, the discussions and statements of panel members should not be repeated outside the panel unless providing feedback at the request of an unsuccessful applicant. Secondly, information about candidates, revealed at any stage, must go no further than panel members. It is the responsibility of the hiring manager to collect in all notes and papers from other panel members. These should be stored in line with RBL's Privacy Policy.

The hiring manager should work with the panel to decide the most appropriate methods of selection. Progress through each stage will be determined by the extent to which a candidate's skills, knowledge and experience match the requirements of the role.

Evidence may be gathered in a variety of ways e.g. from application form, CV or formal assessment process. At least one stage of any selection process should involve an interview or audition.

Using the short listing matrix the panel should sort the candidates into 3 groups, yes, no, or possible and should only short list candidates considered to meet all the essential requirements.

The Hiring Manager must make sure there is evidence to support any conclusions reached and that evidence **must** be recorded.

The selection process

- Panel must agree whether selection methods are required in addition to the interview.
- The interview and, if required, task should be carefully planned by the panel.
- A block of 4-10 questions should be agreed based upon the person specification. These questions should be listed on the Interview Record Sheet.
- The panel should agree who will ask which question. The other members should then be tasked with making a record of the evidence contained in the answer on the Interview Record Sheet.

Making the decision

- The hiring manager should ask each panel member for their scores for each applicant and their reasons. The reasons must relate to any evidence that the candidate does or does not meet the requirements of the person specification. The reasons **must** be recorded.

If possible identify a second or third choice in case the first choice turns the job down. Do not make an offer if none of the candidates are suitable.

Letting people know

- Notify the successful candidate by phone. Do not contact the second choice until the first one has accepted but try to do this as soon as possible. Notify the unsuccessful candidates either by phone or letter offering them the opportunity for feedback at a later date.
- Make the offer conditional upon satisfactory references and any other relevant conditions e.g. a probationary period.

References

- No employee can start work until satisfactory references have been obtained.
- Referees should be sent a form, the job description and person specification.
- The hiring manager will refer back to the recruitment panel any references received that they consider sufficiently negative to justify withdrawing the offer of employment.

Safeguarding

If the post will or may involve working with children or vulnerable adults, DBS checks must be obtained or verified before the person can begin work.

Failure to appoint

If it is concluded that no candidate was appointable then the panel should arrange to meet on a future date. The following points should be considered.

- What are the budgetary implications of re-advertising?
- Did we advertise in the right place?
- Did we advertise at the right time?
- Did we present the post and the organisation in the right way?
- How competitive is the job market for employers of this kind of post?
- Were the salary and terms and conditions a problem?
- What are our chances of success if we simply re-advertise as before?

The Person Specification

- To create the person specification look at the job description and identify what is needed for each task. Essential criteria are those the post holder must possess. Desirable criteria are those which would be useful but could be learned.

Example

Job title:	
Reports to:	
Experience [Paid or unpaid]	Essential Make sure they are absolutely essential and measurable. Try to limit the number to 3 or 4. Desirable To enable a choice between applicants who have equally strong essential requirements.
Qualifications and education	Essential Desirable
Skills and abilities	Essential Desirable
Knowledge	Essential Desirable
Other requirements	
Legal requirements	