

Recruitment and Selection Policy and Procedures

1. Introduction

- 1.1. The Royal Academy of Dance (RAD) recognises that its employees are fundamental to business success, in whatever role. A professional, systematic and fair approach to recruitment and selection enables the RAD to achieve one of its strategic objectives: that of attracting and retaining exceptional people of the highest calibre. The purpose of this policy is to provide a sound framework for recruitment based on core principles.
- 1.2. As an organisation with high professional standards, the RAD is committed to equality and diversity, where inclusion and equality of opportunity are paramount. This commitment and ethos informs aspects of this Recruitment and Selection Policy and Procedures.
- 1.3. The RAD is also committed to safeguarding children and vulnerable adults participating in its activities and our recruitment and selection procedures are formed to ensure safe recruitment outcomes. The RAD's Safeguarding Policy and Procedures for children and vulnerable adults provides more information in this area.
- 1.4. The way that recruitment and selection is managed affects the reputation of the RAD and consequently its ability to attract, appoint and retain exceptional people.
- 1.5. This policy has been formulated to ensure the Academy has legally compliant, safe and efficient recruitment and selection procedures which are in line with good practice, while retaining sufficient flexibility for the changing needs of the business.

2. Scope

- 2.1. This policy applies to the recruitment and selection of all employees, including permanent, fixed term, temporary and casual employees as well as freelance workers and volunteers.
- 2.2. In order for the policy and procedure to be effective, it is essential that all current employees involved in conducting any part of the recruitment and selection process should be aware of this policy and should adhere to its procedures and separate internal guidance.
- 2.3. It is the responsibility of the Board of Trustees, the Chief Executive, Executive Board and the Head of Human Resources (HR) to ensure that this policy is implemented.

3. Aims

- 3.1. The aims of this policy are to ensure that:
 - 3.1.1. Recruitment and selection procedures are robust, fit for purpose, stand up to scrutiny and comply with relevant legislation.
 - 3.1.2. Recruitment and selection of employees is conducted in a professional, timely and responsive manner.

- 3.1.3. Operational requirements and strategic aims are met and the RAD's values are promoted.
- 3.1.4. Children, young people and vulnerable adults participating in RAD activities are safeguarded.
- 3.1.5. The widest and most appropriate response to employment vacancies is received.
- 3.1.6. Selection decisions are made which do not discriminate against any group or individual.
- 3.1.7. The best and right person for each position is appointed.

4. Recruitment and selection principles

- 4.1. RAD recruitment and selection procedures are thorough, fair, transparent, timely, cost effective and free from conflict of interest.
- 4.2. Applicants are treated with courtesy throughout, aiming to ensure that an applicant's experience is positive, irrespective of the outcome. A monitoring process will be established in support of this principle.
- 4.3. All recruitment and selection procedures (including those for volunteers) are based on a published job description and person specification, and applicants are assessed at application, interview and skills test stages in accordance with these criteria alone.

5. Sourcing

- 5.1. In most circumstances internal and external (online) advertisements are placed for permanent, fixed term, casual and freelance employment vacancies and volunteer opportunities. There may be occasions when it is appropriate for an internal recruitment campaign to be conducted only or before external advertising is undertaken.
- 5.2. A decision may be taken by the HR department and/or Executive Board and or Department Manager (hereinafter referred to as Recruiting Manager) to use recruitment agencies as an alternative to advertising where:
 - 5.2.1. a permanent or fixed term vacancy is of a specialist nature;
 - 5.2.2. it is necessary to recruit a permanent or fixed term vacancy quickly; or
 - 5.2.3. a temporary or project based assignment arises.
- 5.3. Advertisements are based on the job description and person specification essential criteria in order to attract an appropriate number of suitably qualified applicants.

6. Promotion

- 6.1. In the interests of career development for existing employees, there are exceptional occasions where current employees are promoted to a vacancy or a new post without full internal and/or external recruitment procedures being followed.
- 6.2. Occasions where promotion without a recruitment campaign might be appropriate are where an existing employee has:

- 6.2.1. significant experience in a role equivalent or very similar to the vacant or new post;
 - 6.2.2. demonstrated high performance over a period of time in their existing role; and/or
 - 6.2.3. a skillset that matches or exceeds the minimum requirements as outlined in the job description of the vacant or new post, which it is considered no other employee possesses.
- 6.3. Promotion will be based on merit, supported by the above objective criteria (6.2.1 to 6.2.3) and free from bias.
 - 6.4. All instances of promotion will be overseen directly by the Head of HR and reviewed by all members of the Executive Board in order to ensure all employees are treated consistently and fairly based on objective evidence.

7. Recruitment & selection – applicant guidance

- 7.1. Guidance for those applying for permanent, casual and fixed term employment is available on the RAD website and from the HR Department. Applicants with disabilities are able to contact the HR Department to make a request for reasonable adjustments to be made.
- 7.2. Where appointment to a job or volunteer post is subject to criminal record clearance, it is stated on the recruitment advertisement and the person specification for the job. This will happen as a result of the job description being assessed at the planning stage to determine if the post involves “regulated activity” as defined by the Disclosure and Barring Service (DBS), Disclosure Scotland and other relevant authorising bodies.
- 7.3. Applicants applying for advertised freelance or casual engagements, such as teachers, pianists mentors, practical teaching supervisors and/or tutors are given written guidance of the specific recruitment procedure appropriate to the role, which may, for example, include a filmed assessment or some other form of audition or practical assessment.
- 7.4. Applicants applying to become an RAD examiner are given detailed guidance on the specific recruitment, selection and training procedure available from the Panel of Examiners Manager in the Examinations Department.
- 7.5. All applications for employment of any kind (including volunteers) are submitted on an RAD application form and are handled by the HR Department. Applicants are also requested to complete an Equality Monitoring form on a voluntary basis, which is a form that is handled separately from the main application form and is used for equality monitoring purposes only.
- 7.6. There may be occasions, particularly if handled via an employment agency, where applications for temporary or fixed term employment are made through submission of a CV. CVs will be scrutinised and verified in the same way as application forms.
- 7.7. Shortlisted applicants are invited to interview by telephone and confirmation email. Applicants are requested to bring original copies of *Right to work in the UK* documentation to interview for checking by the HR representative on the interview panel.
- 7.8. A self-disclosure form is available on the RAD website for shortlisted applicants to complete and submit to the HR Department in advance of an interview. The form should be submitted or brought to interview in an envelope marked “Confidential disclosure”. The envelope should be given to the HR representative of the interview panel. The self-declaration form allows the applicant at the earliest opportunity to provide details of any criminal records including convictions, cautions or bind overs they have accrued, including details of any that would be regarded as spent under the Rehabilitation of Offenders Act in other circumstances. The

information supplied will remain confidential and will only be shared by those who need to know as part of the recruitment process.

- 7.9. Where appointment to a job or volunteer opportunity is subject to criminal record clearance because the role is categorised as a regulated activity related to children or vulnerable adults, written references will be obtained for shortlisted applicants **prior** to an interview taking place.
- 7.10. In accordance with the RAD's Safeguarding Policy and Procedures, applications for jobs or volunteer opportunities involving work with children or vulnerable adults must be a minimum of 18 years or over.
- 7.11. Unsuccessful applicants are advised of the outcome of their application in writing, by email as soon as possible after shortlisting has been completed, following the closing date.

8. Interviews and Interview Panel(s)

- 8.1. All recruitment and selection procedures include at least one face-to-face interview, and all interviews are conducted by an interview panel, which is made up of two or more people, including the Recruiting Manager of the vacant position, and in most cases a member of the HR Department. In some cases further members of staff make up the interview Panel.
- 8.2. When recruiting Executive Board posts or other positions of comparable seniority, the Chief Executive is a member of the interview panel. The Chair of the Board of Trustees and/or members of the Board of Trustees may also be included and it may also be considered appropriate for representatives from external relevant organisations to join the interview panel.
- 8.3. If an employee or trustee who is a member of an interview panel has a close personal or family relationship with an applicant applying for a permanent or fixed term contract (of 6 or more months) they must declare this as soon as they are aware of the application. It would normally not be possible for the employee to be involved in the recruitment process under these circumstances.
- 8.4. If an employee or trustee who is a member of an interview panel has a pre-existing professional relationship with an applicant applying for a permanent or fixed term contract (of 6 or more months) they must declare this as soon as they are aware of the application. The Head of HR and Recruiting Manager will take a view, depending on all the circumstances, whether it is possible for the employee or trustee to be involved in the recruitment process including joining the interview panel.
- 8.5. For Executive Board posts or other positions of comparable seniority there is normally a second interview. Management positions (Heads of Department or Managers or equivalent) may also have a second interview. Second interviews will be conducted by an interview panel which will include at least one person from the first interview panel.
- 8.6. Most recruitment and selection procedures (particularly for administrative or technical staff) include an appropriate skills test. In some cases, applicants are asked to give a presentation or other exercise which can form part of a first or second interview. Applicants are always warned in advance if a test or other exercise is to be included. In most cases, time permitting, applicants are also given a tour of the Academy's premises and may be introduced to departmental staff and/or Executive Board members, as appropriate.

9. Recruitment & Selection - Internal Guidance

- 9.1 The HR Department publishes internal guidance on recruitment and selection procedures, including planning, handling of applications, shortlisting, preparing for interviews, conducting interviews and record keeping. This guidance is available online on SelectHR and contains more detailed information and guidance for RAD employees.

10. Offer of Employment and Contracts of Employment

- 10.1. Once a selection decision has been made, the HR Department will telephone the successful applicant to make a verbal conditional offer of employment. The offer is made subject to two satisfactory references, satisfactory right to work in the UK documentation and where applicable appropriate criminal record clearance.
- 10.2. The HR Department follows up the verbal conditional offer of employment by writing to the prospective employee as soon as possible to confirm the terms and conditions of the offer.
- 10.3. The HR Department makes arrangements for references to be obtained (if they have not already) and where applicable criminal record clearance to be obtained via the Disclosure and Barring Service or Disclosure Scotland Umbrella body. (See 10 below).
- 10.4. The HR Department issues permanent and fixed term employees with an appropriate Contract of Employment and Joining Instructions letter, Employee Handbook and other necessary forms, prior to an employee commencing employment. In cases where an early start date is agreed, it may be necessary for the Contract of Employment to be issued to an employee after they have commenced employment. Where this is necessary, it is always issued within the first two to four weeks of employment.
- 10.5. The Joining Instructions letter includes information about Induction and the necessary documentation required for the first day of employment.
- 10.6. Casual and freelance employees are issued with appropriate documentation before the start of their employment / engagement.

11. Vetting and Criminal Record Clearance

- 11.1. All offers of employment are made on a conditional basis subject to two satisfactory written references. The choice of referees must include the current or most recent employer and must not include relatives or family members.
- 11.2. Offers of employment for roles involving regular direct contact with children under 18 years or vulnerable adults, and where the post holder is responsible for their regular training, teaching, instructing, caring and/or supervision (including volunteers), will be subject to two satisfactory written references obtained prior to an interview (vetting) **and** an appropriate Disclosure (usually Enhanced) from the Disclosure and Barring Service or Disclosure Scotland.
- 11.3. Applicants who have lived in another country (outside the UK) are required to provide a criminal record check or "certificate of good character" from each country that they have lived in for 6 months or more in the last 5 years. Details of the application process for criminal records checks or 'Certificates of Good Character' vary from country to country. Details of how and where to make an application may be found here [link to be inserted]: . Applicants who are already in the UK may also be able to apply to the relevant embassy in the UK.
- 11.4. As stated in the Academy's separate Criminal Record Checks and Recruitment of Ex-Offenders Policy (available on the RAD website and from the HR Department), the Academy

uses the services of a Disclosure and Barring umbrella body which is a company authorised to obtain criminal record clearance on behalf of employers and other organisations¹.

- 11.5. The HR Department provides instructions (including information related to applicable fees) to applicants for applications to be made online or via paper with the umbrella body.
- 11.6. The Academy pays the fees (including administrative charges) for the criminal record checking of relevant permanent and fixed term employees, but freelance and casual employees are expected to cover the cost of their own Disclosure fees. A temporary worker would not be engaged for work that involves direct, unsupervised contact or with responsibilities for children and vulnerable adults. There are no Disclosure fees for volunteers.
- 11.7. It is the Academy's policy that relevant existing permanent employees, casual and freelance workers and volunteers renew their Enhanced Disclosure every three years. Casual and freelance workers can use the Disclosure and Barring Service (DBS) Update Service (at their own expense) if they wish which lets an applicant keep their DBS certificates up-to-date and allows the RAD as the employer to check details online. Permanent and fixed term employees are required to do a new Enhanced Disclosure every three years.
- 11.8. The Academy has a separate policy on the Use, Storage and Dissemination of information revealed in a Disclosure, which is available on the RAD website and from the HR Department on request.

12. Training

- 12.1 Appropriate training, development and support will be provided to employees involved in Recruitment and Selection activities on behalf of the RAD.

13. Policy Publication

- 13.1 This policy is available to the public, including potential employment applicants via the "Work with us" section of the RAD website. The policy is also available to existing employees internally on SelectHR.

14. Policy Review

- 14.1 This policy is revised on a biennial basis (or sooner, if necessary) by the Head of HR, Executive Board and the Board of Trustees from the date of implementation.
- 14.2 Where there are changes in employment legislation which directly impact the policy and procedure, changes will be made immediately and such changes communicated throughout the RAD.

¹ Due Diligence Checking Ltd (DDC) since 2012

Signature



Chair of the Board of Trustees
Royal Academy of Dance

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Related policies

Equality, Diversity & Inclusion Policy

Safeguarding Policy and Procedures

Criminal Record Checks and Recruitment of Ex-Offenders Policy

Policy on the use, storage and dissemination of Disclosure information

Information Management Policy and Procedures