



RABBLE Theatre
Recruitment and Selection Policy for Paid Staff

Updated 1st July 2020

RABBLE Theatre 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 RABBLE’s vacancies, in a way which is fair, cost-effective and reflects our commitment to equality and diversity. RABBLE believes that no person or group should be treated less favourably in employment because of their race, religion, gender, disability, sexual orientation, or age.

This document explains RABBLE’s policy on the recruitment and selection of paid staff. It will be made available on request to applicants for RABBLE 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 (Trustee or Artistic Director) - to board of trustees for approval.
Selection of recruitment panel.	Board of Trustees
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
Confirm appointment	Hiring manager
Induction	Hiring manager

Shortlisting

Shortlisting and selection activity will be undertaken by a recruitment panel. The panel must involve a hiring manager, and at least one other person from the Board of Trustees. RABBLE will always aim to have a gender mix in its recruiting panel. The hiring manager will be identified and selected by the Board of Trustees. The panel will also be approved by the board.

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 Equal Opportunities policy 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 Chair of Trustees will have a second vote where it is clear that a deadlock is preventing a decision from being made.

If RABBLE is working in partnership with other organisations that organisation may wish to appoint a member of the panel. In which case the Chair should ensure that the 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 RABBLE's Data Protection Policy.

The hiring manager should work with the Board of Trustees 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.

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

The short-listing matrix will be developed with reference to essential and desirable criteria which will be listed on the job description. It will include requirements such as qualifications, experience or non-discriminatory personality traits such as 'organised', 'enthusiastic', 'innovative', etc.

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, the task should be carefully planned by the panel.
- A block of 6-10 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 Chair 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
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	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	