



ROYAL COLLEGE OF MUSIC

Recruitment and Selection Policy and Procedure

1. The RCM recognises that people are its most important asset and are fundamental to its success. We recognise that to sustain our reputation for excellence we must focus on attracting, recruiting and retaining the best staff.
2. The RCM aims to promote best practice in recruitment by:
ensuring that recruitment

are aware of the RCM's recruitment
and related policies and procedures and the importance of adhering to best practice.
3. This policy applies to the recruitment and selection of all staff. It does not apply to agency workers, casual employees or contractors.
4. The Royal College of Music is an equal opportunities employer and holds policies to this effect. Selection decisions will be made based upon an applicant's suitability for the role and all applicants can expect to be treated fairly regardless of

w.56 12593JE59522reW*TTJETQ1595*nBT/TT0 9.96 Tf390.79 273.86 Td()TJETQ0 0 5140.42E59522reWnBT/

8. The occurrence of a vacancy is an opportunity to review the necessity for the post and its duties, responsibilities and grade. The following should be considered by the recruiting manager:

Is it necessary to fill the vacancy?

Does the role require changes in duties and responsibilities? Where the duties of the job have changed the line manager should discuss the post with HR to establish the appropriate grade for the post, ideally before approval is sought.

Does the feedback received from the exit interview indicate a need for any change in how the role is carried out?

Could the work be accommodated in other ways, for example, redistribution?

Are terms and conditions attached to the post consistent with other similar posts within the RCM? HR will be able to provide guidance.

9. Authorisation for a new or sior

17. NOTE: Before any post is advertised or filled by way of a direct appointment, consideration must be given to any existing staff whose posts are vulnerable to redundancy.

to

18. A job description is the key document in the recruitment process. It should clearly set out the main duties and responsibilities of the post and include the following:

The job title (which must be gender neutral)

The location of the job i.e. Department / Faculty

Grade/scale (and date role evaluated)

The post to whom the postholder is responsible

Job purpose and major tasks

List of main duties and responsibilities

Internal and external contacts

Knowledge, experience, personal qualities and skills required (Person Specification)

19. An accurate job description allows applicants the opportunity to apply for the post.

24. Further Particulars should be drawn up for each vacancy. This is provided to candidates to give them an understanding of what it is like to work for the RCM. The particulars should include the following:

Background to the RCM and the Department

A summary of terms and conditions of employment

Information regarding programmes / teaching (for academic posts)

25. Example Further Particulars can be obtained from HR.

26. All vacancy advertisements must be processed through HR who will liaise with the RCM's advertising agency.

27. Vacancies are advertised on the RCM website, internally on notice boards and in the external press including specialist, local, national or international media. The choice of medium will be determined by its appropriateness in attracting the best candidate, the recruitmeJET@T/TTO 9.96 f176.81 4522.04 reW*nBT/TTO 9.96 Tf196.01 440.57 Td()TJ

31. Examples of suitable cases would be where the field for an appointment may be very small. This is most likely to be the case when seeking to recruit a professor in a specialist principal study. Also, in some cases, an exceptionally high profile appointment may be sought, normally of a professor, perhaps with a reputation that is likely to attract students from one of more of the RCM's target international markets. Other cases would be where the professional field is highly specialised or may have established normal routes of recruitment, such as via an agency. Directorate level

41. Interviews should be scheduled as soon after the closing date as reasonably possible, as delays are likely to lead to a loss of candidates.

44. Each member of the panel will be provided with a pack containing:

Interview timetable

Candidate application forms / CVs

Job description & Person Specification

Interview Assessment Report Form

45. The structure of interviews should be decided in advance by determining what areas of questioning are required to cover all of the elements of the person specification.

46. The criteria to be explored by each panel member should be agreed in advance to avoid overlap or repetition and panels may find it helpful to discuss their expectations of full answers to the questions, prior to the interview.

47. Consideration should be given to using job-related selection tests or asking candidates to give presentations as part of the selection process if appropriate, to measure their actual or potential ability to do or train for a particular job. HR will advise on the design of appropriate methods to gather evidence to assess all relevant skills.

48. Appropriate assessment methods may include one or more of the following:

Structured interview

Presentations or "teaching" simulations including masterclasses (e.g. for academic applicants)

Practical assessments, including performance (e.g. to assess technical capability).

Work simulations such as role plays or "in-tray" exercises

49. In such circumstances, the relative weight given to interview performance and other task(s) may be balanced, giving regard to the nature of the role. For example, when appointing an hourly paid professor, evidence of pedagogic skill may be more important than answers to some interview questions.

50. HR can provide guidance in terms of interview questions if needed.

51. The same areas of questioning should be covered with all candidates and assumptions should not be made regarding the expertise or abilities of candidates because of their employment history alone. All questions asked should be directly relevant to the job description and person specification.

52.2142.04 reW*n.99<4 reQ1pey

55. Interview panels act for the RCM in making selection decisions and are accountable for them. Interview notes must be taken to help the panel to make an informed decision based on the content of the interviews. Such notes must relate to how applicants demonstrate or fail to demonstrate their knowledge, skills, experience and abilities in relation to the person specification. A member of the panel may be nominated by the panel to keep a record of interviews.
56. In relation to disabled applicants, a record should be kept of any requests for adjustments and reasons for decisions made.
57. The Data Protection Act allows applicants to request disclosure of such notes

75. It is RCM policy that all new staff undergo a probationary period during which they will be introduced to the main duties and responsibilities of their post. The probationary period allows the line manager to make