

# Recruitment Policy



The Institute  
of Contemporary  
Music Performance

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V4.0	Q3 2023-24 ExCo	Scheduled review	Head of HR	Q3 2026-27 and as required
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<b>Related policies</b>				
<b>External Reference</b>				
<ul style="list-style-type: none"><li>• Equality Act 2010</li><li>• Employment Rights Act 1996</li><li>• Data Protection Act 2018</li><li>• Immigration, Asylum and Nationality Act 2006</li><li>• Rehabilitation of Offenders Act 1974</li><li>• National Minimum Wage Act 1998</li><li>• Working Time Regulations 1998</li><li>• Agency Workers Regulations 2010</li><li>• Disclosure and Barring Service</li></ul>				

## **1. SCOPE AND INTRODUCTION**

- 1.1. ICMP recognises that its staff are fundamental to its success. ICMP therefore needs to be able to attract and recruit the most appropriately skilled, flexible and committed employees in order to fulfil our mission and strategic objectives. This is in line with its diversity and inclusion policies.
- 1.2. ICMP does not discriminate in terms of age, gender, race, colour, ethnic origin, marital or civil partnership stats, religion or religious belief, sexual orientation, or gender re-assignment, gender identity or expression, unless a genuine occupational qualification is required and is stated clearly in the person specification. ICMP actively encourages applications from those under represented in the workforce.
- 1.3. This policy and procedure cover all activities that form part of the recruitment and selection process. It is applicable to all staff recruitment including casual staff.
- 1.4. In order for the policy and procedure to be effective it is essential that any employee who is involved in any aspect of the recruitment and/or selection of staff is aware of this document and follows it. Ultimately it is the responsibility of the senior management in conjunction with the HR Department to ensure that this is the case.

## **2. KEY RECRUITMENT PRINCIPLES**

- 2.1 ICMP will usually run an open recruitment process where the job will be simultaneously advertised internally and externally and no artificial barriers placed on the number or kind of people who can apply. The exception to this is for genuine occupational qualifications as specified in relevant statutory provisions and in some circumstances the appointment of temporary works at short notice e.g. ZHC.
- 2.2 ICMP will seek to recruit the best candidate to the job based upon merit, and its recruitment practices are conceived to support this aim.
- 2.3 ICMP wishes to encourage the recruitment of staff with disabilities and will make reasonable adjustments to all stages of the recruitment process as required in order for a successful candidate with a disability to undertake the post.
- 2.4 ICMP will provide recruiting managers and staff with appropriate training and support to meet this core principle as well as the wider policy.
- 2.5 ICMP understands that the recruitment and selection of staff has a public relations dimension and will therefore ensure that candidates are treated fairly and with respect at all times.
- 2.6 ICMP will ensure recruitment and selection is cost effective.
- 2.7 If a member of staff involved in the recruitment process has a close personal or family relationship with any candidates, then they will declare this as soon as they become aware and remove themselves from the process.

- 2.8 All documentation relating to applicants will be treated in accordance with the General Data Protection Regulation (GDPR) 2018.
- 2.9 Each person appointed for a position in ICMP must comply with the relevant vetting procedures in place and produce the required documentation in a timely fashion. ICMP will promote safer recruitment strategies to support this.
- 2.10 ICMP's recruitment procedures will be open and transparent. It will ensure that all jobs have the appropriate specification on which the selection process is based and will judge candidates against a common set of criteria and, therefore, select the candidate who best fits those criteria.
- 2.11 The establishment of all posts is subject to on-going budgetary provision.
- 2.12 Staff who have previously been employed by ICMP and who have taken voluntary severance or other form of voluntary redundancy or early retirement package will not be re-employed within one year of leaving, other than in exceptional circumstances with permission from the Chief Executive. Advice should be sought from Human Resources.
- 2.13 An opportunity may be ring-fenced where it is made available to either all or a defined group of existing ICMP employees. The reasons for this are restricted to:
- Redeployment
  - Minimise redundancy
  - A particular desire to give existing ICMP staff prior consideration for new opportunities
  - Practical constraints such as the timescale for appointment, or the temporary nature of the duties (acting up)
- 2.13 If information is found to be false or willfully omitted the candidate, if appointed, may be subject to disciplinary action and may be liable to be dismissed. Advice should always be sought from Human Resources in such circumstances.
- 2.14 This policy will be monitored and reviewed to ensure it is not discriminating against any protected characteristic.

### **3 PRE-RECRUITMENT PROCEDURES**

#### **3.1 Executive Committee approval**

- 3.1.1 The Executive Committee are responsible for authorising the recruitment of new staff.
- 3.1.2 Before recruiting to a post, the recruiting manager will assess the need to recruit (including assessing any alternatives, future plans, restructures etc.) and ensure it is part of the annual business planning cycle.
- 3.1.3 The Executive Committee will receive and consider staffing amendments and requests and provide authorisation.

- 3.1.4 The Executive Committee will take into consideration ICMP's strategic plans, its need for new ideas and approaches, and will also support ICMP's commitment to ensuring a diverse workforce.

### **3.2 Staff Remuneration Committee approval**

- 3.2.1 The Staff Remuneration Committee (or Remuneration, Nominations and Governance Committee for Senior Post Holders) are responsible for authorising like for like recruitment.
- 3.2.2 If there is an amendment to the grading, it will provide recommendations to the Executive Committee.
- 3.2.3 The role identified as requiring recruitment into i.e. a proposed new post or resignation replacement.
- 3.2.4 At this stage, an appropriate highest salary should be determined (to be used as part of the negotiation with preferred candidate after interview), along with any other terms to be offered.
- 3.2.5 If there is a budget overspend (or higher than incumbent salary) under the scenario that the highest salary is offered, then a business case should come to ExCo justifying the increased salary banding being advertised – this should be done **prior to commencing recruitment process** to avoid unnecessary delays at offer stage. Then when it comes to SRC, the business case will have already been approved by ExCo so the variance to budget is known and agreed.
- 3.2.6 It's "like for like" with no adverse budget impact, then fine to receive approval to recruit from SRC and run the recruitment process without ExCo approval.

### **2.1 Job Description and Personal Specification**

- 2.1.1 All posts must have a job description that outlines the duties and responsibilities so it is clear to managers, applicants and post holders what is required of the post. The person specification identifies the minimum essential criteria which are considered necessary to perform the duties. All selection activities will be measured against these criteria.
- 2.1.2 The recruiting manager must ensure that these identify all desirable criteria, such as:
- i. Core Competencies
  - ii. Key Skills
  - iii. Attributes
  - iv. Qualifications
  - v. Knowledge and experience of the job

## **2.2 Determining Grade and Proposed Salary**

- 2.2.1 Before ICMP seeks candidates for posts through internal or external activities the role should be allocated to a grade and remuneration range (excluding Casual Workers).
- 2.2.2 For Permanent Staff or Hourly Paid Faculty this is approved by the Staff Remuneration Committee.
- 2.2.3 For Senior Post Holders this is approved by the Remuneration, Nominations and Governance Committee.

## **2.3 Redeployment of Existing Employees**

- 2.3.1 Employees who are undergoing redeployment will be considered for any new posts before advertising.

## **3 ADVERTISING**

3.1 All positions will normally be advertised externally to encourage diverse applications. ICMP may choose not to do so on the basis of the following:

- 3.1.1 The recruiting manager can demonstrate that a comprehensive search has been conducted and the nominated individual is the most suitable person for the position.
- 3.1.2 The post is fixed term and of specific purpose (Acting up).
- 3.1.3 ICMP considers the appointment to be strategically or commercially sensitive.
- 3.1.4 ICMP considers the appointment of an external agency appropriate. However, this does not automatically eliminate the internal and external advertisement of roles.

3.2 Applicants must be provided with sufficient information to make an informed decision on the suitability of the role. If managers discuss the job with potential applicants, they should try and prevent an unfair advantage by providing all applicants with the same information.

3.3 Staff who have been in an acting or temporary position that subsequently becomes vacant will have to apply for the position.

3.4 ICMP has a legal obligation to comply with the Rehabilitation of Offenders Act.

3.5 All applicants must complete an ICMP application form, which contains declarations as highlighted in the 'safer recruitment' guidance, and submit this accompanied by their CV.

3.6 Applications received after the closing date will normally not be considered unless under exceptional circumstances.

## 4 SELECTION OF CANDIDATES

### 4.1 Shortlisting

- 4.1.1 All selection panels shall be a minimum of two people and where possible, shall be diverse and include a member of Human Resources. There may be cases where a specialist advisor may be beneficial to the panel or an external agency may undertake the first stages of selection on ICMP's behalf. The shortlisting panel should, where possible, be the same as the interviewing panel.
- 4.1.2 The shortlisting and selection panels should be constituted with due consideration of equality and diversity.
- 4.1.3 Notes of shortlisting decisions should be recorded by each reviewer on the shortlisting decision e-form. The short-listing panel will make judgements based on the evidence presented in the application form/CV/covering letter and invite only those applicants who best meet the criteria. The panel may specify that assessment centres (e.g. testing and/or practical assessments) and/or interview may be used to achieve a final shortlist, where a long list results from the first process. Feedback is not given at shortlisting stage.
- 4.1.4 If there are not enough suitable candidates for a shortlist the post may be re-advertised. Selection may proceed if there are fewer than 3 suitable candidates as long as there is a high likelihood of an appointment or if the post is historically hard to fill.
- 4.1.5 Interview dates should be notified to candidates giving reasonable notices. Dates of interviews should be published in advance wherever possible. Every possible effort should be made to provide appropriate facilities for candidates at interview. Special care should be taken to ensure that appropriate support and facilities are provided for candidates with disabilities. Further guidance on interviews is available in 5.2. Testing and practical assessments may be used to test the skills, knowledge and aptitude of candidates.
- 4.1.6 The Chair of the panel shall oversee the decision making process, and have the responsibility for ensuring that the discussion is based upon consideration of the evidence presented in the process against the criteria in the person specification. Further guidance is available in 5.2. The recommendation form will require approval prior to Human Resources informing the successful candidate(s).
- 4.1.7 Unsuccessful candidates at the shortlist stage are notified in writing by the HR department. They will not normally be provided with feedback, but this can be provided by the Chair of the panel upon request.

## 4.2 Interview and Selection

- 4.2.1 Interviews will be conducted by a minimum of two people one of which would normally be the recruiting manager. The panel must be consistent for all interviews to reduce bias.
- 4.2.2 Interviews will vary in duration depending on the post but as a guide should normally last between 20 minutes and one hour.
- 4.2.3 At the interview, candidates should be introduced to the members of the panel and the interview process will be explained. The Chair of the panel will state any special requirements of the interview at this point.
- 4.2.4 Each candidate will be asked the same core questions. However, members of the panel are free to ask relevant supplementary questions arising from the interviewee's answer and are entitled to interrupt an answer they wish to refocus or interrogate, subject to the overall direction of the Chair of the panel. This can include follow-up areas identified via the testing process.
- 4.2.5 All questions must be relevant to the job and will be as open as possible thus allowing candidates to give evidence of their suitability. The level and complexity of questions will depend upon the nature and level of the job being interviewed for. Questions should be as clear as possible and lengthy questions should be avoided if possible.
- 4.2.6 Members of the panel must take their own notes during the course of the interview in order to aid the reliability and provide a record of the interview and selection process. These must be sent to HR and will be kept on record for a period of 6 months. Candidates may take notes, for example while questions are being asked, and may refer to their application form, and person specification if required. Candidates may also use up to two pages of their own documentation should they so wish.
- 4.2.7 The panel may wish for the candidates to prepare a presentation or complete prepared or unseen tasks as part of the process (including micro-teaching). This must be relevant to the job.
- 4.2.8 At the end of the questioning all candidates will be asked the following questions:
  - "Is there anything you wish to add that you feel has not been brought out sufficiently in the selection process?"
  - "Is there anything you wish to ask the panel?" It is not mandatory for candidates to ask questions.
  - "Do you have any restrictions on your ability to work in the United Kingdom?"
  - "Are you still interested in the job?"

5.2.9 Consideration should be given first to those candidates whom the panel can agree should not be considered for appointment. There should be some discussion of the reasons for this before rejecting them.

5.2.10 The decision of the panel will be recorded by the Chair in a standard form and sent, together with the panel's other records to Human Resources and held on file. If the chosen candidate(s) does not accept the post, and no alternatives are identified on the recommendation form, the Chair must reconvene the panel to consider whether an appointment can be made.

5.2.11 The current levels of authority for recommending staffing appointments are:

<b>Post Type</b>	<b>Levels of Authority</b>
Chief Executive	Corporate Board
Director	Corporate Board
Senior Post Holder	Chief Executive / Director
Head of Department / Manager (Grade 8-9)	ExCo member
Programme Leader / Academics	Principal / Dean / Head of Academic Development
Grades 4-7	Line Manager
ZHC	Programme Leader
Casual staff	Line Manager

5.2.12 Candidates should provide original documentation at the interview that can be used to confirm that they have the right to work in the UK and their identity. The recruiting manager/panel chair will be responsible for copying and authorising the document and providing this to the HR Department along with interview notes.

5.2.13 It is recommended that a range of methods are utilised in assessing the essential and desirable attributes of the candidates. Guidance for recruiting managers and panel members, highlighting effective interviewing techniques and questions, is available.

5.2.14 Unsuccessful candidates at the interview stage are notified in writing by HR. They will be dealt with courteously and sensitively. Feedback will be provided on request.

## **5 MAKING THE APPOINTMENT**

- 5.1 Commencing salaries must be fixed at the lowest point in the grade which will give the new employee an increase in salary of at least the value of one increment more than they would have received on their previous salary on the day of appointment, promotion or re-grading.
- 5.2 An internal candidate who has been appointed, promoted or re-graded to a post which carries a higher maximum salary than their previous grade must be placed on the lowest point of the scale, subject to them receiving an increase of at least



one increment more than they would have received on their previous grade on the day of appointment, promotion or re-grading. The one increment increase is to recognise this promotion that has taken place.

- 5.3 Appointments made on an acting up basis will be made at the bottom of the salary scale advertised. Where an employee is acting up to a higher graded post for a period in which incremental progression is achieved, and is subsequently appointed to that post, the spinal column point they have achieved must be consolidated and no additional increment to recognise the promotion must be given.
- 5.4 Where an internal candidate is appointed to a post which carries the same grade maximum as their previous grade, then there is no promotion seen to be taking place and the commencing salary should remain the same as the salary of the previous post.
- 5.5 Candidates must always be offered the lowest point of the scales subject to the one increment ruling, in the first instance. External candidates may incur additional travelling costs or a decrease in London Weighting by coming to work for ICMP and in such cases additional increments may be proposed by the Head of Department subject to SRC approval. Other factors may also be taken into account when employing external candidates such as loss of substantial overtime, loss of company car etc. Human Resources will request evidence to substantiate any additions to salary.
- 5.6 In all cases before an appointment is made the recruiting manager must seek the approval of the Staff Remuneration Committee (Permanent Staff or Hourly Paid Lecturers) or the Remuneration, Nominations and Governance Committee (Senior Post Holders). In order to do this they should provide the successful candidates CV and the recommendation form.
- 5.7 The recommendation coming to SRC should be aligned to the original SRC form to confirm the spine point is within the agreed banding.
- 5.8 ICMP recognises that swift decisions may need to be made to secure the best candidate of the post. In these cases HR may make the offer verbally.
- 5.9 The conditional offer of employment is made in writing to the preferred candidate by the HR Department.
- 5.10 All offers of appointment are conditional upon pre-employment checks being satisfactorily completed.

## **7. VETTING CHECKS**

7. 1 ICMP is committed to safeguarding and promotes the welfare of all students and expects staff to share this commitment. All appointments (excluding ZHC) will be subject to:

- Current legislation;
- Two satisfactory references in compliance with 'safer recruitment' guidance ICMP reserves the right to seek additional references where appropriate;
- DBS record checks (for designated posts only);
- Barred List check (for designated posts only);
- Proof of qualifications claimed on application form where relevant or essential to the job (where appropriate candidates may be asked to bring the originals to interview);
- Right to Work in the UK;
- Name, address and date of birth verification checks;
- Other checks that maybe appropriate.

7.2 Candidates will provide this evidence prior to taking up appointment or on their first day. Failure to comply with these requirements, or receipt of unsatisfactory reports may result in the withdrawal of the offer of appointment or dismissal, if the person has already commenced employment. Only original documents must be accepted.

7.3 Vetting checks for ZHC. They are subject to:

- Current legislation;
- Two satisfactory references In compliance with 'safer recruitment' guidance ICMP reserves the right to seek additional references where appropriate.
- DBS record checks (for designated posts only);
- Barred List check (for designated posts only);
- Proof of qualifications and membership claimed on application form where relevant or essential to the job (where appropriate candidates may be asked to bring the originals to interview);
- Right to Work in the UK;
- Name, address and date of birth verification checks;
- Other checks that maybe appropriate.

7.3 A verbal reference is acceptable in exceptional circumstances, for example where a resolution is urgent.

7.4 Referees should not be contacted without the candidate's consent and information provided should be treated as confidential.

## **8. RECRUITMENT OF EX-OFFENDERS**

- 8.1 ICMP will consider ex-offenders for employment based upon individual cases and will not automatically refuse to employ an individual because they have a criminal record.
- 8.2 All applicants are required to disclose any unspent convictions; however, for posts covered by the Rehabilitation of Offenders Act 1974, ICMP will not ask applicants questions about spent convictions, nor expect them to disclose any spent convictions.
- 8.3 For posts that are exempt from the Rehabilitation of Offenders Act 1974, the applicant will be required to disclose all convictions - both spent and unspent - with the exception of protected cautions and convictions.

## **9. CRIMINAL RECORDS CHECKS**

- 9.1 ICMP will require the applicant to obtain an enhanced disclosure from the Disclosure and Barring Service.
- 9.2 If the DBS Disclosure remains outstanding at the commencement of work, ICMP will undertake a check of the Disclosure and Barring Services Barred list. Successful applicants should be advised that they may be subject to additional supervision by a member of ICMP staff. This nature of this supervision will be based upon ICMP's assessment of their role and duties, their level of experience, their background etc., and therefore and any risks posed.
- 9.3 Where a DBS indicates causes for concern the staff member will be immediately withdrawn pending further investigation.
- 9.4 For staff recruited from overseas ICMP will always seek a DBS check regardless of length of UK stay. In addition ICMP will seek police checks in accordance with that country's justice system and UK requirements.

## **10. INDUCTION**

- 10.1 Induction is the final stage of the recruitment process. Once the successful candidate has accepted the offer of employment and a start date has been agreed the line manager is responsible for preparing a comprehensive induction programme as per ICMP's induction guidance.

## **11. RECRUITMENT OF STUDENT PRESIDENT / VICE PRESIDENT / STUDENT OFFICERS / AMBASSADORS**

- 11.1 These positions should all have role profiles and the annual remuneration is reviewed by SRC annually.
- 11.2 All applicants are required to complete the application process and vetting checks (including UKVI).
- 11.3 Usually these positions are not subject to DBS checks. The following vetting checks are undertaken:

- Current legislation
- References
- Right to Work
- Name, address and date of birth verification checks
- Other checks that may be appropriate.

11.4 The posts of Student President and Vice President will report to the Student Engagement Officer (SEO) who is responsible for ensuring that the relevant documentation is sent to HR. The SEO is also responsible for ensuring that the allocated hours within ICMP do not breach visa restrictions and to submit these to HR. They will be paid a monthly salary for the term of the eleven month contract.

11.5 Student Officers and Ambassadors are paid through a time sheet and placed on a ZH contract. The Marketing department is responsible for ensuring that the allocated hours within ICMP do not breach visa restrictions and to submit these to HR.

## 12. FEEDBACK AND COMPLAINTS

12.1 ICMP is committed to ensuring that the selection and recruitment process is a positive one for all applicants. However, ICMP accepts that on occasions individuals may be dissatisfied or believe that they have been unfairly treated.

12.2 Candidates wishing to provide feedback may do so via the HR team ([hr@icmp.ac.uk](mailto:hr@icmp.ac.uk)).

12.3 Any applicant who considers that they may have been discriminated against because of their age, disability, sex, sexual orientation, gender re-assignment, marriage of civil partnership, pregnancy or maternity, race, religion or belief, or criminal record should contact ICMP via [complaints@icmp.ac.uk](mailto:complaints@icmp.ac.uk).

12.4 The complaints mailbox acts as a first point of contact when seeking to raise a complaint. The complaints mailbox is monitored by a staff team who on receipt of a complaint, supports the complainant by clarifying the subject of the complaint, the desired outcome and aligning the complaint to the correct procedure.