ROYAL COLLEGE OF ART

STAFF RECRUITMENT PROCEDURE

(This document is currently published as a procedure for managers and HR to follow. It is anticipated it will be subject to further consultation and adopted as policy in the autumn term of 2022.)

1. Purpose of this document

This document is intended for those who have responsibility and accountability for recruiting staff to work at the Royal College of Art.

2. Scope

This document applies to all positions, whether directly employed (PAYE), fixed term, casual and temporary (PAYE / AP) or contracted / agency staff.

3. Principles

The College expects that all those who exercise authority over recruitment decisions will honour the Nolan principles of public life (May 1995) and will also act at all times in accordance with College policies, procedures and processes. In particular, recruiting managers are expected to operate in a fair, open, transparent and non-discriminatory way.

The Nolan principles (slightly amended for this context) are:

❖ *Selflessness*: acting solely in the interest of the College, the good of students and candidates.

❖ *Integrity*: This means being transparent, declaring any potential conflicts of interests and avoiding any personal, financial or material benefit for oneself, family or friends.

❖ *Objectivity*: This means taking decisions, impartially, fairly, objectively and on merit and without bias or unlawful direct or indirect discrimination.

❖ *Accountability*: decisions must be made in an open and transparent manner and appropriately recorded, mindful that decisions can be challenged and may be scrutinised internally and externally. If there is any doubt about the proper course of action or application of policies, it is incumbent on those engaging in recruitment to seek appropriate advice.

❖ *Openness*: Decisions must be made objectively and in a fair and transparent manner. Candidates should be offered constructive feedback if requested.

❖ *Honesty*: those taking decisions must act honestly and lawfully and in line with College's procedures, principles and values.

❖ *Leadership*: these principles should be exhibited in behaviours of those who engage in recruitment and should be internally reinforced, supported and encouraged as best practice. Any behaviour which potentially falls below these standards should be challenged and questioned.

A copy of the Nolan principles may be viewed here:
https://www.gov.uk/government/publications/the-7-principles-of-public-life/the-7-principles-of-public-life--2

The College has agreed a set of values which guides all aspects of its operation, including compliance with Statutory obligations such as the Equality Act 2010. It also has a very clear statement and commitment to being an equal opportunity and anti-racist employer. The College provides training and guidance in such matters and expects all managers and staff to adhere to its equality polices and to ensure that no unlawful discrimination occurs.

All appointing academics / senior managers / those involved in the recruitment process are expected to adhere to the Nolan / equality principles set out in this policy. Any ongoing or significant wilful or deliberate non-compliance with the policy will be a disciplinary matter. All appointing managers as a minimum must have completed the mandatory equalities training before they undertake recruitment. The College will also require appointing managers to undertake recruitment, equality and diversity training every three years in order to ensure fairness in recruitment.

4. RCA Recruitment Processes

4.1 Permanent and Fixed Term Appointments (including ALs / Casuals)

a) Any permanent AL appointment will require the formal approval of the College's Staffing Approval panel, chaired by the DVC. The approval to confirm a preferred, permanent AL in post, subject to recruitment etc checks, rests with the DVC also.

b) Any Fixed Term appointment AL appointments will be the responsibility of the relevant Dean / Director / Head, within the approved budget allocation.

c) With the exceptions described above, all other posts are required to go via the College's Staffing Approval panel. The approval to confirm a preferred, permanent AL in post, subject to recruitment etc checks, rests with the DVC.

d) Posts will not be approved for advertisement unless there is a job description, person specification and organogram, the post is within authorised budget and the post / role has received 'appropriate approval' formally submitted within the HR CRM (current iTrent).

e) For academic appointments actual and forecast student numbers should be supplied along with SSR for the Staffing Approval Panel.

f) The job description must contain the College's equal opportunity and anti-discrimination statements, the essential and desirable criteria for appointment to the role including qualifications, teaching / research requirements, relevant previous experience etc.

g) 'Appropriate approval' means:
i) that the post is already an established, funded post / is within existing approved resource allocation of a School, Centre, or department.;
ii) that the post is a new post approved as part of the annual planning cycle;
ii) that if it is a casual, temporary or fixed term post, that budget approval has been given by the responsible SMT member and that approval has been suitably recorded in the HR Dashboard and is affordable within the planned resource allocation.
In exceptional circumstances, the College may introduce more centralised measures requiring approval before posts can be filled.

4.3 Advertisements

a) As a general rule, all permanent posts will be advertised externally. (The exception to this is that ST posts will be advertised internally first).
b) Exceptions to this may be made as appropriate as approved by the Director of HR (or their nominee). An example of such discretion would be when through an organisational restructure and / or to avoid redundancies, restricted / internal competition may be appropriate on an initial basis and / or external recruitment may be frozen for a period to assist with redundancy avoidance.
c) Fixed term appointments of more than 12 months will be subject to internal and external advertisement.
d) Fixed term appointments of less than 12 months may be sourced via internal adverts or alternative means as approved by the Deputy Director of HR, or their nominee.
e) Ordinarily, RCA Executive Search Agencies will not be used for the recruitment of posts beyond Senior Management Team posts. Exceptions to this arrangement can only be approved by the Director or HR or Deputy Director of HR.
f) Staff should not approach an executive search agency, or agree terms of engagement without HR's prior approval (Director or HR or Deputy Director of HR.)
g) Staff should not approach a specialist search agency, or agree terms of engagement without HR's approval (Deputy Director of HR, Senior Business Partner or Resourcing Partner)
h) In certain circumstances agencies may be used for staff appointments where a post has been identified as hard to recruit. Ordinarily it is expected that recruiting managers will have exhausted RCA's internal/external recruitment routes before an agency is engaged to support recruitment for a post. Use of agencies in these circumstances requires HR's approval (Director or HR or Deputy Director of HR.)
i) In terms of temporary / fixed term appointments, the College may, if required, advertise once a term (i.e. up to three times per academic year) for suitably qualified academic workers.
j) Research posts will normally be advertised. If exceptionally, a particular researcher is linked to specific research funding, approval to proceed without an advert may be obtained from the DVC.
k) Posts should be advertised using objective, non-discriminatory criteria.
l) Adverts may encourage applications from under-represented groups or where there is a genuine occupational requirement (GOR) using the provisions in the Equality Act

2010. Use of the GOR legislation should be discussed in advance with HR and or the Head of Equity and Inclusion.

Current RCA students including doctoral candidates who have yet to be awarded a degree and graduate may NOT be considered for a FTC, GL VL/AL, or Tutor Senior Tutor position. Current RCA students are eligible to undertake non-academic paid casual work where this is in the students and the College's interests.

4.4 Interviews and Selection

a) Unless stated otherwise, the minimum 'panel' for any recruitment to a permanent role will be two.

b) The senior appointing manager on the panel must be at least one grade senior to the appointee (excepting SMT level appointments and above when Council members would normally be involved in appointments).

c) Recruitment panels must have representation from both genders.

d) All staff members participating in longlisting, shortlisting and interview panels are required to declare to the senior recruiting manager if a candidate is known to them in a personal or professional capacity. In such cases, with the advice of HR, the senior recruiting manager will have the discretion to change longlisting/shortlisting/interview panel membership if it is deemed necessary in order to ensure a fair and objective process.

e) All AL posts will be subject to an interview process, which may be 'light touch' - see panel below.

f) All AL and casual appointments will be subject to paper review processes as a minimum. On-line / remote or face to face interviews / teaching assessments may be held if desired / practical.

g) Current students including doctoral candidates who have yet to be awarded a degree and graduate may NOT be offered paid work or be considered for a FTC or AL position.

h) The tables below sets out the expected interview panel / selection requirements:

Selection Interview Arrangements - Permanent Appointments

	Panel composition (minimum 3 from)	Comments
Senior Management posts (below SMT)	VC / DVC or nominee EDO Appropriate senior line manager A senior academic or professional services manager HR representative	For posts at SMT level or above Council members will be involved as part of the appointment panel.
Professors	In line with Professor regulations, as amended	All Professoriat posts to be approved by the

	from time to time	Professorial Appointment Board (chaired by DVC)
Visiting Professors	In line with Visiting Professor regulations, as amended from time to time.	Application from Dean (via HR) to DVC
Heads of Programme	DVC Appropriate Dean / Asst Dean Dean from another School ADO or RKEI rep	
Senior Researchers[1]*	DVC / nominee Director of Research Dean / Asst Dean / Academic or Centre Director Senior academic	Requires approval by DVC
Research posts*	Director of Research Dean/ Asst Dean / Academic or Centre Director Senior academic	Requires approval by DVC
Senior Tutors	DVC or nominee Appropriate Dean / Asst Dean Head of Programme Head of Programme (different School)	Requires approval by DVC
Tutors	Dean / Asst Dean Head of Programme ADO/RKEI rep Academic from another School	There should be a panel of four
Senior PS (SMT)	DVC CIO Dean HR rep	
Technical staff from Grade 8 and above	Head of Technical Services Dean / Asst Dean / Head of Programme from appropriate School Senior academic HR representative	

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[1] * Post may be in a School or Research Centre. 'Senior academic' includes senior research staff employed in RCA Research Centres.

	Panel composition (minimum of 2 from)	Comments
PS staff from grade 8 and above but below SMT level	Relevant senior line manager An academic manager or another PS manager HR representative	
Technical staff below grade 8	Head of Technical Services Head of Programme from appropriate School HR representative	
Technical casual staff	Relevant Director / Head of nominee Another senior Departmental staff member An academic staff member (optional)	
P&S staff below grade 8	Relevant senior line manager An academic manager or another PS manager HR representative or third manager	
P&S casual staff	Relevant line manager An academic manager or another PS manager (remote / face to face) if practical	

Selection Interview Arrangements ALs / Casuals

The requirements for appointments to any AL / casual posts effective **from 1 September 2022** are as as follows:

	Paper based review / assessment process	Authorisation	Payment
Posts involving less than 10 days work per annum	Dean or nominee / HoP / Director (or nominee) - informal /	Dean / Director of Research	Via AP (Finance)

	paper based		
Posts involving more than 10 days work but less than 40 days	Dean or nominee / HoP - paper based or interview (**at least two people**)	Dean / Director of Research	PAYE (HR)
Posts involving more than 40 days work Note: Consideration should be given to a fixed term contract appointment or a permanent role if the need is on-going.	Dean or nominee / HoP plus one external to School (**at least two people**)	Dean / Director of Research	PAYE (HR)

Notes:
1. Interview panels must assess on the basis of non-discriminatory, objective criteria.
2. Interview panels should record brief written reasons for appointment and non-appointment decisions. These records will be retained by HR for a period of six months and will then be destroyed.
3. Recruitment decisions must be conveyed to HR by the interview panel chair so that appropriate further employment / right to work checks can be completed.
4. Any verbal or written offer of employment must be made via Human Resources and not by the panel / chair.
5. No one, without exception, may be engaged in any form of work until it is confirmed that right to work checks required by the UK Government regulations have been completed.

5. Important Exceptions

Current RCA students including doctoral candidates who have yet to be awarded a degree / graduate from RCA may **NOT** be offered paid work or be considered for a FTC or AL position.

Human Resources
Approved by CEG 29 March 2022
Proposed revisions: 20 May 2022

Appendix 1: TG3 – Academic category matrix and definitions

In all cases below for recruitment / appointments, the Dean will be the Accountable Officer and the HoP will be the Responsible Officer

Category	Duration	Engagement	Contract type	Duties	Payment	System	Induction
Associate Lecturer	Up to 2 years Up to 0.2 FTE	Desk-based panel selection	Employee Fixed term Annualised hours	Teaching: Tutorials, seminars, group work and projects, brief setting, field work/trips, dissertation support, blended learning support NOT: examination, assessment activities	Payroll	iTrent	1. General 2. School based 3. Mandatory training (Unconscious Bias etc)
Guest Lecturer: will include one off or occasional guest speaker (including international speakers)	1. Greater than 10 sessions in an academic year* 2. Not more than 5 sessions per term, and not exceeding 10 session in an academic year*	Individually engaged through HoP	1. Worker 2. Self employed	A one off or occasional piece of specialist teaching or one-off lecture (e.g. CHS, doctoral training, MRes), where expertise is not available amongst RCA staff. NOT: 1:1 interaction with students, would not set assignments and would not undertake any marking.	1. Payroll 2. Accounts Payable	1. iTrent 2. Currently Stonefish / new system	1. General 2. General
One-off engagements: "Star Turns"	Up to 1 day	Individually engaged through HoP	Self employed	A one off or occasional piece of specialist teaching or one-off lecture (e.g. CHS, doctoral training, MRes), where expertise is not available amongst RCA staff.	Accounts Payable	Currently Stonefish / new system	General if required

				NOT: 1:1 interaction with students, would not set assignments and would not undertake any marking.			
Contract Researchers	TBD	TBD	Fixed term	A one off piece of research relating to a project or bid.	Payroll	iTrent	1. General 2. School based 3. Mandatory training
External Examiners	1. Taught programmes - up to 3 years (with up to 1 year extension in exceptional circumstances if approved by ASC). 2. 2. PGR - session by session basis	Approval through ADO and Academic Standards Committee	1. Worker 2. Self employed	A current or recent academic member of staff engaged to provide an impartial, external perspective on formal student examinations as part of a nationwide framework for ensuring academic standards are maintained e.g moderation of exam results, acting as an examiner on a PhD viva	1. Payroll 2. Accounts Payable	1.iTrent 2. Currently Stonefish / new system	1. General 2. School based 3. Mandatory training For PGT: 1.General