

The purpose of this policy is to set out the Sheffield Philharmonic Chorus (SPC) approach to recruitment and selection of

- self employed music professionals (e.g. Music Director, Accompanist and Voice Coach)
- Trustees
- other volunteers

1. General approach to recruitment and selection

- 1.1 SPC's music professionals are self employed; SPC will not employ anyone for paid work in any other capacity.
- 1.2 Having the right person in the right place at the right time is crucial to organisational performance. SPC is committed to ensuring that all stages of the recruitment process are conducted fairly and effectively.
- 1.3 Trustees are responsible for recruitment and selection, and Trustees are jointly responsible for making sure that this policy is followed.
- 1.4 Selection methods will be reliable, objective and guard against bias.
- 1.5 Candidates, and those selected, will be subject to the terms of the SPC Equal Opportunities, Safeguarding and Risk Management Policies.
- 1.6 SPC recognises the positive value of diversity, promotes equality and challenges unfair discrimination. We welcome applications from people of all gender identities, ages, skin colours, abilities, sexual orientations, nationalities, religions and beliefs.
- 1.7 Selection will be fair and equitable and based solely on the basis of the applicant's abilities and individual merit assessed against the criteria for the role.
- 1.8 SPC will not discriminate or tolerate discriminatory behaviour on the grounds of race, colour, sex, gender identity, disability, nationality, national or ethnic origin, religion or belief, marital/partnership or family status, sexual orientation, age, pregnancy and maternity, social class, educational background, employment status, working pattern, trade union membership or any other irrelevant factor.
- 1.9 Reasonable adjustments will be made as appropriate to short-listing, interview and assessment arrangements, and to support candidates to undertake the role, should they be appointed. Disabled applicants may discuss their requirements for reasonable adjustments at any stage.
- 1.10 Any candidate who feels they have been unfairly discriminated against during the recruitment and selection process may contact the Chair to raise such concerns, and/or complain using the SPC Complaints procedure which is available on our website.

2 Recruitment and selection of music professionals

2.1 Preparation

- 2.1.1 A role description and person specification will be drawn up for each role, and essential and desirable requirements will be identified.

- 2.1.2 The role description and person specification for a Music Director will be drawn up in liaison with the incumbent Music Director wherever possible, or with a Music Director from within the membership, or the Music Director of another, similar, choir.
- 2.1.3 The role description and person specification for other music professional roles, eg Accompanist and Voice Coach, will be drawn up in liaison with the Music Director.
- 2.1.4 The application pack will include details of the audition and interview requirements, as well as the role description, person specification and pertinent details such as rehearsal times and frequency, re-audition requirements, contractual and retention arrangements etc.
- 2.1.5 Recruitment documents and forms will be provided in alternative formats where applicable, for example, large print, audiotape, Braille or Easy Read, and SPC will accept applications in alternative formats.

2.2 Advertising

- 2.2.1 There may be no need to advertise, for example, where a position requires specialised expertise and it has been identified that a nominated individual is the most suitable person for that position.
- 2.2.2 All vacancies advertised externally will be placed on the charity's website, in addition to any other external platforms.
- 2.2.3 All advertising must be cost effective and agreed in advance by Trustees.
- 2.2.4 SPC will aim to advertise the post via at least three channels, for example:
- [Classical Sheffield website](#)
 - Classical Sheffield weekly mailshots
 - Making Music's [Musical Vacancies listings](#)
 - National magazine [Classical Music](#), published by Rhinegold
 - [Rhinegold Jobs](#)
 - [Arts Council local offices](#) or on artsjobs.org.uk
 - Sheffield University music department
 - The website of the [Association of British Choral Directors](#)

2.3 Selection of candidates

- 2.3.1 Short-listing will be carried out by a panel of at least two people to avoid bias.
- 2.3.2 Notes of the short-listing decisions for each candidate will be recorded by each member of the panel.
- 2.3.3 All candidates will be assessed objectively against the selection criteria set out in the Person Specification and only candidates who meet a majority of the essential criteria will be short-listed. Assumptions about the qualities of internal candidates will not be made.
- 2.3.4 Short-listed candidates will be provided with written details of the selection process including the role description and personnel specification, any tests or auditions, giving as much notice as possible before the audition or interview.
- 2.3.5 Short-listed candidates will be asked to advise if there are any reasonable adjustments that need to be made to allow them to participate fully in the process.

- 2.3.6 The interview will be carried out by a panel of at least three people, two of whom will be Trustees, including one with personnel experience where possible. At least one will be, or will have been, a professional musician. The Music Director will be included in the interview panel for Accompanist or Voice Coach.
- 2.3.7 Interview questions will be prepared in advance, based on the person specification, and the structure of the interview will be consistently applied to all candidates.
- 2.3.8 Notes relating to the salient points will be recorded for reference.
- 2.3.9 All interview candidates will be dealt with courteously and will be given a date by which they will hear a result.
- 2.3.10 Unsuccessful candidates will, as a minimum, receive telephone or written notification of the outcome of the process.

2.4 Auditions

- 2.4.1 SPC will hold auditions for all shortlisted candidates, to see how they come across in a real situation.
- 2.4.2 Where possible, each will lead or be involved in a full or half a rehearsal, and as a minimum, for at least an hour.
- 2.4.3 Music Director auditions will be organised in liaison with the incumbent Music Director wherever possible, or with a Music Director from within the membership, or the Music Director of another, similar, choir.
- 2.4.4 Auditions for other music professional roles, eg Accompanist and Voice Coach, will be organised in liaison with the Music Director.
- 2.4.5 Auditions will involve at least one piece which chorus members know well, and one which is more challenging and/or not so familiar.
- 2.4.6 Music for the audition will be given to the candidates at least a week in advance and longer wherever possible.

2.5 Making the decision

- 2.5.1 The ultimate responsibility for making the decision rests with the Trustees, guided by the Music Director and/or other consulted music professionals, Chorus members and the interview panel.
- 2.5.2 The views of Chorus members will be considered in the decision-making process, eg, via a brief questionnaire after each audition, or by discussion or via a polling or voting procedure or other suitable method.
- 2.5.5 In order to facilitate fair selection, all candidates will be scored against the essential requirements agreed for the role, which may include qualifications, experience and skills.
- 2.5.6 For scoring purposes, for both short-listing and selection, SPC will use the following ratings:
- 0 No evidence
 - 1 Little/some evidence
 - 2 Acceptable evidence
 - 3 Good evidence

4 Excellent evidence

2.6 Making the appointment

- 2.6.1 A conditional verbal offer will be made to the successful candidate as soon as possible after the selection process; s/he will be required to give permission to contact her/his referees.
- 2.6.2 Once a conditional offer has been made and accepted, two references covering at least the previous two years of the successful candidate's employment history will be sought, using the referee contact details provided by the successful candidate.
- 2.6.2 Referees for other candidates will not be contacted without the candidate's consent; all referee contact details will be treated as confidential.
- 2.6.2 Following receipt of satisfactory references, a written offer will be made to the successful candidate.
- 2.6.3 At this stage, unsuccessful candidates will be contacted as soon as is practicable; feedback will be provided on request.
- 2.6.4 A suitable contract will be prepared for the successful candidate.
- 2.6.6 Chorus members will be informed as soon as the successful candidate has accepted the role.

3 Appointment of Trustees

Trustees are elected by the membership via the Annual General Meeting and any member of the Chorus may stand as a Trustee. The Trustee Board is able to appoint additional Trustees at other times, as the need arises; persons appointed in this way must put themselves forward for election at the next AGM.

Notwithstanding the above, the best Trustee Boards have a mix of different skills and abilities, and a search for persons with appropriate skills and experience may be required in order to fill skills gaps as may be recognised from time to time.

- 3.1 Existing Trustees, but in particular those with key roles (eg Chair, Administrator, Treasurer, Membership Officer, Marketing and Publicity Officer, Librarian) will provide as much notice as possible so there is time to find a replacement.
- 3.2 When advertising vacancies, SPC will make Trustee roles and responsibilities clear to members.
- 3.3 Where the role description can be clearly divided, Trustee roles can be shared between 2 or more people.
- 3.4 Trustees will be subject to the terms of the SPC Equal Opportunities, Safeguarding and Risk Management Policies.
- 3.5 SPC recognises the value of talking to members individually in order to help them understand the Trustee roles and the commitment required, as well as to find information that might help SPC tweak a role to make it less onerous.
- 3.6 SPC will consider widening the circle of members getting involved in SPC activities by

- asking members to undertake small tasks that don't take too much time, thereby increasing the chances that they become even more involved in the future.
 - allowing people to take on roles without officially being on the committee, so that they don't feel under any pressure
- 3.7 Wherever possible a 'handover period' will be used to enable information and support to be provided to the new Trustee, eg shadowing or a period of working side-by-side etc.
- 3.8 Once elected, SPC will provide each Trustee with a Trustee Pack which includes links to relevant documentation, including a checklist of principal duties, passwords for shared drives, frequency of committee meetings, etc, as well as documentation required by the Charity Commission.
- 3.9 SPC will try to ensure that there is always another person who knows what the principal role holder does and who can access the relevant information in an emergency.
- 3.10 Contributions of Trustees will be recognised and acknowledged through the SPC Trustee Annual Report, concert programmes, website articles and social media, as well as via occasional celebration events.

4 Other volunteers

- 4.1 SPC occasionally uses volunteers, eg, to sell programmes or merchandise, show audience members to their seats or serve refreshments.
- 4.2 Recruitment will be informal, and will only rarely require the completion of an application form or formal interviewing. However, the general principles listed in section 1 will be followed as far as possible.
- 4.3 The volunteer role is based on trust and mutual understanding. There is no enforceable obligation, contractual or otherwise, for the volunteer to attend or to undertake particular tasks, or for SPC to provide continuing opportunities for voluntary involvement, provision of training or benefits.
- 4.4 SPC expects volunteers
- to be reliable and honest
 - to comply with relevant SPC policies
 - to contribute positively to the aims of the organisation and avoid bringing the organisation into disrepute
 - to carry out tasks within agreed guidelines
- 4.5 Volunteers can expect
- to have clear information about what is and is not expected of them
 - to receive adequate support and training, commensurate with the role
 - to be insured and to volunteer in a safe environment
 - to be treated with respect and in a non-discriminatory manner
 - to be recognised and appreciated
 - to be able to say 'no' to anything which they consider to be unrealistic or unreasonable
 - to know what to do if something goes wrong

- 4.6 Volunteers and volunteering will be subject to the terms of the SPC Equal Opportunities, Safeguarding and Risk Management Policies.
- 4.7 Information will be made available to those enquiring about volunteering, including written descriptions which set out the nature and purpose of the volunteering role, key tasks, skills required and benefits.
- 4.8 Any problems will be dealt with informally and at the earliest opportunity. Where informal resolution is not possible, the volunteer may make use of SPC's Complaints Policy, available on our website.

APPENDIX ONE TRUSTEE RECRUITMENT PACK

Sheffield Philharmonic Chorus Trustees ensure excellent governance, working together to help the Chorus fulfil its objectives.

Trustees:

- drive the organisation forwards, expanding its impact across South Yorkshire and the country
- provide strategic vision and leadership, supporting and contributing to an innovative and constantly evolving organisation
- act as ambassadors for Sheffield Philharmonic Chorus locally and nationally, regularly attending concerts/events
- oversee the performance of professionals hired by Sheffield Philharmonic Chorus
- oversee compliance with the Sheffield Philharmonic Chorus governing document, and the effective and efficient administration of the organisation and its long-term financial stability
- regularly attend, prepare for and take part in meetings

Time commitment

Sheffield Philharmonic Chorus holds approximately six trustee meetings per year, usually on a Thursday evening, though this varies and is often re-arranged to suit Trustees. Board members are expected to attend the Annual General Meeting, and to fulfil the roles of the office they hold, where applicable.

Outside of meetings trustees may be called upon for advice or assistance according to their skills and experience, and are expected to attend Sheffield Philharmonic Chorus events.

The role is voluntary, and unfortunately Sheffield Philharmonic Chorus is unable to cover expenses.

Experience

Trustees do not need to have previous experience of being on an arts organisation's board, nor indeed to have a background in the arts. We welcome applicants whatever their skills and background, but particularly value people with experience and/or expertise in finance, fundraising, strategic planning, communications, and project management.

How to apply

If you'd like an informal chat about becoming a board member, please email our Chair at PaulHenstridge@sheffieldphil.org. We are more than happy for potential trustees to observe a board meeting before committing themselves.

If you're still interested then please send

- A CV (no more than two sides of A4)
- A supporting statement (no more than one side of A4 OR a two-minute video clip) explaining why you'd like to become a trustee of Sheffield Philharmonic Chorus

APPENDIX TWO TRUSTEE INDUCTION PACK

Welcome to the Sheffield Philharmonic Chorus committee, and therefore to the SPC Trustees. We're all really looking forward to working with you.

There are a number of key documents that the Charity Commission expects Trustees to read and understand. For example you will need to sign a Trustee Declaration of Interest, which itself requires that you've read and understood the Essential Trustee Guide and the Conflict of Interest Guide.

There is also less crucial information that nonetheless will help you in your role as a Trustee. We have organised the key points of into a sort of priority list, and hope that you will find this useful. Links are to websites unless otherwise stated.

NB. The Members Area User Name is **member** and the password is **dariu5**

In addition, our Finance Officer needs to register you as a Trustee on the Charity Commission website, so could you please provide:

1. Your full name
2. Your home address including postcode
3. Your date of birth
4. Your signed Declaration of Interest

Do please talk to your fellow Trustees, if anything is unclear.

You must

- Read the [Essential Trustee Guide](#)
- Read the [Conflicts of Interest Guide](#)
- Sign and hand in the [Trustee Declaration of Interest](#)
- Attend most committee meetings, preparing by reading the papers beforehand
- Check the agenda before each meeting and declare any conflict of interest

You should

- Look through the SPC [Constitution](#)
- Read through [the Chorus Rules](#) (in the Members Area – see above)
- Read the [SPC Equality Policy](#)
- Read the [SPC Public Benefit Guidance](#)

You could

- Familiarise yourself with meetings by reading through [the most recent minutes](#)
- Browse through the [SPC website](#), including the [Members Area](#) (see above)
- Look through the [SPC Safeguarding Policy](#)
- Look through the [SPC Risk Management Policy](#)