

ARTS  
INTELLIGENCE



**THE NEW  
LEADERSHIP  
RECRUITMENT  
SERVICE FOR  
THE ARTS**



# Our Services

Finding the right person to fill a job vacancy takes time, expertise and money. The consequences of making a poor senior appointment are incalculable, affecting levels of performance, motivation and morale across a whole organisation. In addition, changes in legislation aimed at eliminating discrimination in recruitment can expose prospective employers to unlimited financial penalties.

That's why the team at ArtsProfessional has set up Arts Intelligence, a managed recruitment service specifically for the arts sector. We have a well-resourced team of skilled recruiters with an in-depth knowledge of the sector, and a relationship with our 23,000 readers (49% of whom are in a leadership or management role). We know that the costs and uncertainty involved in recruitment can place a great strain on arts organisations that are already stretched to capacity.

'Arts Intelligence greatly exceeded my expectations, especially in their quality of thinking, the advertising and the communications. This process has really shifted my view and convinced me of the value of using a recruitment specialist. It really does maximise the chances of getting the very best calibre candidates using a genuinely open and transparent process.'

Anne Torreggiani, Chief Executive,  
Audiences London

'I would totally recommend this service to anyone – it went way beyond the merely 'contractual'.'

Alison Edbury, Chief Executive, Audiences Yorkshire

## This is why we offer a straightforward promise:

We will deliver an outstanding service for a fixed fee, so no matter how long or how challenging the recruitment assignment, the cost to you remains the same.\*

### We recruit:

- Chief Executives
- Directors (including Artistic Directors)
- General Managers
- Heads of Departments
- Senior Managers
- Managers
- Similar senior roles

### For:

- Theatres, galleries, arts centres and other arts venues
- Companies (all artforms)
- Festivals
- Local authorities
- Arts councils
- Regional agencies

# Our Vision and Values

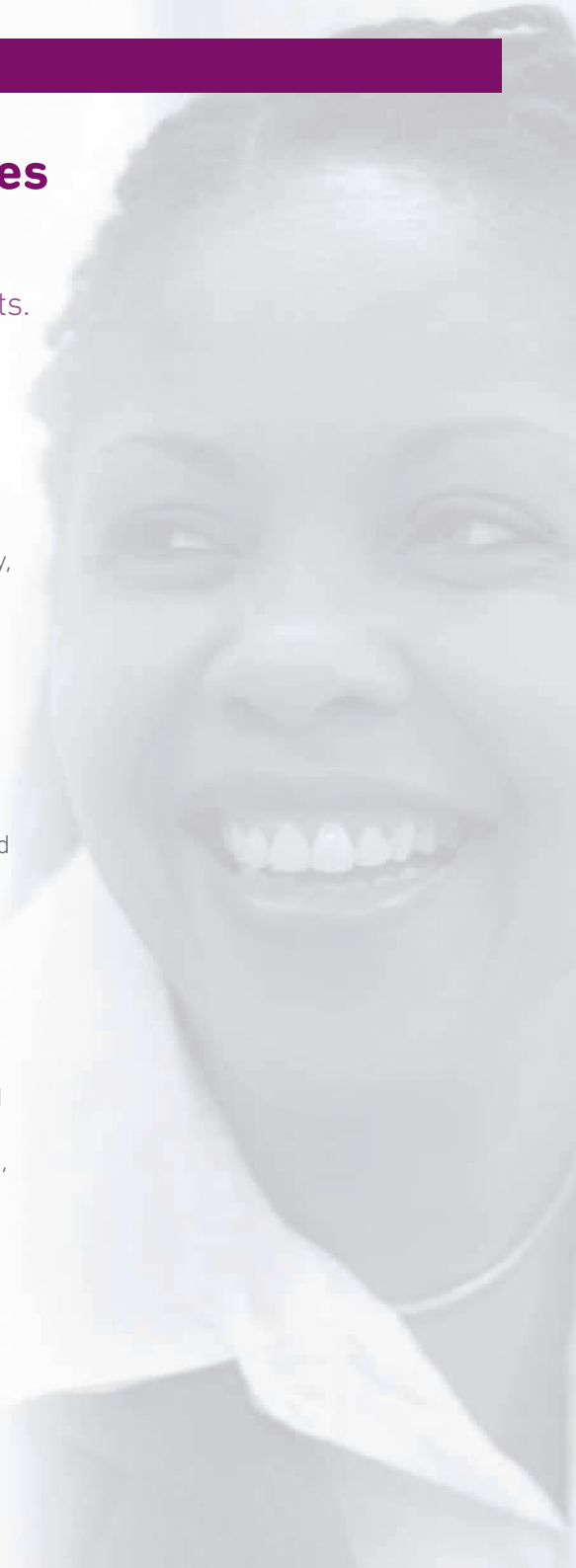
Our vision is to raise the quality of recruitment practice in the arts.

Our purpose is to provide an outstanding recruitment process that generates the right person for the client organisation. We match people and organisations, not just skills and vacancies, and we do this through a professional, personalised service. Our values – excellence, diversity, integrity and transparency – define the way we work and behave towards our clients, their candidates and our sector partners.

We believe that recruitment has an incalculable impact on the identity and effectiveness of an arts organisation, so we bring high professional standards and always adopt best practice. We offer a quality service that is efficient, cost-effective and offers excellent value: but we refuse to cut corners by doing a superficial job that merely adheres to basic legal minimums.

We believe that by adopting diversity and excellence in recruitment practices, individual arts organisations can flourish, and the sector can further its vision of becoming central to peoples' lives.

We are passionate about customer care, and work collaboratively and fairly with our clients and candidates. We believe that it benefits the sector if recruitment practices improve overall, so we share our skills, knowledge and expertise generously with partners.



# Our Work: Case study

Our first assignment was to manage a selection and recruitment process for Network, the national membership body representing the UK's audience development agencies, who were looking to recruit a Chief Executive for the first time. There is a detailed article about this assignment at [www.artsintelligence.co.uk/clients/](http://www.artsintelligence.co.uk/clients/) and an archive of the bespoke micro-website that attracted more than 1,100 unique visits.

As the following testimonials show, the Arts Intelligence approach exceeded the expectations of the client, delivering a higher calibre of candidate and a more thorough process than they had initially anticipated. In addition, prospective applicants appreciated the depth of our understanding, combined with outstanding customer care and recruitment expertise, which gave them confidence in both Network as an organisation and the recruitment process itself.

## Feedback from Network:

'Organisations whose leaders are moving on need a recruitment specialist to deliver the calibre of candidates they need – Network couldn't have done this without Arts Intelligence.'

'As an arts sector-specific agency you are much better placed to deliver the right candidates because you have the right contacts and a better understanding of the sector.'

'There is no doubt in my mind that using Arts Intelligence got us to a place that we wouldn't otherwise have reached. I am a huge fan of the process, and one

day, when I leave my organisation, I will strongly recommend that my board uses it to replace me.'

'We had a broad idea about the job description and person specification, but Arts Intelligence helped us to become more ambitious and think 'bigger' about the role of this leadership position.'

'The quality of all the [recruitment] communications materials added to the credibility of our organisation.'

'ArtsProfessional knows people and is known by them – this is a very valuable combination for an arts focused recruitment agency.'

**For a confidential discussion about your senior leadership recruitment needs please contact Pam Henderson on 01223 200200 or email [pam@artsintelligence.co.uk](mailto:pam@artsintelligence.co.uk). Alternatively, please visit [www.artsintelligence.co.uk](http://www.artsintelligence.co.uk).**



## Feedback from candidates:

'I was given very personal attention, good advice, valuable information and guidance by someone with a deep understanding of the arts sector, and this really helped me to decide whether to apply. It was not the superficial fishing exercise you come to expect from headhunters: I was treated as a valued individual.'

'Arts Intelligence had a more personal approach than others – it didn't feel as if I was just another person on a long list. It was less aggressive: I wasn't harassed.'

'My early conversations about the job reinforced my thoughts about applying: there was no 'heavy sell' but you managed to 'lock me in' and make me very positive about the job. You were a good ambassador for the client.'

'As a candidate you made me feel special and courted – I felt that I had real status in the relationship.'

'I came out of it all feeling very positive, and that I would really like to work for Network, even though I didn't get the job!'

'You will be top of my list if ever I need to use a recruitment consultant myself.'

# Our Approach

## **Planning and Preparation:** kick-starting an effective recruitment process

We spend time with you to clearly understand your priorities and challenges, as well as your values and culture. As a result, we can tailor the entire recruitment process to the needs and context of your organisation. At the end of this stage, we have a clear understanding of the requirements of the role, and have agreed a detailed timetable to keep the process on track.

## **Defining the Need:** developing recruitment materials to get results

We combine our recruitment expertise with our detailed understanding of your requirements to develop a suite of persuasive but accurate information will encourage applications from the right people, and make the subsequent selection process fair and free from bias. We ensure that every aspect of the information for candidates complies with relevant legislation and best practice, and host it on a bespoke micro-website that makes it easy to monitor traffic.

## **Attracting Candidates:** persuading the right people to apply

We create online and print advertisements to target the people who are strongest for your role. ArtsProfessional is the sector's most effective print medium for targeting professionals who are happy with their current job and not actively job seeking (about 60% of the workforce), and we also use ArtsJobFinder and APe-mail. Depending on the role, we may recommend advertising in other media, a service which we provide at cost only. We spend time developing a bespoke list of prospective candidates from our diverse database of arts professionals and industry contacts. We use targeted email and telephone campaigns to solicit strong applications. We place great emphasis on managing the relationship with candidates.

## **Pre-Screening:** creating a shortlist for you to select from

We employ a range of pre-screening tools to help you find that needle in the haystack. We use the person specification to develop a long-list of up to 15 candidates (depending upon your requirements and the nature of the post). We work with you to develop a strong shortlist and we can conduct psychometric tests and telephone interviews to generate detailed information about each candidate's leadership style, behaviours and values. Our expertise at this stage means that you have a strong field of candidates from which to generate a shortlist.

## **Assessment and Selection:** choosing the best candidate

We advise you on the development of a candidate assessment programme that can include exercises (role plays, presentations and simulations) and interviews (we use competency-based questions, and probes from the psychometric testing at stage 4). This gives you all the information you need to make the right selection decision.

## **Appointment:** securing your chosen candidate

Once you have selected your preferred candidate, we can support you with the negotiation of the job offer, until the appointment is confirmed. In addition, we maintain the relationship with the unsuccessful candidates, giving them constructive feedback to help them with other applications. By managing this stage ethically and sensitively, all candidates continue to regard your organisation positively, whether or not they were successful in the recruitment process. We maintain a relationship with your chosen candidate until they start, and can support you with their induction.

## **Induction:** getting high performance from the start

We give you guidance on managing a successful induction, and incorporate any development points that have been identified through the selection process. We can also arrange a performance coach to work with your successful candidate for their first six months. Induction coaching is particularly useful for leaders reporting to a board or senior manager who has limited availability.

## **Evaluation:** understanding how things went

We undertake a detailed review to evaluate the success of our assignment with you. If you have been unable to appoint during this recruitment process, then we will seek to identify the reasons through the evaluation process. We will manage the recruitment process again for you, taking that learning on board, and will continue to do so until you have made a successful appointment. And what's more, it won't cost you a penny more.\*

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\*If the assignment involves advertising beyond ArtsProfessional, ArtsJobFinder and Culture Jobs International then additional charges will be made at cost.

# Our Team



## **Pam Henderson, Chief Executive, MREC, Cert RP**

Pam has worked in the arts sector for more than 20 years, specialising in leadership and professional development. A member of the Chartered Institute of Personnel and Development, she holds a Certificate in Recruitment Practice from the Recruitment and Employment Confederation, an Advanced Certificate in Coaching and Mentoring (accredited by the Chartered Institute of Personnel and Development), a postgraduate Diploma in Cognitive Behavioural Therapy (accredited by the University of Hull) and a postgraduate Diploma in Arts Management (from Anglia Ruskin University).



## **Diana Barden, Recruitment and Assessment Consultant**

Diana has spent over 20 years in recruitment and people development in the UK, Germany and Switzerland. Having worked for a number of large organisations, Diana became a consultant in 1999 to help clients ensure they have the skills and processes to select, develop and retain the very best talent in their sectors. She is licensed to use most psychometrics, and her particular specialism is in designing and running assessment centres for selection, thus helping clients glean valuable information and make better decisions. Diana is accredited by the ILM (Institute of Leadership and Management) and the CMI (Chartered Management Institute).



## **Jo Chaplin, Administrator**

Jo is the main point of contact for enquiries from prospective candidates. She works closely with Pam, making sure that all administrative aspects of the recruitment process run smoothly. Jo is an experienced customer relationship manager, with a strong commitment to data security.

# Our Accreditation



**Diversity Assured Recruiter** Arts Intelligence has been awarded this kite mark because we deliver diversity effectively through better recruitment practices.



**Recruitment and Employment Confederation (REC)** Arts Intelligence has corporate membership of the REC, because we are serious about standards, working ethically, being well informed, and maintaining accountability.



## **Two Ticks**

Arts Intelligence has been awarded the Two Ticks symbol because we only take on a recruitment assignment if our client agrees to interview all disabled applicants who meet the minimum criteria for a job vacancy and consider them on their abilities.