

**Manchester City Council
Report for Resolution**

Report to: Personnel Committee - 27 June 2018
Subject: Employment Policy - Recruitment and Selection
Report of: Director of HR & OD

Purpose of Report

To present to Personnel Committee a new policy in relation to recruitment and selection. This policy has been updated to include developments in legislation and reflect the best practice and the organisational developments that have occurred since the current iteration of the policy was published in 2003.

Recommendations

The Committee is requested to:

1. Approve the appended new recruitment and selection policy.
-

Wards affected:

All

Financial implications for the revenue and capital budgets:

There are no financial consequences arising from the proposals within this report.

Contact Officers:

Name: Lynne Ridsdale
Position: Director of HR & OD
Telephone: 0161 600 8380
E-mail: l.ridsdale@manchester.gov.uk

Name: Sam McVaigh
Position: Head of Organisation Development
Telephone: 0161 234 3976
E-mail: s.mcvaigh@manchester.gov.uk

Name: Nick Morgan
Position: Policy Team Leader HR & OD
Telephone: 0161 234 4090
E-mail: n.morgan1@manchester.gov.uk

Background documents (available for public inspection):

None

1. Background

- 1.1 Recruitment and selection is a core element of the Council's people management activity. It is only through the organisation's people that it can deliver on its priorities. Fair, effective and robust recruitment and selection is therefore critical to the organisation's overall success. Coupled with the development of the workforce and an organisational culture reflective of the Our Manchester behaviours, recruitment and selection is at the heart of the Council's People Strategy.
- 1.2 Since 2010 the organisation has reduced its establishment by around 40%, delivering workforce savings in excess of £100m. The delivery of these efficiencies without recourse to compulsory redundancies has only been possible through the flexible movement and development of the workforce to the areas of greatest need supported by enhanced early retirement and severance schemes.
- 1.3 This focus on internal recruitment and movement through ***m people*** has seen a significant reduction on external recruitment at all levels over the intervening years.
- 1.4 The 2017 - 2020 budget is however less reliant on savings through workforce reductions and the past year has seen a significant increase in external recruitment activity. This shift, supported by the People Strategy, recognises that there is a need for external recruitment if the organisation is to fill key skill gaps and deliver on its priorities. It should be stressed however, that there remains a continuing emphasis on developing the current workforce and providing them with opportunities through ***m people*** and that internal movement is still much greater in volume than external recruitment.
- 1.5 In the above context it is timely to review the organisation's policy framework for recruitment and selection. In addition, the review has also enabled the Council's policy to be refreshed to reflect both relevant changes in legislation and, with the support of extensive new guidance for recruiting managers, best practice within the field. In particular, the new policy aims to encourage recruiting managers to consider a broader range of selection options which help to secure the best person for the job with regards their knowledge, skills and attitude.
- 1.6 An overarching theme of the Our Manchester approach is an emphasis not only on *what* we do but also on *how* we do it. In support of this the organisation adopted a new behaviour framework in 2017 setting out the behavioural norms which underpin the Our Manchester way of working and are at the heart of the people Strategy. - These behaviours must be at the heart of the Council's approach to recruitment and selection going forward and are emphasised within the new policy. Managers will also be provided with a range of supporting guidance and tools on how to consider the behaviours during recruitment and selection as part of the Policy's supporting guidance.

2. New policy provisions

- 2.1 A new Recruitment and Selection Policy is appended below. The policy has been developed through extensive consultation with staff and managers and is reflective of legislative changes, best practice in the field and the shifting organisational context and priorities.
- 2.2 There have been a number of significant legislative changes since the development of the existing policy in 2003 which impact on recruitment and selection and the new policy and supporting guidance seeks to provide assurance to these developments which include:
- The Equality Act 2010
 - Safeguarding Vulnerable Groups Act 2006
 - The Care Act 2014
 - Data Protection Act 2018 (incorporating the General Data Protection Regulations), and The Immigration, Asylum and Nationality Act 2006 (which incorporates Right to Work).
- 2.4 Best practice research highlighted a shift away from traditional interview centric selection processes to more varied approaches, enabling managers to design recruitment activity which more effectively supports candidates to demonstrate the skills and attitudes relevant to a post whilst remaining appropriate and proportionate to the level and nature of the role. This shift will also enable a greater opportunity for managers to consider the Our Manchester behaviours which, as noted above, will be essential to the future delivery of the organisation.
- 2.5 It is worth noting that, in a number of areas, the policy remains consistent with existing arrangements, most notably in relation to the Council's focus on supporting Manchester residents and, in particular, the most vulnerable. Entry level roles and traineeships will continue to be advertised to Manchester residents only in the first instance and guaranteeing interviews to care leavers, former looked after children and disabled applicants.
- 2.6 Subject to formal approval, this policy will come into effect in July 2018 and will provide the framework for all external and internal recruitment and selection activity, underpinned by the ***m people*** principles.
- 3. Supporting Managers**
- 3.1 In support of the new Policy a comprehensive toolkit has been created and published on the intranet to support managers through the end-to-end recruitment and selection process. This includes both guidance on the process and advice and support in designing the most appropriate recruitment activities.
- 3.2 The toolkit is another way to advocate Our Manchester, empowering recruiting managers to 'own' the recruitment process. The guidance advocates tailoring assessments as appropriate to attract talent whilst ensuring those involved in recruitment decisions gain the information and insight needed to recruit the right person for the job.

- 3.3 The content of the toolkit will evolve as feedback is received from managers and candidates. This will allow the organisation to adapt the detail of its approaches over time whilst remaining within the framework of the Policy as appended.
- 3.4 In addition to the new guidance, a bespoke ELearning module has been created to provide those involved with recruitment and selection with an understanding of the core fundamental requirements to ensure the delivery of effective recruitment and selection in line with the Council's Policy. - Completion of this module will be a mandatory requirement for all those involved in decision making as part of recruitment.
- 4. Comments from Director of HROD**
- 4.1 The new policy and the associated guidance provide an updated framework which will act to assure the delivery of recruitment and selection activity which is both fair and appropriate and supports the recruitment of the most appropriate candidate for the job. - The development of this policy is an important part of our ongoing work to deliver the People Strategy in support of Our Manchester.
- 5. Comments from Trade Unions**
- 5.1 To follow
- 6.0 Conclusion**
- 6.1 A draft updated policy on recruitment and selection is appended below. As noted above this has been developed reflective of the increase in external recruitment activity across the organisation and is intended to both assure fair and lawful recruitment activity and, through appropriate and proportionate selection processes, the appointment of the right candidate for the job. The policy has been subject to an Equality Impact Assessment and no disproportionate implications identified.
- 6.2 Members are asked to approve the appended new recruitment and selection policy.



Recruitment and Selection Policy

HR Policy
HROD
June 2018

Contents

Introduction	8
Aims	8
Scope	8
Principles	9
Legal Framework	9
Process	11
Assessment and Selection	12

Document Control

Date effective from	June 2018	Owner	HR Policy, HROD
Approval Date		Approval By	Personnel Committee
Review date	Three years from the date of approval (or earlier where there is a change in the applicable law)		

Introduction

- 1.1 The recruitment and selection policy is intended to support managers undertaking recruitment activity. The content supports making recruitment decisions that put in place the best person for the job with regards their knowledge, skills and attitude and, in particular individuals who:
- demonstrate the Our Manchester behaviours; and
 - display the ability or potential to perform at the level required.
- 1.2 The Our Manchester strategy underpins everything that the Council does as an organisation, and as such this policy has been written in accordance with the Our Manchester behaviours.
- We're proud and passionate about Manchester
 - We take time to listen and understand
 - We 'own it' and aren't afraid to try new things
 - We work together and trust each other.
- 1.3 This policy is supported by detailed guidance on the recruitment and selection process.

Aims

- 2.1 This policy provides a transparent, legally compliant process that enables the right candidate, having demonstrated the Our Manchester behaviours and the requisite skills, to be successfully appointed.
- 2.2 Manchester City Council is an equal opportunities employer. As such, the Council has a responsibility to ensure that the best person for the job is appointed, and any potentially discriminatory practices are eliminated. The policy and guidance facilitates equality in recruitment and equality considerations run through the entire process.
- 2.3 The policy aims to ensure that the Council's recruitment processes strengthen safeguarding for children, young people and vulnerable adults.

Scope

- 3.1 This policy applies to all internal and external recruitment activity. All employees involved in any stage of the recruitment and selection process, whether internal or external, must be aware of and adhere to this policy.

Principles

4.1 The basis for recruitment.

The founding principle for all recruitment decisions is to, at the end of the recruitment process, ensure the appointment of the best person for the job with regards to their knowledge, skills and attitude. As such the policy and supporting documents detail how the Council can ensure consistent and fair recruitment practices across to attract, and make an evidence based decision to appoint, the best person for the job.

4.2 The Council's behaviours will underpin all our efforts.

This policy is intended to be flexible, enabling and encouraging managers to recruit in a way that meets their needs and circumstances, whilst complying with relevant legislation and the aims and specific expectations detailed in this policy. There is an understanding that there is no 'one size fits all' approach to effective recruitment, as such the policy enables managers to have a choice in designing the selection process as they feel appropriate. However, assessment methods must be appropriate and proportionate for the role and level of appointment. The process must ensure that all candidates are assessed consistently against the same competencies as outlined within the relevant Role Profile.

Recruitment and selection will be conducted in a professional and timely manner. As well as attracting talented candidates to work for the Council, or move internally, the organisation aspires to leave a positive impression on all candidates.

4.3 Where possible recruitment will be linked to the City Council's Social Value priorities

One of the Council's aspirations is to give Manchester residents the best possible chance for a good quality of life. From a recruitment perspective this means that the organisation is committed to equality of employment opportunity for all groups in Manchester (see assessment and selection).

Legal Framework

5.1 Selection decisions will be made through a fair evaluation of the candidate's skills, knowledge, behaviours and experience required for the role.

As an equal opportunities employer the Council has a firm commitment to ensuring fair treatment and equality of opportunity in all our employment practices. The Council's commitment to diversity and inclusion within our workforce is grounded in, but not limited to, our responsibilities under the Equality Act (2010) which requires the Council to:

- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act.
- Advance equality of opportunity between people who share a protected characteristic* and those who do not.
- Foster good relations between people who share a protected characteristic and those who do not.

Protected characteristics are: age, disability, sex, race, gender reassignment, sexual orientation, religion or belief, marriage, civil partnerships, pregnancy and maternity.

The Council recognises that diversity and inclusion also leads to a better understanding and ability to serve the needs of Manchester's communities, in turn this supports improved decision making and encourages creativity and innovation by bringing different perspectives within teams. Harnessing the value, and utilising the wealth of talent and skills generated by an inclusive workplace culture strengthens our ability to deliver the ambitions and objectives in the Our Manchester Strategy.

Our commitment to a diverse and inclusive workplace at all levels of the Council is supported and informed by the Council's equality framework which outlines the Council's legal duties under the Equality Act (2010) and also sets out the Council's priorities, standards, and guidance that recruiting managers should adhere to throughout the recruitment process. For example, we encourage recruiting managers, wherever possible, to have diverse interviews panels as this is good practice and an effective method to address bias and achieve a fair and equitable outcome.

Reasonable adjustments to the recruitment process will be made to ensure that no disabled applicant is disadvantaged. All candidates will be appointed on the basis of merit i.e. the candidate most suited to the particular role, taking into account qualifications, experience and skills as measured against the criteria for the role.

5.2 **Working with Children and Vulnerable Adults**

Recruiting managers must have due regard to any specific requirements and considerations, such as enhanced Disclosure and Barring Service (DBS) checks and Health and Care Professions Council (HCPC) registration for recruiting to roles working with vulnerable groups.

5.3 **Politically Restricted Posts**

The Local Government and Housing Act 1989 (as amended by Section 30 of the Local Democracy, Economic Development and Construction Act 2009) imposes restrictions on political activities by employees who hold certain posts. If a post is deemed politically restricted this must be indicated on the job particulars and the appointment documents.

5.4 Declaration of Interests

Employees who have a personal or business relationship with an applicant must not take part in any part of the recruitment process involving that applicant. The Council's application forms will ask candidates to make a declaration of any potential conflicts they are aware of. An employee must also inform the recruiting manager if a personal or business relationship exists.

5.5 Customer Facing Roles

It is a legal requirement that public sector workers in customer facing roles must be fluent in English. Recruiting managers must therefore ensure that fluency in English is sufficient to enable the effective performance of the person's role, whilst also taking into account the diversity of languages spoken in Manchester today.

5.6 Record Keeping

The recruiting manager will retain application forms, related shortlisting and assessment documents in order to accurately inform any requested feedback.

In line with data protection legislation, documents will be stored securely for a period of six months following interview, or a longer specified period of time where necessary, then destroyed confidentially.

Process

- 6.1 Recruitment and selection processes must be robust, justifiable, transparent, and where required adjusted to meet the needs of disabled applicants. They will be cost effective and, where possible, will minimise disruption to any involved individual's schedules.
- 6.2 There are a variety of selection methods available to help recruiters gather the information necessary to make an informed appointment which go beyond the traditional competency-based interview. Methods such as: work based interviews, written tests, presentations and group exercises may provide an invaluable means of understanding candidate skills, knowledge and attitude. When considering which assessment method to use the recruiting manager needs to take into account: the type of job (nature, level and duties) and the skills and experience of the recruiters. In all cases the selection methods used should be appropriate and proportionate to the role.
- 6.3 The recruitment and selection guidance includes detail on the full range of potential selection methods including information on the most appropriate types of roles for each and further practical guidance on how these may be used. – Due regard must be paid to this guidance by recruiting managers.

Assessment and Selection

7.1 **Manchester residency criteria: supporting local residents into work**

In line with its commitment to Our Manchester and Social Value priorities the Council will encourage applications from groups that are underrepresented in the workforce. In support of this, opportunities for work experience placements, supported internships, apprenticeships, and student placements will be considered where appropriate.

Roles at Grade 1 to 3, traineeships, or apprenticeships will initially only be advertised to Manchester residents. An applicant is classed as a resident of Manchester if they live within the municipal boundaries of the City of Manchester. For traineeships and apprenticeships initial applications will also be accepted from those who are attending or have recently graduated from a Manchester University.

7.2 **Disabled applicants / looked after children / care leavers**

Where applicants disclose that they are within these categories and meet the shortlisting criteria (i.e. the minimum requirements for the role) they will automatically be selected for interview, or the first stage of assessment.

7.3 **Interviews**

If interviews are used as an assessment method, they will be undertaken by a minimum panel of two. The panel are required to take notes on each applicant during the interview, recording reasons for the conclusions drawn the assessment. These notes are to be recorded and retained in line with the record keeping process set out above and any related guidance. Any notes taken are disclosable to the applicant on request.

7.4 **Making a decision**

The scoring criteria and threshold to appoint a candidate, or offer a role with development, should be established prior to any assessments taking place. Following the assessment process, the panel must consider the outcomes of all components of the process in order to reach an evidence based decision on which candidates are appointable, ranking candidates to enable an appointment(s) to be made to those who best meet the requirements of the role. - The decision must take into account the knowledge, skills and attitude shown against the requirements of the role profile and gathered through the assessment process.

7.5 **Appointing a candidate**

Selection is to be made in line with this policy, and the supporting guidance outlines the practical steps to be taken when communicating appointments and inducting successful candidates.

If the same role becomes available within six months of the recruitment process ending, then the recruiting manager may offer the vacancy to the next highest ranked appointable candidate from the previous recruitment process.

Appointment with development should be considered if candidates do not meet the minimum scoring threshold. A scoring threshold should be agreed before assessment, both for the level at which a candidate would be appointable, and the level at which a candidate would be suitable for development.

For example, appointment with development could be offered if a candidate has met all but one or two of the scored competencies, has a clearly defined experience gap which could be met within a reasonable period of being appointed, or was a 'near miss' in areas scoring below the threshold which could be improved with a six month development plan.

Any decision to appoint a candidate on the basis of potential for development must be objectively justifiable and transparent. The development opportunity must be open to all internal and (if applicable) external candidates, in the same way as any other recruitment activity.

When an individual is appointed to a role, whether through internal or external recruitment, they are normally appointed at the bottom of the relevant grade. In exceptional circumstances appointment at a higher scale point can be considered and agreed by the relevant Chief Officer.

7.6 **Appointing external candidates**

A firm offer of appointment will only be made when all necessary pre-employment checks have been completed satisfactorily. There may be circumstances that lead to the Council withdrawing an offer of employment, such as the lack of a satisfactory reference or misrepresentation of qualifications. The candidate will be informed of any such withdrawal of an offer of employment in writing.

Once appointed, individuals must:

- be provided with written particulars;
- be provided with appropriate inductions;
- be provided with relevant Council ID and ICT access; and
- complete the relevant required learning for their role.

7.7 Probationary Period

A probationary period of 13 weeks normally applies to new employees, the exceptions are:

- apprentices - who have a 26 week probationary period, and
- those with previous continuous service or service under the Redundancy Modification Order.

The period of probation may be extended to a maximum of 26 weeks (52 weeks for apprentices) if there are performance issues; for example, attendance/capability. In this case managers will identify if there is any further support that could be provided in order to meet the requirements.

Detailed guidance on probation, including extended probationary periods and apprentices, can be found on the intranet.

7.8 Relocation Expenses Scheme

The Council will consider providing assistance to persons appointed to key posts who need to move home as a direct result of taking up appointments with the Council. Further information which includes the details of criteria for application and amounts available can be found on the intranet.

7.9 Re-engagement

Employees who have left through voluntary early retirement and voluntary severance will not be employed again by the Council for a minimum period of two years from the date they left employment. This includes re-engagement as a consultant or as agency staff.

An exemption to the above is, however, made for any role that is required by the Electoral Registration Officer in respect of electoral registration or the delivery of a local or general election, provided that the return is on a time-limited basis and is confined to duties in connection with the election or electoral registration within a two year time period after the termination of their employment.

The Council will also have regard to the Local Government Redundancy Modification Order, where a severance payment has been made and the employee is reemployed by another local authority or prescribed body within four weeks of leaving the Council.

The Council's approach to the engagement of those who have received severance payments from elsewhere in the public sector will comply with any legislative requirements in relation to exit payments.

7.10 Chief Officers (Recruitment of Statutory and Non-Statutory Officers)

The recruitment of Chief Officers must be carried out in accordance with the Officer Employment Procedure Rules which are set out in the Council's Constitution (part 4 section F). Section 43 (2) of the Localism Act define a 'Chief Officer' for the purposes of the recruitment and selection as:

- a) the Authority's Head of Paid Service
- b) the Authority's Monitoring Officer
- c) the Authority's Director of Children's Services
- d) the Authority's Director of Social Services
- e) the officer having responsibility for the administration of the Authority's financial affairs
- f) any officer for whom the Authority's Head of Paid Service is directly responsible; or who, as respects all or most of the duties of his post, is required to report directly or is directly accountable to the Authority's Head of Paid Service; or who, as respects all or most of the duties of his post, is required to report directly or is directly accountable to the Authority itself or any committee or sub-committee of the Authority.
- g) any officer who, as respects all or most of the duties of his post, is required to report directly or is directly accountable to one or more of the officers listed at points (a) to (f) above.

The definition of 'Chief Officers' excludes any officer 'whose duties are solely secretarial or clerical or are otherwise in the nature of support services'. Further information on the recruitment to senior and/or specialist roles can be found on the intranet.