

Recruitment and Selection Policy

Author	Human Resources and Organisational Development
Scope	<p>This policy applies to:</p> <ul style="list-style-type: none"> All internal and external recruitment activity undertaken by MCC employees and staff deployed to the Manchester Local Care Organisation <p>This policy does not apply to:</p> <ul style="list-style-type: none"> Engagement of Agency workers or Casual staff
Purpose	<p>To provide a transparent and legally compliant framework for managers to make effective recruitment and selection decisions, and to attract the best staff.</p> <p>To set out clearly the Council's position and expectations with regard to recruitment and selection.</p>
Approval	Personnel Committee xxxxx
Review	The policy will normally be reviewed every 3 years but may be reviewed sooner if there are changes to legislation or statute; agreement of new national terms and conditions of service or Government Policy; organisational change; or resulting from changes agreed through Trade Union Consultation.

1. Policy Aims.....	3
1.1 We will appoint the best candidate for the role.....	3
1.2 Our recruitment will be legally compliant	3
1.3 We will remove barriers	3
1.4 We will attract talent to our roles	3
1.5 We want everyone to have a positive experience.....	3
2. Principles.....	3
2.1 We appoint the best person for the job	3
2.2 There is no ‘one size fits all’ approach to effective recruitment.....	4
2.3 The Council’s behaviours will underpin all our efforts	4
3. Legal Framework	5
3.2 Politically Restricted Posts	5
3.3 Declaration of Interests	5
3.4 Customer Facing Roles.....	6
3.5 Rehabilitation of Offenders	6
4. Workforce Equality Strategy and Inclusive Recruitment	6
4.4 Reasonable adjustments.....	7
4.5 The Manchester approach to adjustments and recruitment	7
4.6 Guaranteed interviews	8
4.7 Manchester Residency.....	8
5. Process – from vacancy to selection.....	9
6. Assessment and Selection	11
6.1 Interviews	11
6.2 Making a decision	12
6.3 Appointing a candidate.....	12
6.7 Appointing external candidates.....	13
6.8 References	13
6.9 Occupational Health	13
6.10 DBS Checks.....	14
7. Post-appointment.....	14
7.1 Keeping in touch	14
7.2 Induction.....	14
7.2 Probationary Period.....	14
7.3 Relocation Expenses Scheme.....	14
7.4 Re-engagement.....	15

7.5 Chief Officers (Recruitment of Statutory and Non-Statutory Officers).....15
Appendix 1 Roles and responsibilities16

1. Policy Aims

1.1 We will appoint the best candidate for the role

The principal aim is that the Council appoints the best candidate to any vacant role based on the knowledge, skills, behaviours and experience required for that role.

1.2 Our recruitment will be legally compliant

It is crucial that the Council's recruitment activity is legally compliant to protect against the risk of litigation and reputational damage.

1.3 We will remove barriers

All involved in recruitment have a duty to remove barriers to employment to disadvantaged groups and groups who are underrepresented in the Council's workforce. This is in line with our duties under the Equality Act and the Council's strategic aims as set out in the Workforce Equality Strategy.

1.4 We will attract talent to our roles

The benefits of working for Manchester will be published in any advertising. Managers must ensure adverts and Role Profiles are up to date and accurately reflect the duties and requirements of vacant roles.

1.5 We want everyone to have a positive experience

Everyone involved in recruitment should be mindful that they are representing the Council and should aim to present the Council as an employer of choice. Candidates should have a positive experience of recruitment, no matter what the outcome, and should be treated with respect and courtesy by everyone involved in recruitment and selection.

2. Principles

2.1 We appoint the best person for the job

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

Role Profiles must be produced for each job and should inform the content of the advert. The Role Profiles should set out a clear description of the overall purpose and key accountabilities of the role with the intention of ensuring that applicants understand as far as is possible the requirements of the role for which they are applying.

In addition the Role Profile should include details of key requirements in terms of knowledge, skills, behaviours and experience needed for successful performance in the role.

2.2 There is no 'one size fits all' approach to effective recruitment

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.

The policy enables managers to have a choice in designing the selection process as they feel appropriate. There is guidance accompanying this policy aimed at supporting managers to achieve this.

Assessment methods must be appropriate and proportionate for the role and level of appointment. Recruiting Managers should always take inclusive approaches to help candidates present their best selves during the assessment. The process must ensure that all candidates are assessed consistently against the key requirements as outlined in the 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, regardless of the outcome.

2.3 The Council's behaviours will underpin all our efforts

This policy has been written in accordance with the Our Manchester behaviours which are as follows:

- 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.
- We show that we value our differences and treat people fairly

These behaviours should be demonstrated by all those taking part in recruitment and selection activity, and will form the basis of the expected behaviours of all successful candidates.

3. Legal Framework

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

As an employer committed to equality, diversity and inclusion, the Council will ensure 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.

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

3.2 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.

3.3 Declaration of Interests

Where employees have a family, personal or business relationship (current or past) with an applicant, they should not take part in recruitment until advice has been taken from HROD&T, and the relationship has been reported to the Recruiting Manager, or the Recruiting Manager's line manager if the Recruiting Manager has declared a relationship. Taking part in recruitment includes taking any part in the decision-making process, including sitting on a recruitment panel.

Where a declaration of a relationship (current or past) has been made, a decision should be reached by the Recruiting Manager (or their line manager if the Recruiting Manager has

declared the interest) with advice from HROD&T. Where there is a family, personal or business relationship, the expectation is that the individual with the relationship will step away from recruitment activity, unless there are exceptional circumstances.

The Council's application forms ask candidates to make a declaration of any potential conflicts of which they are aware. Recruiting Managers should take advice from HROD&T where a candidate makes a declaration.

Advice should be sought from the HR Resourcing Team in the first instance. HR Resourcing may direct queries to other appropriate HROD&T Officers.

3.4 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.

3.5 Rehabilitation of Offenders

The Council has legal obligations under the Rehabilitation of Offenders Act (1974). Unless the role is exempted under the Act, by law we must not refuse employment to someone for failing to disclose a spent conviction, and we must not refuse employment on the basis of a spent conviction.

For roles that are exempt from the Act, we will make a DBS check appropriate to the role. Recruiting Managers must let HR Resourcing know if their role requires a DBS check via our Applicant Tracking System (ATS).

4. Workforce Equality Strategy and Inclusive Recruitment

4.1 In April 2022 we published our Workforce Equality Strategy (WES) which aims to deliver a workforce that fully reflects the rich and diverse community we serve. We want the Council to be a place where everyone can be themselves and develop.

4.2 We believe that a diverse workforce places us in a better position to serve our city, enabling better decision making, giving broader perspectives and wider cultural awareness.

We are committed to eliminating any discriminatory practices and have zero tolerance of any discriminatory behaviour by our staff against anyone with a protected characteristic. For more

on zero tolerance, please read our intranet page here. This applies not only to recruitment and selection, but throughout the employment lifecycle.

4.3 As part of WES we reaffirmed our commitment to diverse panels. All recruitment panels must as a minimum be diverse in terms of both race and gender and must be in place from the start to the finish of the process. To support this a [Diverse Panels](#) app has been developed.

4.4 Reasonable adjustments

We must consider reasonable adjustments if any process could place a disabled person at a substantial disadvantage when compared to someone else.

An applicant is disabled if they have an impairment (physical or mental) that has a substantial and long-term impact on their ability to carry out normal daily activities. Long-term means has lasted or is likely to last for 12 months or more.

Guidance for Recruiting Managers on handling requests for reasonable adjustments can be found [here](#)

4.5 The Manchester approach to adjustments and recruitment

At Manchester City Council, we want to take a broader approach to adjustments to the workplace generally, and to recruitment processes specifically.

Adjustments to recruitment processes remove barriers and give equal access to jobs and opportunities. They should not be seen as “special treatment”; all candidates will be appointed on merit, meaning the candidate most suited to the role will be appointed, taking into account knowledge, behaviours, skills and experience only.

We want all applicants to have a positive experience, no matter what the outcome. We want applicants from all backgrounds and groups to be able to thrive and be their best selves throughout the recruitment process.

Recruiting Managers may receive requests that would not fall under the category of reasonable adjustments for disability. For example:

- A candidate with caring responsibilities for a disabled relative may request an interview at a particular time in order to fit in around their caring.
- A candidate may request a change of date for an assessment because it clashes with a religious holiday.
- A candidate who is a parent may request a change of time because of their responsibilities looking after their children.

These are illustrative examples and not an exhaustive list.

As long as the request is reasonable and would not make the recruitment process inequitable, Recruiting Managers should accommodate and be flexible where they can.

Applicants will be invited in our job adverts to contact the Recruiting Manager to discuss any adjustments they may need both at the interview or any other element of the selection process.

Recruiting Managers should consider requests from any applicant with a view to removing barriers and allowing prospective candidates perform at their best.

Recruiting Managers can contact HR Resourcing for support and guidance on implementing adjustments to the recruitment process.

Recruiting Managers should record any requests for adjustments or additional support and note the reasons for any decision to allow or refuse. However, this should be held apart from the rest of the application and assessment information so that it cannot influence the decision-making.

4.6 Guaranteed interviews

We take positive action to increase the representation in our workforce of certain priority groups. We do this by guaranteeing an interview to any disabled people, care leavers, former looked after children, and members or former members of the armed forces who meet the key requirements for the role.

4.7 Manchester Residency

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.

In line with our 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 and internal candidates. An applicant is classed as a resident of Manchester if they live within the boundaries of the City of Manchester; ie. Any Council Tax liability for their home would be with Manchester City Council.

For traineeships and apprenticeships initial applications will also be accepted from those who are attending or have recently graduated from a University in Manchester.

5. Process – from vacancy to selection

5.1 Recruitment and selection processes must be inclusive, robust, justifiable, transparent, and cost effective. Before commencing recruitment, all involved must undertake the essential training provided.

5.2 All recruitment activity must be processed through the Council's ATS. This includes "reach out" opportunities in which roles are advertised to a particular group of staff, usually in a service where Recruiting Managers believe there are existing skills. This is to ensure consistency of process and monitoring of recruitment activity.

Managers will have the opportunity to send a link to the role to their service or reach out pool after the role has progressed past the mpeople stage (section 5.7).

5.3 If a vacancy arises, Recruiting Managers should consider the role and whether it is needed in its current form, whether amendments are needed to the Role Profile, or whether a different role is required.

5.4 Before recruiting can commence, Recruiting Managers should have a Role Profile that sets out clearly the purpose of the job, the content of the job in terms of key responsibilities and requirements needed for effective performance in the role.

5.5 All jobs must be evaluated prior to the start of recruitment. Existing evaluations can be used for like-for-like recruitment. New jobs will need new job evaluation. If changes to the Role Profile are required, or if the role is entirely new and does not have a Role Profile, Recruiting Managers need to contact HR Workforce Change at workforce.change@manchester.gov.uk

5.6 Approval for recruitment to a vacancy is required prior to advertising a job. Requests for recruitment activity in ATS will be commenced on the understanding that Recruiting Managers have already obtained approval from their directorate finance lead and Head of Service. Recruiting Managers will be asked to confirm this in ATS.

5.7 Approved vacancies will be matched via the mpeople process.

5.8 If there is still a vacancy or vacancies after mpeople process, the role will normally be advertised internally and externally concurrently via the separate portals.

If a Recruiting Manager wishes to advertise a role elsewhere, they can arrange this via the ATS when requesting the vacancy and provide a cost centre for this to be charged to their service's budget. Additional advertising will be paid for on the understanding that Recruiting Managers have sought permission from the budget holder.

Recruiting Managers may wish to consider placing adverts in specific places, for example on social media or in communities, to increase the reach and potential talent pool for the recruitment exercise. In particular, Recruiting Managers should consider using advertising to target underrepresented groups in the workforce.

Once adverts have been published, Recruiting Managers and panel members may also wish to consider using their own online professional or social networks to promote vacancies. Managers must not create their own recruitment sites or accounts for this. Consideration must be given to the Council's Digital Media policy before doing this, in particular section 8 on use of social media.

5.9 Reach Outs

Where a recruiting manager believes that the skills, knowledge and behaviours required for the role already exist within a particular service area, they may choose to advertise the role to a limited, internal pool of employees. This is called a Reach Out and can be selected in ATS. Normally, Reach Outs should be used for time-limited opportunities.

5.10 Once the deadline for applications has passed, shortlisting should be carried out by members of the recruitment panel. For consistency, the same panel member(s) should assess applicants. Guidance on shortlisting is available on the intranet.

5.11 Candidates who are not shortlisted will automatically receive an email via the ATS. Candidates who are shortlisted will be emailed with the details of the assessment.

5.12 There is a variety of selection methods available to help Recruiting Managers gather the information necessary to make an informed appointment which go beyond the traditional interview. Methods such as:

- competency based interviews
- work based assessments
- written tests
- presentations
- group exercises

may provide an invaluable means of assessing candidate skills, knowledge, behaviour and experience.

When considering which assessment method to use the Recruiting Manager needs to take into account the type of job (nature, level and duties), the skills and experience of the recruiters and how best to assess the key requirements. In all cases the selection methods used should be appropriate and proportionate to the role. There is guidance available to managers on the intranet on choosing the most appropriate selection method.

5.13 Recruiting Managers should read online the recruitment and selection guidance which includes detail on the full range of potential selection methods and how these can support the assessment of the different types of roles.

5.14 Before assessments commence, the Recruiting Manager and the panel should agree on the scoring criteria and the thresholds for an appointable candidate, and for a candidate who is appointable with development.

6. Assessment and Selection

6.1 Interviews

If interviews are used as an assessment method, they will be undertaken by a panel of a minimum of two. Panels must be diverse as a minimum in terms of race and gender, and ideally taking account of age, disability and where appropriate other protected characteristics – please see above section 4 headed Workforce Equality Strategy and inclusive recruitment.

The panel members are required to take notes on each applicant during the interview, score them in line with the ATS scoring framework, and record reasons for the conclusions drawn from the assessment. The scoring and notes are to be recorded and retained in line with the record keeping process set out in appendix 1 and any related data governance guidance. Any notes taken are disclosable to the applicant on request.

Where other selection methods are used, similar principles of recording and keeping data will apply.

6.2 Making a decision

Following the assessment process, the panel must consider the outcomes of all assessments undertaken, including any scoring, in order to reach an evidence-based decision on which candidate or candidates are appointable, ranking candidates to enable appointment(s) to be made to those who best meet the requirements of the role. The decision must take into account the assessment of the knowledge, skills, behaviour and experience shown against the key requirements as set out in the Role Profile and gathered through the assessment process.

6.3 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.

The successful candidate(s) should be offered the job by the Recruiting Manager as soon as possible. If the successful candidate is external, the Recruiting Manager should make it clear that the offer is conditional on any relevant pre-employment checks (see sections 6.7-6.10).

If the highest ranked candidate does not take up the offer, the job should then be offered to the next appointable candidate(s) until the offer is accepted.

Offers in writing are then made by HR Resourcing via ATS.

6.4 If the same role becomes available within six months of the recruitment process ending, the Recruiting Manager may offer the vacancy to the next highest ranked appointable candidate from the previous recruitment process. Where this applies to an internal candidate, the expectation is that the Recruiting Manager agrees the start date with the candidate's existing line manager, which may mean that the internal candidate serves their normal notice period.

6.5 Where there is no candidate who is appointable on the basis of meeting the minimum scoring threshold for the key requirements, appointment with development may be considered. 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 criteria, 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 development plan of 6-12 months.

Any decision to appoint a candidate on the basis of potential for development will ultimately be a matter of judgement, but must be objectively justifiable and transparent. The development opportunity must be open to all candidates, in the same way as any other recruitment activity.

Appointment with development usually means an appointment to one grade below the grade of the role being recruited to.

6.6 When an individual is appointed to a role, they are normally appointed at the bottom spine point of the relevant grade. In exceptional circumstances appointment at a higher scale point can be considered and agreed by the relevant Strategic Director, subject to a business case provided by the Recruiting Manager.

Internal transfers where the employee is already on a spine point above the bottom of the grade will stay on their current spine point.

6.7 Appointing external candidates

A final 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.

When the employee starts work their manager will be responsible for:

- providing an appropriate induction;
- arranging for relevant Council ID and ICT access; and
- Ensuring the employee completes the relevant required learning for their role.

6.8 References

As part of the pre-employment checking, two references will be sought for external applicants. References should cover the last three years where possible. If the references supplied do not cover this period, we may ask for further references.

Where the role relates to regulated activity, additional reference checks will be required.

6.9 Occupational Health

Certain roles will require a pre-employment health check and these will be requested by the Recruiting Manager via ATS. The referral to our Occupational Health provider will be made by HR Resourcing.

6.10 DBS Checks

Where a role involves work with children or vulnerable adults, an appropriate DBS check will be required. This may need to include a children's and/or adults' barred list check. If applicable this will be requested by the HR Statutory Compliance team once a conditional offer has been made.

6.11 In all cases, once a final offer has been made, individuals must be provided with their statement of written particulars (or contract of employment) at the start of their employment. This will be done by HR Resourcing.

7. Post-appointment

7.1 Keeping in touch

Depending on the notice period that applies, the Recruiting Manager may wish to make some keeping-in-touch arrangements with the successful candidate(s).

7.2 Induction

It is a line manager's duty to ensure all new starters receive an induction. More [information and guidance on induction](#) can be found on the intranet.

7.2 Probationary Period

A probationary period will apply to most new employees. The exceptions are those with previous local government continuous service or service under the Redundancy Modification Order.

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

7.3 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 on this scheme is available from HROD&T.

7.4 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.

The Council will also have regard to the Local Government Redundancy Modification Order, where a severance payment has been made and the employee is re-employed 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.

7.5 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.

Further information on the recruitment to senior and/or specialist roles can be found on the intranet.

Roles and responsibilities

Role	Responsibilities
All staff involved in recruitment and selection	<p>Read and understand the Recruitment and Selection Policy.</p> <p>Undertake the essential recruitment and selection training.</p> <p>Use the Recruitment and Selection Guidance where necessary.</p>
Recruiting Managers	<p>Consider reasonable adjustments where barriers can be removed for disabled applicants and record decisions.</p> <p>Ensure that all panel members are aware of any adjustments agreed.</p> <p>Ensure diverse panels are in place for the entire recruitment process, including shortlisting.</p> <p>Ensure that recruitment decisions can be evidenced by adequate notes and scoring information for all candidates.</p> <p>Have due regard to any specific requirements and considerations, such as enhanced Disclosure and Barring Service (DBS) checks, Health and Care Professions Council (HCPC) and Social Work England (SWE) registration for recruiting to roles working with vulnerable groups.</p> <p>Communicate through ATS when a DBS check or Occupational Health check is required for a role so that the role can be advertised correctly and so that HR Resourcing can carry out relevant pre-employment checks.</p> <p>Agree a recruitment exercise including advertising strategy with relevant service head / budget holder before commencing recruitment.</p>

	<p>Ensure Role Profiles are clear and accurate before recruitment begins and that adverts clearly and fairly reflect the role.</p> <p>Choose appropriate selection method(s) to the role being recruited to.</p> <p>Agree the scoring method and thresholds for appointability and appointment on development before assessments begin.</p> <p>For customer-facing roles, ensure the successful candidate is sufficiently fluent in English to carry out that role.</p> <p>Retain application forms, related shortlisting and assessment documents, including panel notes, 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.</p> <p>Be responsive to the needs of candidates on the day of any assessment and aim to provide a positive experience to all applicants, regardless of the outcome.</p> <p>Make verbal offer(s) to successful candidate(s) as soon as possible after the decision has been made.</p> <p>For internal candidates, work with the successful candidate’s line manager to agree a start date.</p>
Candidates	<p>Tell the Recruiting Manager about any supportive measures they think will help them perform at their best, including any reasonable adjustments they believe would support their recruitment journey.</p> <p>Disclose any potential conflicts of interest as requested on their application.</p>

HR Resourcing Officers	<p>Work with managers as partners to ensure the recruitment process is a success. All partners will have clear expectations of each other, own their part of the process, and provide effective two-way communication.</p> <p>Aim to keep managers informed of the progress of all recruitment stages, providing timely updates at key stages.</p> <p>Be available to provide advice and guidance on all aspects of recruitment.</p>
------------------------	--