

Recruitment and Selection Policy

Author	Human Resources and Organisational Development
Scope	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.
Purpose	The purpose of this policy is to set out the Council's rules in relation to recruitment and selection.
Approval	Personnel Committee 27 June 2018
Review	The policy will usually 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.

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1 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 behaviour 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.

2 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.

3. Principles

3.1 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 behaviour. 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.

3.2 **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.

3.3 **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).

4. **Legal Framework**

4.1 **Equality, Diversity and Inclusion**

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.

All recruiting managers will need to make sure that their interview panels are diverse in terms of gender and ethnicity. Every recruitment panel must include at least one member who identifies as Black, Asian or Minority Ethnic.

Diverse panels bring a wider range of thoughts, experiences, cultural awareness and knowledge. They also make better recruitment decisions. For applicants, seeing a diverse panel helps them to feel more at ease and give their best, compared to a panel with no diversity. Through this, we can become a more diverse council that better reflects our communities, attract talent and deliver better outcomes for our residents.

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.

4.2 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.

4.3 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.

4.4 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.

4.5 **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.

4.6 **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.

5 **Process**

- 5.1 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.
- 5.2 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 behaviour. 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.
- 5.3 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.

6 **Assessment and Selection**

6.1 **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.

6.2 **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.

6.3 **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.

6.4 **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 behaviour shown against the requirements of the role profile and gathered through the assessment process.

6.5 **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.

6.6 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.

6.7 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.

6.8 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.

6.9 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.

6.10 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.