

Recruitment & Selection Policy & Procedure

Purpose

The University states in its vision that staff are its most precious resource. It is clear that the University's staff have a crucial role to play in achieving the challenging mission, vision and strategic goals as set out in Manchester 2015.

The University therefore needs to be able to attract and retain staff of the highest calibre. The purpose of this policy is to provide a sound framework, based around core principles that are outlined below, within which to facilitate this requirement. The accompanying Procedure provides clear guidance on the key stages in recruiting and selecting for a post.

More detailed advice and guidance, including clarification of responsibilities, is available from local Human Resources teams in the form of Recruitment and Selection process maps and also on the Human Resources Directorate website which can be found at <http://www.campus.manchester.ac.uk/humanresources/>

Scope

This policy and procedure encompass all activities that form part of the recruitment and selection process. It is applicable to **all staff** recruitment irrespective of staff group or nature of employment. In order for the policy and procedure to be effective it is essential that any employee who is involved in any aspect of the recruitment and/or selection of staff is aware of this document and adheres to it. Ultimately it is the responsibility of the senior management in the University in conjunction with Human Resources to ensure that this is the case.

Core principles

- The University will seek to attract the best candidate for the job based on merit and ensure the identification of the person best suited for the job and the institution
- The University will ensure that the recruitment and selection of staff is conducted in a professional, timely and responsive manner and in compliance with current employment legislation. The University will provide appropriate training, development, and support to those involved in Recruitment and Selection activities in order to meet this core principle. Any member of staff involved in the selection of staff should satisfy him or herself that he/she is appropriately trained and can comply with the requirements of this policy and procedure. As a minimum requirement any member of staff who takes part in any activity under this policy and procedure must first have attended the University Equality and Diversity training course (TEDI).
- Recruitment and selection is a key public relations exercise and should enhance the reputation of the University. The University will treat all candidates fairly,

equitably and efficiently, with respect and courtesy, aiming to ensure that the candidate experience is positive, irrespective of the outcome. A comprehensive monitoring and analysis process will be established in support of this principle.

- The University will promote best practice in Recruitment and Selection. It will continuously develop its recruitment and selection practices to allow new ideas and approaches to be incorporated.
- The University will ensure that its recruitment and selection process is cost effective

Monitoring and review

This policy and procedure will be reviewed every two years from the date of implementation. Reviews will be initiated by the HR Director. Where changes in employment legislation occur that directly affect this policy and procedure these will be reflected with immediate effect and communicated through local HR teams.

Recruitment and Selection Procedure

There are a number of key stages in recruiting and selecting for a post. This procedure outlines the key stages and provides operating guidelines. Further advice and guidance on all stages is available on the Human Resources Directorate website and also from local Human Resources teams. In addition the Staff Training and Development Unit offers training courses designed to equip members of staff in all aspects of the Procedure.

Vacancy arises

- When a vacancy first arises, whether this is due to the current post holder moving internally or externally, or whether it is a new role, it is important to evaluate carefully the need for the role and consider this in the context of the strategic plan. Consideration should be given to the purpose and content of the role as well as where it fits into the structure of the University.

Job description and Person specification

- A job description and person specification must be produced or updated for any vacant post that is to be filled.
- The job description should accurately reflect all elements of the post.
- The person specification should state both the essential and desirable criteria in terms of skills, aptitudes, knowledge and experience that are required for the job, all of which should be directly related to the job and applied equally to all applicants. Care should be taken when drawing up the person specification to avoid including criteria that may have the effect of indirectly discriminating against certain groups of applicants. Guidance should be sought from the local Human Resources team where needed.

- University of Manchester pro-forma should be used. These can be found on the Human Resources Directorate website or are available from the local Human Resources team.

Authorisation

- All posts must receive financial authorization prior to being advertised. Local Human Resources or Finance teams can provide further guidance on the authorization process.

Advertising/attracting applicants

- Advertisements should be based on the person specification and identify a number of the essential criteria in order to maximize the number of suitably qualified applicants. In normal circumstances posts should be advertised both internally and externally thus allowing career development opportunities for existing staff whilst fulfilling equal opportunities requirements and potentially enhancing the diversity of the workforce. Adverts should be produced using the standard University template which can be found on the Human Resources Directorate website or is available from the local Human Resources team.
- There may be occasions where it is appropriate to make exceptions to this (e.g. where specific staff are named on a research grant) and in such an event approval should be sought from the local Human Resources team. In such cases there will still however be a requirement for the applicant to go through a selection process to ensure that they meet all the essential criteria for the position.
- In certain circumstances it may be more effective to use a recruitment agency than to advertise externally. Approval to do so should be sought from the local Human Resources team. This will not however eliminate the need to advertise the position internally.
- Further Particulars that provide background information pertinent to the job should be produced using the pro-forma which can be found on the Human Resources Directorate website. These should be provided to applicants upon enquiry.
- All external job advertisements will be published as a minimum on the University website and on jobs.ac.uk.
- Staff who have been acting-up in a position that subsequently becomes vacant will have to apply for the position when it is advertised. In such cases the position is likely to be advertised on an internal basis only.

Managing the Application process

- The University of Manchester standard application form must be used. CVs may also be accepted but only in addition to the application form.

- Applicants should be encouraged to complete the Equal Opportunities section of the application form and to return this in the envelope provided to the local Human Resources team.
- The University of Manchester has a legal obligation to comply fully with the provisions of the Rehabilitation of Offenders Act. The University of Manchester Policy on the recruitment and employment of ex-offenders sets out the steps to be taken in relation to exempted and non-exempted posts.

Short listing

- All applicants should be assessed against the person specification and should meet the essential criteria, as a minimum. The pro-forma on the Human Resources Directorate website should be used for this purpose.
- Short listing should be undertaken by a minimum of two people to avoid any possibility of bias, one of whom would normally be the direct line manager.
- Short listed candidates should be provided with details of the selection process, including any tests, in writing giving as much prior notice as possible. Providing insufficient notice to applicants could have an adverse impact on public relations. They should also be asked to advise the University if there are any particular arrangements or reasonable adjustments that could be made so that they can participate fully in the selection process.
- The Further Particulars that are provided to applicants will include the closing date for applications and a statement advising applicants that if they have not received a written response from the University within (x) weeks that they should assume that their application has been unsuccessful on that occasion.
- Any member of staff involved in a selection process who has a personal or familial relationship with an applicant must bring this to the attention of the local Human Resources team.

Selection

- It is recommended that a range of selection methods, that are suitable for assessing both the essential and desirable criteria in the person specification are established as this will enhance objective decision making which is difficult through interview alone. Local Human Resources teams can provide further advice and guidance in this area.
- Interview questions and the structure of the interview should be consistently applied to all candidates and should be based on the person specification.
- Notes recording the salient points of the interview should be taken, ideally by the interviewers, so that they can refer back to these when assessing candidates against the person specification and making decisions. Notes of the interview and any other notes on the candidate taken during the recruitment and selection process should be passed to the representative from Human Resources following the selection process and will be kept for a minimum of one year

following the selection process. Where there is no representative from Human Resources the Line manager responsible for the recruitment and selection process should retain the notes in line with the timescale above.

- For professorial appointments the Chair of the panel should complete the pro-forma provided by the local Human Resources team and return this with the other interview papers to the representative from Human Resources.
- In the event that a candidate requests feedback about their performance in the selection process this should be arranged by the Chair of the panel, although he or she may delegate this to another member of the panel where appropriate.
- Unsuccessful interview candidates should be dealt with courteously and sensitively and should as a minimum receive written notification of the outcome of the selection process.
- Where there is disagreement amongst a panel as to the successful candidate the majority view shall prevail.

References

- Information sought from referees should be structured around the requirements of the job and the job description should be provided. It should be noted that many organizations have a policy of not providing personal references and therefore references provided may only confirm details of current appointment. This is much less likely to be the case with references for academic posts which are of a more personal nature.
- A sample reference request letter can be found on the Human Resources Directorate website.
- For academic posts 3 references will be taken up, normally prior to interview. This is a reflection of established practice and relates to the nature of the references. For non-academic posts 2 references will be taken up, normally after the interview, primarily in the latter case for reasons of confidentiality, since this is often a more sensitive issue for non-academic candidates.
- Referees should not be contacted without the candidate's consent
- The information provided should be treated as confidential and should be used only to verify information collected through the selection process.
- Documents relating to all applicants will be treated with the utmost confidentiality and in accordance with the Data Protection Act.

Making the appointment

- It is recognized that in many cases it is desirable to make a verbal offer very shortly after the selection process to enhance the University's ability to recruit the selected candidate. In such cases the verbal offer should only be made by the

Chair of the selection panel although he or she has the discretion to delegate this responsibility if felt appropriate.

- Once a selection decision has been made the local Human Resources team will produce a written offer of employment following receipt of a salary recommendation from the Chair of the selection panel, in line with agreed service standards. Offers of employment are normally subject to satisfactory references and medical clearance and any other checks as appropriate, such as Asylum and Immigration checks, Criminal Records Bureau checks (for posts that are exempted from the provisions of the Rehabilitation of Offenders Act)..

Joining the organization

- It is important that new employees receive a well-planned induction in order for them to become fully operational quickly. Further information on induction, including guidelines for managers, is available from the Staff Training and Development Unit or from the local Human Resources teams.