

Recruitment & Selection Policy

1. Purpose

- 1.1 The University of Manchester states in its vision that employees are its most precious resource. As a wholly-owned subsidiary of the University of Manchester employees of the University of Manchester Conferences (UMC) Ltd (“the company”) have a crucial role to play in achieving the challenging mission, vision and strategic goals as set out in Manchester 2020.
- 1.2 UMC therefore needs to be able to attract and retain employees 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.
- 1.3 The accompanying procedure provides clear guidance on the key stages in recruiting and selecting for a post.

2 Scope

- 2.1 This policy and procedure encompass all activities that form part of the recruitment and selection process. It is applicable to all employees irrespective of the nature of their employment.
- 2.2 In order for the policy and procedure to be effective it is essential that an employee who is involved in any aspect of the recruitment and/or selection of employees is appropriately trained and competent in the application of its contents, along with the absolute requirement for it to be consistently applied to the highest standards in all recruitment.
- 2.3 Ultimately it is the responsibility of the senior management within the company, in conjunction with Human Resources, to ensure that this is the case.

3 Core principles

- 3.1 The company’s approach to the advertising of vacant posts, in step with that of the wider University aims to ensure that opportunities reach the widest pool of potential candidates, including its current employees who must be afforded the opportunity to progress their careers, and thereby enabling equality, diversity and inclusion to be continuously integrated within its culture.

- 3.2 The company will seek to attract the best candidates for the job, and thereafter ensure the identification of the person best suited to the job based upon the required skills, knowledge and general attributes as described within Person Specification, and identified through structured interview and other appropriate recruitment assessment processes of the candidates.
- 3.3 The company will ensure that the recruitment and selection of employees is conducted in a professional, timely and responsive manner and in compliance with current employment legislation.
- 3.4 The company will provide appropriate training, development, and support to those involved in Recruitment and Selection activities in order to meet this core principle.
- 3.5 Any current employee involved in the selection of new employees should satisfy themselves that they are appropriately trained and can comply with the requirements of this policy and procedure; further details of training requirements can be found on the University's [Learning & Development webpage](#)
- 3.6 Recruitment and selection is a key public relations exercise and should enhance the reputation of the company; UMC will treat all candidates fairly and equitably, and with respect and courtesy, aiming to ensure that the candidate experience is positive, irrespective of the outcome, and a comprehensive monitoring and analysis process will be established in support of this principle.
- 3.7 UMC will promote best practice in recruitment and selection, continuously developing its approach to allow effective ideas, solutions and measures to be incorporated and embedded, whilst always ensuring that cost effectiveness remains a constant element.

4 Monitoring and review

- 4.1 This policy and procedure will be reviewed every two years from the date of implementation. Reviews will be initiated by the UMC-designated Human Resources Partner.
- 4.2 Where changes in employment legislation occur that directly affect this policy and procedure these will be reflected within the updating of its contents at the earliest achievable time, and communicated through the UMC-designated HR Partner and/or HR Services, as applicable.

Recruitment & Selection Procedure

1 General

- 1.1 There are a number of key stages in recruiting and selecting for a post, and this procedure outlines the key stages and provides operating guidelines.
- 1.2 More detailed advice and guidance is available on the University of Manchester website at [StaffNet](#) or on [askHR](#) and also by contacting hrservices@manchester.ac.uk or the UMC-designated [HR Partner](#).
- 1.3 In addition the University of Manchester's Staff Learning and Development Unit offers training courses designed to equip members of staff in all aspects of the procedure.

2 Vacancy arises

- 2.1 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 in its current form and consider this in the context of the strategic plan.

3 Job description and Person Specification

- 3.1 A Job Description and Person Specification must be produced or updated for any vacant post that is to be filled.
- 3.2 The Job Description should accurately reflect all key responsibilities and duties of the post.
- 3.3 The Person Specification, stated under the sub-title of 'Essential Attributes and Requirements' within the Job Description should state both the 'essential' and the 'desirable' criteria in terms of skills, aptitudes, knowledge and experience that are required of the post-holder, all of which should be directly related to the job and applied equally to all applicants.
- 3.4 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, and this should always be discussed with Human Resources prior to finalising its contents
- 3.5 The approved pro-forma should be used, which is available from the Human Resources Partner or the administration team for Hospitality and Events (H&E).

4 Job Evaluation

- 4.1 The HR Partner will check for consistency and accuracy of the draft job description and will liaise with the recruiting manager in relation to the contents of the role, ensuring as

far as possible that these are all accurately and clearly described within the document, and are also consistent and cohesive within the context of all current job descriptions within the company.

- 4.2 The role can then be appropriately evaluated and graded, which must be undertaken prior to the authorisation and advertisement of the role.

5 Authorisation

- 5.1 All posts should be authorised prior to being advertised, by the completion of a [post and contract management \(PCM\) form](#) for every new/replacement post and signed off in accordance with company requirements.

6 Advertising/attracting applicants

- 6.1 Advertisements must be based on the Person Specification and will identify the main essential criteria in order to maximise the number of suitably qualified applicants.

- 6.2 The Recruiting Manager should liaise with the HR Partner and HR Services Recruitment team in order to agree each recruitment process:

6.2.1 In normal circumstances UMC Ltd vacancies between Spine Points 1 and 3 should be initially advertised internally (within UMC Ltd and/or the University of Manchester as agreed by the recruiting manager and HR); however, in mind of the company's aims (as described at 3.1), by exception and with the explicit approval of the HR Partner, these vacancies may be concurrently advertised internally and externally.

6.2.2 Unlike University recruitment, there is no period of time for University Redeployees to apply exclusively for UMC Ltd (permanent or fixed-term) vacancies, although applications from University employees are welcomed and Redeployees will be given prior consideration before other internal candidates should they apply for a vacancy.

6.2.3 Should there be no suitable applicants for vacancies between Spine Points 1 and 3, candidates from 'The Works' will be considered.

* 'The Works' is an innovative employment and training initiative whereby the University works in partnership with other organisations supporting jobseekers from within local communities to offer pre-recruitment training and job matching with local employers.

6.2.4 External recruitment advertising for vacancies between Spine Points 1 and 3 are usually commenced once the above-mentioned internal processes and timescales are complete, and has included consideration of any candidates from The Works, whereby no potentially appointable candidates can be

found through a rigorous and consistent short-listing process (see section 8. Below).

6.2.5 External advertising will be discussed and agreed upon between the recruiting manager and the Head of Hospitality and Events (Head of H&E), in liaison with HR Services and/or the HR Partner, as applicable.

6.2.6 For vacancies from UMC Spine Point 4 upwards, concurrent internal and external advertising will normally commence once authorisation (5.) has been given.

6.3 In certain circumstances it may be more effective to use a recruitment agency than to advertise externally, and approval to do so should be sought from the Head of H&E, in conjunction with the HR Partner, although it may still be necessary to also advertise the position internally.

6.4 Further Particulars that provide background information pertinent to the job should be produced using the pro-forma which can be found on the UMC Ltd website, and will be provided to applicants upon enquiry.

6.5 Employees who have been acting-up in a position and wish to apply for a role that subsequently becomes vacant will be required to apply for the position when it is advertised which is initially to be on an internal basis only.

7 Managing the Application process

7.1 Applicants should normally complete an online application; if they are for any reason unable to, HR Services must be contacted regarding alternative arrangements.

7.2 Applicants applying online will receive an automated acknowledgement of their application.

7.3 Recruiting managers will be given access to the University's online application system in order to view applications for the vacancy

7.4 Equal opportunities data will be completed online by applicants but will not be accessible to the Recruiting Manager.

7.5 UMC has a legal obligation to comply fully with the provisions of the Rehabilitation of Offenders Act. The UMC Ltd Policy on the Recruitment and Employment of ex-Offenders sets out the steps to be taken in relation to exempted and non-exempted posts.

8 Short-listing

- 8.1 All applicants should be assessed against the Person Specification and should meet the essential criteria, as a minimum; once again - the approved pro-forma, is available from the Human Resources Partner or the administration team for H&E, and should be used for this purpose.
- 8.2 Those involved in short-listing should only use the evidence provided in the application when assessing the applicant against the criteria, and should not use information obtained informally from other sources - e.g. – via social media. The same applies at interview/selection stage.
- 8.3 Short-listing should be undertaken by a minimum of two people to avoid any suggestion or possibility of bias, one of whom would normally be the direct line manager. The composition of panels must be agreed with the Head of H&E and/or HR, as applicable.
- 8.4 Short-listed candidates should be provided with details of the assessment and selection process in writing, giving as much prior notice as possible, as providing insufficient notice to applicants could have an adverse impact on public relations.
- 8.5 Candidates with disabilities are asked to advise the Recruiting Manager if there are any particular arrangements or reasonable adjustments that should be made so that they can participate fully in the selection process.
- 8.6 The closing date for applications will be included with the advert details online.
- 8.7 Names of applicants that have not been short-listed will be confirmed by the recruiting manager to HR Services, and these individuals will subsequently receive an email from HR Services to inform them that they have not been successful.
- 8.8 Any employee involved in a selection process who has a personal or familial relationship with an applicant must bring this to the attention of colleagues within the recruiting team.

9 Selection

- 9.1 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 less reliable through structured interview alone. Human Resources team can provide further advice and guidance in this area.
- 9.2 Interview questions and the structure of the interview should be consistently applied to all candidates and should be based on the Person Specification.

- 9.3 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 when making decisions.
- 9.4 Notes of the interview and any other notes on the candidate taken during the recruitment and selection process should be kept for a minimum of 12 months by the Recruiting Manager.
- 9.5 In the event that a candidate requests feedback about their performance in the selection process, this should be offered by the Recruiting Manager, although he or she may delegate this to another member of the panel as and when agreed.
- 9.6 Unsuccessful interview candidates should be dealt with courteously and sensitively. The Recruiting Manager is responsible for contacting candidates after interview to communicate the outcome, and then notify HR Services so that the applicant tracking system can be updated.
- 9.7 Where there is disagreement amongst a panel as to the successful candidate the majority view shall prevail.

10 References

- 10.1 Information sought from referees should be structured around the requirements of the job and the job description should be provided, although it should be noted that many organisations have a policy of not providing personal references and may only confirm details of current appointment.
- 10.2 A sample reference request letter can be obtained from the Human Resources Partner or the administration team for H&E.
- 10.3 For all posts 2 references will be taken up, normally after the interview
- 10.4 Referees should not be contacted without the candidate's consent
- 10.5 The information provided should be treated as confidential and should be used only to verify information collected through the selection process.
- 10.6 Documents relating to all applicants will be treated with the utmost confidentiality and in accordance with the Data Protection Act.

11 Making the appointment

- 11.1 It is recognised that in many cases it is desirable to make a verbal offer very shortly after the selection process to enhance the company's ability to recruit the selected candidate and in such cases the verbal offer should only be made by the recruiting

manager, although he or she has the discretion to delegate this responsibility if appropriate

11.2 Once a selection decision has been made a *New Appointment Form* should be completed and submitted to hrrservices@manchester.ac.uk; HR Services will then produce a written offer of employment in line with agreed service standards.

11.3 Offers of employment are subject to satisfactory references and medical clearance and any other checks as appropriate, such as Asylum and Immigration checks Disclosure and Barring service checks (where eligible).

12 Joining the Organisation

12.1 It is important that new employees receive a well-planned induction. Further information on induction, including guidelines for managers can be found in the UMC Employment Handbook.

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