

BEST PRACTICE HANDBOOK ON RECRUITMENT AND SELECTION

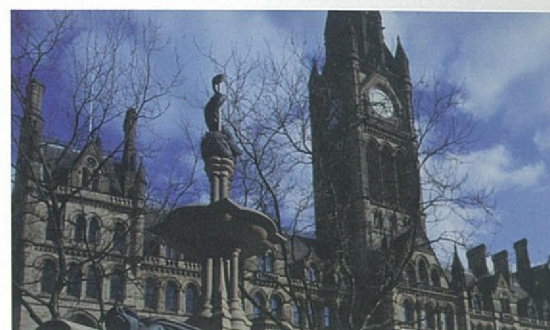


MANCHESTER
CITY COUNCIL

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1.0 INTRODUCTION



1.1 The success of any organisation depends on the quality of its workforce. To provide the best possible, modern services to the people of Manchester, the City Council needs highly skilled, flexible, and motivated employees.

1.2 We are now putting in place policies and resources for our Recruitment and Selection processes that are modern, efficient and effective and ensure we recruit individuals who demonstrate they are committed to service improvement and our corporate values.

1.3 It is the intention that Recruitment & Selection panels will be offered more flexibility in recruitment processes to enable them to select the most effective recruitment methods for their vacancy.

1.4 This Handbook supersedes the Code of Practice on Recruitment & Selection and all copies of that document should now be destroyed. This Handbook outlines best practice in Recruitment & Selection activity in the City Council and is supported by more detailed 'How to Guides' on the following key areas:

- Reviewing and Modernising the Job Description and Person Specification

- Producing Good Advertising Copy and Planning your Marketing Strategy
- Assessment Methods for use in Recruitment & Selection
- Interviewing

1.5 This Handbook is written for all City Council staff involved in Recruitment & Selection. Members of the public may view the Handbook through the Council's website and at any City Library



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2.0 THE ROLE OF RECRUITMENT & SELECTION

2.1 Recruitment & Selection must:

- meet the needs of the modernising organisation
- provide a quality service to job seekers that is fair, transparent and equally accessible
- attract good recruits from across the community
- help promote a good image of the City Council as an employer and service provider
- be consistent and promote the City Council as a single employer
- support the Council's policies on equal opportunities



3.0 CORE STANDARDS

3.1 The following core standards apply to all Recruitment & Selection activities across the City Council, to provide a consistent approach to quality recruitment and to reflect our corporate values:

Core Standard 1

Through the clarity, fairness and courtesy shown to candidates at each stage of the process, all staff involved in Recruitment & Selection will promote the City Council as an employer of choice, concerned with service excellence and customer care.

Core Standard 2

All recruitment information will be up to date, in plain language and accessible.

Core Standard 3

Each opportunity to recruit will be assessed with a view to promoting City Council employment initiatives and for redressing imbalances in the composition of the workforce.

Core Standard 4

All selection decisions will be justifiable and based on the fair and objective assessment of candidates against the skills, attributes, knowledge and experience required for the job.

Core Standard 5

Care will be taken to ensure that each stage of the Recruitment & Selection process is cost effective both in terms of financial outlay and officer time.

Core Standard 6

Recruitment processes will be conducted as swiftly as possible to ensure the minimum amount of time between a job becoming vacant and a new appointment commencing.



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4.0 CORPORATE VALUES

- 4.1** It is vital that the City Council's Corporate Values are embedded in the workforce and support the drive for excellence in service delivery. These values are to be used in service planning, service monitoring, self-assessment and, very importantly, recruitment. The values and their definitions are:

Pride in our City

We take pride in our City and the contribution we make to its success. We are committed to continuously improving the quality of life in Manchester.

Community-focused

We recognise that a successful city relies on the success of its neighbourhoods and communities. We want to meet the aspirations of all Manchester citizens by empowering communities and embracing their diverse identities.

People-focused

People are at the centre of what we do. We will achieve an excellent standard of customer service by acting with speed, efficiency and respect.

Responsive and accountable

We value the contribution of residents, employees and partners. We will communicate clearly and openly about our decisions and actions and the reasons for them.

Valuing our employees

We value our employees and we will support and encourage their development in working hard to deliver better services.

4.2 How do you build in values?

Values underpin the way we do things. They are not separate items but the basis of service excellence and should be embedded in the main duties of the job - whether the service delivered is for internal or external customers. They inform the key behaviours and performance standards required for successful performance of any job.

Details of how to embed these values into your recruitment process are explored in the supporting 'How to Guides'



5.0 TRAINING

- 5.1 All staff who take part in Recruitment & Selection must first have attended the Council's half-day briefing on the process. Briefings and more detailed R&S skills training are provided via Departmental Personnel Officers (skills training is recommended to Panel Chairs). Training options include the use of e-learning packages in addition to traditional 'classroom' courses.



6.0 EVALUATING THE VACANCY

Think about the job that has become vacant

- 6.1** Before launching the process to fill any vacant post it should be carefully evaluated to make sure it is still required to meet organisational needs.

This is increasingly important in today's organisation where all services are subject to review and there is an ongoing drive for continuous improvement. In this very fluid environment, the way jobs are managed and organised is continuously changing. This can include what, why and how jobs are carried out.

Key questions to consider:

- Is the job still needed?
- Is it fulfilling its purpose?
- Can the duties be better distributed between existing staff?
- Does the job design reflect future Service / Organisational requirements?
- Are the working hours and working arrangements of a particular post still appropriate?

- 6.2** If it is decided a new job, or a radical redesign of the current job is needed, then halt any plans to fill the vacancy. Advice on job and organisational design is available from the Corporate Personnel Workforce and Organisation Group.

6.3 The Exit Interview /Questionnaire

The City Council has a policy that an exit questionnaire be completed by all leavers and where possible an exit interview should take place. Exit records are maintained by Departmental Personnel sections and you should review this documentation before drafting revised job descriptions and person specifications to enable you to take account of any issues raised relating to the job role.



7.0 DECIDING HOW TO FILL THE VACANCY

Think about the options available to support you in filling the job

- 7.1** Current City Council policy requires that supernumerary employees or employees requiring medical redeployment should initially be considered for vacant posts that it is intended to fill. Such employees must be able to meet the basic requirements of the vacant post as set out in the Person Specification and satisfy an appointment panel that they could undertake the full duties of the post given appropriate support and training, within a reasonable period of time.

Departmental Personnel sections will be responsible for liaising with relevant officers within Corporate Personnel to establish whether there are any prospective redeployees who should be considered for vacant posts when they arise.

In the event of any dispute over the suitability of redeployees for a vacant post the determination of the Head of Corporate Personnel will be final.

7.2 Options for filling the vacancy

Established Recruitment Schemes

Is the vacancy suitable for filling through any of the City Council's recruitment schemes aimed, for example, at unemployed residents or younger workers?

Returning to a previous shortlist

If a similar job in the same work area at the same grade was filled in the last 6 months and there was more than 1 appointable candidate it is permissible to offer the job to the next ranked applicant from that recruitment process.

Reserve Lists

If appointable applicants who have applied for this vacancy in the past have agreed to have their names placed on a reserve list, then you may appoint directly from the list.

Recruitment through Jobcentre Plus

You can access the services offered by Jobcentre Plus, such as New Deal recruitment, or develop your own recruitment approach in partnership with Jobcentre Plus. A dedicated Account Manager will act as your one point of contact with the service, explain the current options or develop a customised approach if preferred and make arrangements for implementation. Contact your Departmental Personnel Officer in the first instance.

Shortlisting through an Employment Regeneration Centre or Jobcentre Plus

Work in partnership with the agency and guarantee interviews to candidates they identify against your shortlisting criteria. Use in conjunction with open advertising unless you opt to fill the vacancy through New Deal only.

Simplified Application Approaches

Managers are particularly encouraged to consider:

Fast Track to Interview

A tried and tested model ideal for recruitment to high turnover or difficult to fill operative jobs, or skilled craft jobs, where there is a constant need to recruit and maximise the numbers coming forward. Interested jobseekers ring a telephone/text number provided in the advertisement and are invited direct to interview where a basic application form is also completed, with help if necessary. Appointment of suitable applicants can quickly follow, subject to any essential pre-employment checks. Jobcentre Plus can assist, for example, by operating the telephone response service on your behalf.



The 'Directed Questions' approach

Helpful for jobseekers to basic grade or first point of entry jobs where:

- written skills are required,
- it is necessary to achieve a manageable shortlist,
- but - inexperienced applicants often struggle to provide information on their applications which helps the panel identify whether they should be shortlisted

Applicants are helped by issuing them with a list of questions designed to find out how they meet the criteria (instead of requiring them to do so on a blank sheet of paper).

Contact your Departmental Personnel Officer for guidance.

Executive Search

For some jobs, for example Senior Management positions or hard-to-fill professional occupations, it may be decided to contact known, suitable potential candidates to encourage them to apply. It may also be decided to use a reputable consultancy firm to assist in attaining a good shortlist. In all such cases, the job must also be advertised on the open market to attract the widest possible pool of suitable candidates; all candidates are assessed in the same way and the panel makes the selection decisions at each stage.

The approval of the Head of Corporate Personnel is necessary in all cases where executive search techniques are used.

Generic Pools/Open Recruitment Drives/Job Seeker Databases

With the future development of generic 'job families', it may be possible to introduce recruitment processes that seek to identify pools of potential candidates for vacancies that arise on a regular basis (depending on the role, this may be done on a corporate or departmental basis). Similarly databases of potential candidates can be held and accessed as vacancies arise.

Secondments

- Could the job be used for employee development by opening it up as a secondment or acting-up opportunity?
- or as a positive action development secondment?
- Is the post part of a time-limited project / financed through time-limited funding, with an urgent need to replace the existing employee?

If so, an internal secondment may be the most effective method.

Consult your Departmental Personnel Officer on the use of secondments, including their use for employee development and positive action.

Other options

- Appointing a Young Worker or other trainee employee who is ready for final placement
- Moving an employee from a temporary to a permanent contract
- Consolidating an employee into the post where she/he has been doing the job on a temporary or acting-up basis for over 12 months and was originally appointed through the Recruitment & Selection process



8.0 CONVENING A RECRUITMENT PANEL

Who should be on the panel and what is their role?

- 8.1** Where a recruitment panel is required to progress an appointment to a vacant post, staff involved in the panel need to have:
- A broad understanding of the current legislation relating to Recruitment & Selection
 - Attended a City Council briefing on Recruitment & Selection and have considered their own development needs to ensure they have the underlying knowledge and competencies to carry out good quality Recruitment & Selection
 - Knowledge of the City Council's Corporate Aims & Objectives, current priorities and Corporate Values
 - Understanding and commitment to the City Council's Equal Opportunities and Social Inclusion policies
 - Knowledge of the relevant service, its current and future direction

8.2 The Role of the Panel

The Panel's role is to:

- Plan the process
- Review the Job Description
- Agree the Person Specification
- Agree the information for applicants
- Write the advertisement

- Plan and design the assessment methods, i.e. interview questions, tests, exercises
- Assess the candidates
- Select the appointable candidate

8.3 Planning the Process

Good Recruitment & Selection demands good planning and this should be the first task of the panel. The time it takes to fill a vacancy can be significantly reduced by agreeing a timescaled plan right at the start. This will effect the efficiency and cost-effectiveness of the process and also enable candidates to organise their own plans accordingly.

8.4 Membership of the Panel

The Chair of the Panel is a responsible person appointed to coordinate the process and ensure it is carried out fairly. Avoid large panels as they can put candidates off and push up the costs in officer time. The choice and number of panel members should be appropriate to the vacancy and each member should add value to the process. The panel should consist of individuals who have a specific interest in the appointment e.g. the manager, a personnel officer, an individual with specific knowledge and skills in that particular field (or Elected Members in the instance of chief officer appointments).

Panels must have at least 2 members. Where a 'learner recruiter' is involved, for example as part of

management development, there needs to be at least 3 panel members. An additional member with technical knowledge may be necessary.

The makeup of the panel should, aim to reflect the community served, and, wherever possible and practicable should include a black person. Observers on panels should not be part of the decision making process.

8.5 Declaring an interest

Panel members must withdraw from the process if a family member or close friend applies, or if their knowledge of the applicant is such that they may not maintain objectivity.

8.6 Continuity

Wherever possible the same people should serve on the panel throughout the entire process. If a substitute is necessary then they need to become familiar with all the applications and receive a thorough brief on the process so far.



9.0 REVIEWING THE JOB DESCRIPTION

How should the job be described?

- 9.1** In Recruitment & Selection, the Job Description is a very important marketing tool, read by potential applicants to decide whether "this is the job for me" or "I want to work here". Job Descriptions should be presented in a concise and positive way which reflects the City Council as a modern and forward thinking employer with excellent employment opportunities.
- 9.2** Panels need to critically review existing Job Descriptions in order to ensure that they are accurate and reflect the job requirements.

Modern City Council Job Descriptions:

- are short and succinct, containing clear, crisp statements which define the main purpose, duties and expected achievements of the job
- are in plain, jargon free, easily understood language
- use performance standards and outputs rather than just lists of tasks and duties
- are kept fresh and properly aligned to service requirements
- incorporate Corporate Values and staff development

9.3 The 'How to Guide' -

Reviewing and Modernising the Job Description and Person Specification provides panels with advice and examples to assist them to produce modern job descriptions that reflect the core values of the organisation.



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10.0 THE PERSON SPECIFICATION

What are the skills, values and behaviours needed for successful performance in the job?

- 10.1** The Person Specification is the central tool of the Recruitment & Selection process. Getting this document right is one of the most important roles the Recruitment & Selection panel has to perform. It is the basis for assessment and decision-making at every stage. It sets down the skills, behaviours, and underlying competencies which enable a person to perform that job successfully and in accordance with Corporate Values. It should also identify where there are essential qualifications for the post.
- 10.2** Potential applicants can self-assess against the requirements the panel identify and make a judgement whether they should pursue the vacancy further. This decision can be influenced by the quality, tone and clarity of your person specification.
- 10.3** Panels also need to write the person specification with equal opportunities in mind. No criteria should act as a barrier to disabled applicants, women, minority ethnic job seekers, or on the grounds of age, sexuality, religion or

belief, unless the criteria is fundamental to the job, clearly justifiable and meets the legal requirements of anti-discrimination law.

10.4 A Good Person Specification:

- is short, to the point, free from jargon and acronyms, and in plain, easily understood language
- is up to date, understood and owned by the whole panel
- is a key communication tool between the panel and applicants

- 10.5** For success in the modern organisation, it is vital to think beyond just hard skills, knowledge and experience. The right attitude can be the most important factor in determining an individual's success in a job and their contribution to achieving service goals. We need to recruit individuals who are flexible and committed to delivering excellent service. The panel need to identify the styles of behaviour, values and commitments needed for success in the job and reflect these within the person specification.

- 10.6 The 'How to Guide' -** Reviewing and Modernising the Job Description and Person Specification gives detailed advice on how to develop a person specification that will reflect the skills, experience, values and commitment required for successful performance within the job.



11.0 METHODS OF ASSESSMENT

How should the candidates be assessed?

- 11.1** The assessment methods to be used in the selection process should be carefully considered by the panel to determine whether in addition to an interview, the use of other assessment methods would provide useful information.
- 11.2** Job simulation (work sample) exercises and job relevant ability tests can improve the quality and quantity of information available as the basis for selection decisions. They also allow candidates to demonstrate how they meet specific requirements in action, rather than simply relying on self-report and performance at interview.
- 11.3** The choice and construction of any assessment method should flow from the requirements of the job in question. It is inappropriate to create a complex assessment methodology for jobs requiring basic level skills - this would be unlikely to add substantially to the information needed by the panel to assist them in decision making, and may well put off potential applicants. Use of a range of assessment tools for senior management recruitment may well, however,

prove a cost-effective investment. In all cases, ensure that any proposed assessment methods are both relevant and reliable, and that:

- tasks in assessment exercises compare with tasks found in the job
- exercises assess requirements for the job, at the right level to do the job.

11.4 A 'How to Guide' - Assessment Methods for use in Recruitment & Selection

is available to support panels. It provides details of best practice assessment techniques, from basic 'Interview Plus' approaches to full Assessment Centre techniques, setting out:

- how and for what purpose they may be used
- suggested levels/types of job for which they may be relevant
- Equality considerations



12.0 INFORMATION TO APPLICANTS

What information should the candidates be sent?

- 12.1 The City Council has developed a corporate Candidate Information Pack for use across all departments and all vacancies, consisting of standard Application Forms and a number of information inserts appropriate for jobs at different levels. It exists to promote professionalism and the image of the City Council as an employer by providing a 'one organisation' approach. The panel must decide in each case which of the items are relevant for inclusion for the job in question.
- 12.2 Curriculum Vitae (CVs), letters of application and written submissions are acceptable as an alternative to full completion of the supplied application form.
- 12.3 Care should be taken not to overburden applicants with too much information that is inappropriate for the particular post and pool of applicants.
- 12.4 It is good practice to include either in the advertisement, or in a covering letter in the pack, when interviews are to be held.



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13.0 THE ADVERTISEMENT & MARKETING THE JOB

How should the job be advertised?

13.1 Advertisements are often the first point of contact with potential recruits, so the panel need to think about creating a positive image of the City Council and the job on offer.

13.2 Good Advertisements:

- are short, succinct and describe the job in a nutshell
- provide enthusiasm for the job
- avoid lists of items lifted from the person specification
- are stripped of service details, or long explanations
- don't include jargon, buzz words, complex sentences or dense text

13.3 Departmental Personnel Sections will ensure the advertisement headings are correct and any standard statements are included, such as the Residency Statement and reference to the Guaranteed Interview Scheme for disabled applicants who meet the shortlisting criteria.

13.4 The panel need to take care in their choice of advertising media in order to optimise the number and quality of good candidates. All jobs appear in Jobs Update (Online and hard copy versions).

13.5 More detailed advice on producing a good advertisement, marketing your job and choosing publications can be found in the 'How to Guide' - **Producing Good Advertising Copy & Planning Your Marketing Strategy.**



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14.0 SHORTLISTING

Which applicants should be considered further?

- 14.1** After the closing date, panel members should read every application and make an initial assessment of each applicant's suitability for further consideration. The full panel then discuss these assessments and reach final agreement on the applicants who should be on the shortlist.
- 14.2** Panel members need to approach the applications with an open mind so as not to pre-judge or make assumptions about applicants' suitability. Applicants have different ways of presenting what they have to offer. Some may have submitted a CV with their details, others may rely totally on a written submission in support of their application. The panel needs to look at the individual submissions to see if there is enough evidence to suggest that the person is a potential candidate for the job.
- 14.3** **Obtaining a manageable shortlist**
If the number of shortlistable candidates is more than can possibly be interviewed, the panel can follow one of the options below:

- Remove from the shortlist any candidates the panel has not been fully sure about at this stage, but thought it worth exploring the areas of uncertainty at interview, time and numbers permitting;
 - Treat the pool as a longlist and invite all to a next stage assessment using a suitable test or assessment exercise to arrive at a final shortlist from the top performers;
 - Reduce the shortlist by prioritising as follows:
 1. Place any disabled applicants on the shortlist
 2. Add all Manchester unemployed residents.
 3. Add employed Manchester residents and any applicants who are permanent City Council employees
 4. If the panel can accommodate more applicants on the shortlist, and the post is not restricted to Manchester residents, randomly select from the remainder.
- 14.4** **Requests for Reasonable Adjustments**
If a disabled applicant has requested an adjustment to the job to overcome a disabling barrier to their application, the panel must take the request seriously and be open to all

possibilities for achieving a reasonable adjustment. Departmental Personnel Sections will work with panels in considering adjustments. Such a request should not be used as a means of reducing the shortlist to a manageable number.

14.5 Notifying the candidates

Departmental Personnel Sections will work with panels to inform shortlisted candidates that they are invited to interview, giving the time, date and venue details. If additional assessment methods are to be used, details should be provided of the types of exercises and/or tests to be given and how long the process is likely to take.

If one or more of the shortlisted candidates indicates they are disabled then it is essential to use an accessible venue.

Panels may need to adjust any of the interview or assessment arrangements to remove identified disabling barriers.



15.0 THE INTERVIEW

How will the interview work?

- 15.1** A structured interview should form a core part of every Recruitment & Selection process. For some jobs it will be sufficient and appropriate as the only method of assessment used. Where other assessment methods are used the interview is usually the last stage.
- 15.2** Good interviews have a clear structure which helps keep the panel objective and focused throughout. However, this must allow flexibility and the necessary freedom for skilled interviewers to use probing, supplementary and additional questions as required.

An interview plan should cover:

- an introductory opening
- a schedule of questions which may be asked, by which panel members, relating to the job requirements
- space for candidates to raise any issues or ask their own questions
- the close of the interview, explanation of what will happen next

This provides a framework for collecting examples and evidence against the job requirements. But it is not a rigid script and should

never involve simply reading out set questions and noting the reply!

- 15.3** More advice and guidance on interviewing are provided in the '**How to Guide'-Interviewing**. Guidance on interviewing through a sign language interpreter, a lip speaker or in the presence of an advocate is available via the intranet under **Meeting the Access Needs of Individual Disabled Employees**

15.4 Note taking:

Standard note-taking stationery is used for efficiency and professionalism. Panel member notes and assessment sheets are retained for record keeping at the end of the process. It is important to prepare candidates at the start of the interview by explaining that some notes will be taken and why, so they don't become put off by this.

15.5 The Assessment Process

Before starting the interviews, decide which requirements from the Person Specification carry the greatest weight for determining successful job performance. This will be important later for the decision-making stage.

These requirements shouldn't include (for example) essential qualifications - it should already have been established that all shortlisted candidates meet these.

Throughout the interview, the panel should continue to focus on all the requirements being assessed. After each interview, individual panel members should separately consider all the evidence gathered from the candidate, referring to their notes as necessary, without conferring with the other panel members.

Depending on the type of vacancy, panels may find it useful to consider the use of a scoring guide to assist them in identifying how well the candidate demonstrated they met the requirements. A suggested scoring guide is included as an Appendix at the back of this manual.

When all the interviews are complete, and any additional assessment results are available, the full panel shares and pools their assessment of the candidate and scores (if used). The panel should discuss any large discrepancies between different panel member's



assessment for a candidate on any of the requirements.

The panel should now be able to identify which candidates are appointable, and (if used) a score for each candidate.

15.6 Appointments on merit:

All City Council appointments must, by law, be made on merit. Therefore, the job should be offered to the best appointable candidate. If there is only one appointable candidate, offer the job to that person. If there is more than one appointable candidate, and scores have been used, go back to the requirements assigned the greatest weight and use the total scores for these requirements to provide a ranking order of candidates.

Where scores were not used then ranking should be introduced at this stage. Individual panel members should go back to the requirements assigned the greatest weight before starting the interviews and assign a score for each appointable candidate.

Offer the appointment to the candidate ranked highest. For more than one vacancy, make offers to the top ranked candidates.

15.7 Candidates of Equal Merit

If the top ranked candidates have equal rank and there is only one vacancy, follow the process below:

- i) if one of the candidates is disabled, offer the appointment to that person;
- ii) if not, take any that are unwaged Manchester residents, randomly select from these and offer the appointment to the selected candidate
- ii) if none are unwaged Manchester residents, take any who are employed Manchester residents, plus existing City Council employees. Randomly select from these and offer the appointment to the selected candidate
- ii) if none are Manchester residents, take all the top, equal scoring candidates and random select from these to determine the appointable candidate.

15.8 Job Sharers

Applicants applying to job share should be assessed in exactly the same way as any other candidate.

Some candidates may ask about opportunities to follow other patterns of working - the panel should consider whether these are feasible for the role in question.



16.0 PRE-EMPLOYMENT CHECKS

What checks need to be undertaken before an offer can be confirmed?

- 16.1** All offers of appointment are conditional subject to:
- Satisfactory references
 - Medical clearance
 - Evidence of the right to work in the UK (usually the NI number) in line with S.8 of the Asylum & Immigration Act 1997
 - Completion of the City Council's equal opportunities monitoring form (if not already submitted at application stage)

In addition, one of the following may be required:

- An Enhanced or Standard Criminal Record Disclosure for relevant posts
 - A Basic Disclosure Certificate for posts where the need for this is clearly justified
- If any of the above criteria are not met, the conditional offer should be withdrawn. Where the criteria are satisfactorily met, then the offer can be confirmed.

16.2 References

For most jobs in the City Council, references are only considered for appointable candidates. Many candidates do not want referees approached until they are being offered a job

(particularly if the referee is a current employer) therefore it is only likely to be possible to request references at this stage.

For jobs working in residential care with children all shortlisted applicants are required to provide references prior to interview. The whole panel has access to each candidate's references which are used to probe any areas of concern at interview. For these jobs a Reference Request Form is issued to referees for completion, in line with national guidelines.

Departmental Personnel Officers can provide advice and sample reference request letters.

16.3 Probationary Periods:

Every appointment is subject to a 13 week probationary period (unless the appointee is an existing employee or someone transferring from the service of another local authority, or has service under the Redundancy Modification Order).

Reviews take place throughout this time and at the end of the period, subject to service having been satisfactory, permanent employment with the City Council will be confirmed.

If at the end of the period, performance is deemed unsatisfactory, then the contract can be terminated. The period of probation may be extended to a maximum of 26 weeks in some circumstances. Advice on performance issues during probationary periods should be sought from Departmental Personnel sections.

All posts working with residential care will be appointed subject to 52 weeks probationary period.



17.0 RECORD KEEPING

What record keeping is required?

- 17.1** accurate record keeping is an essential part of recruitment for the following reasons:
- to assist Chief Officers in monitoring their department's adherence to best practice
 - to enable accurate and objective investigation of complaints as speedily as possible
 - to enable an accurate and speedy response in cases where complainants invoke their statutory rights under anti-discrimination legislation

The following documents are vital for achieving these objectives:

- the application form and related documents (e.g C.V., written submission)
- shortlisting forms
- the forms recording candidate interview assessment
- copies of assessment tests and exercises
- candidate's written exercise responses, test score sheets, presentation handouts (if available)
- panel member notes

To meet the requirements of the Data Protection Act, documents should be stored for a period of 6 months or a longer specified period of time where necessary, then destroyed.

Storage must be in a secure place where confidentiality can be assured. All documents which are not to be stored (photocopies of application forms etc.), must be destroyed to maintain confidentiality. Stored documents must be destroyed after the required storage time.



18.0 FEEDBACK TO UNSUCCESSFUL CANDIDATES

How will feedback be given to candidates on their performance?

18.1 Feedback should be readily available to all candidates. It is a very important part of good Recruitment & Selection practice and can make a significant difference to the way candidates feel about the organisation, even if their application has been unsuccessful.

Where feedback is requested, it should be given as quickly as possible. Include in the feedback an overview of the results of any tests and exercises as well as assessments from the interview.

The feedback should be accurate, factual and helpful. It is important to provide a balance between those areas where the candidate did well or showed strength, and areas of weakness, where the candidate needs to improve for the future.



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APPENDIX: CANDIDATE SCORING GUIDE

SCORE	DESCRIPTION	RELATION TO JOB PERFORMANCE
6	Excellent	A full response which demonstrated in-depth knowledge and understanding of the subject / full possession of the requirement for superior job performance.
5	Good	A good response which answered the question and showed depth of understanding and knowledge / full possession of the requirement for effective job performance.
4	Satisfactory	A response that was relevant and showed some understanding / meets base requirements for adequate performance with scope for further development.
3	Less than Satisfactory	A response which was relevant but superficial and failed to demonstrate depth of understanding / candidate requires significant further development to demonstrate the requirement satisfactorily.
2	Poor	A response which was inadequate but which had some relevance / candidate falls well below the base requirement for adequate performance and is unlikely to demonstrate competency without a great deal of further development.
1	Very Poor	A response which is either not relevant or substantially lacks any depth of content





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