



CANCER
RESEARCH
UK

MANCHESTER
INSTITUTE

RECRUITMENT AND SELECTION POLICY & PROCEDURES

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1. PURPOSE

It is clear that the Institute's staff have a crucial role to play in achieving the challenging aims of the Institute. Therefore, the Institute needs to be able to attract and retain staff of the highest calibre.

The aims of the Institute are:

- To carry out world class research to improve our understanding of cancer, with specific focus upon abnormal growth, tumour microenvironment, stem cell biology & cancer pharmacology.
- To support translational research that will facilitate more effective approaches to prevention, diagnosis and treatment of cancer.

The purpose of this policy is to provide a sound framework, based around the core aims outlined above, 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 the Institute Human Resources (HR) Department.

2. SCOPE

This policy and procedure encompasses all activities that form part of the recruitment and selection process. It is applicable to **all staff** involved in recruitment irrespective of staff group or nature of employment. In order for this 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 Institute's senior management in the Institute in conjunction with HR Department to ensure that this is the case.

3. CORE PRINCIPLES

- The Institute 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 Institute.
- The Institute 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 Institute will provide appropriate training, development, and support to those involved in Recruitment and Selection activities in order to meet this core principle. This [training](#) will be provided through The University of Manchester. 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. It is recommended that individuals who take part in any activity under this policy and procedure should attend the University [Training in Equality and Diversity Issues \(TEDI\)](#)
- Recruitment and selection is a key public relations exercise and should enhance the reputation of the Institute. The Institute 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 Institute 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 Institute will ensure that its Recruitment and Selection process is cost effective.

4. 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 Department. Where changes in employment legislation occur that directly affect this policy and procedure these will be reflected with immediate effect.

5. AD HOC APPLICATIONS

The HR Department frequently receives ad hoc applications from external applicants. Please note that if the Institute does not have any vacant positions available, these applications will not be retained for future positions.

6. 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 from the HR Department.

6.1 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 Institute.

6.2 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 HR Department where needed.

The job description and person specification will be included in the further particulars for the position.

6.3 AUTHORISATION

All posts must receive financial authorisation prior to being advertised. Posts should be authorised through the Vacancy Monitoring Form. The form is available from a member of the HR Department or the HR section on the intranet.

6.4 ADVERTISING/ATTRACTING APPLICANTS

Advertisements should be based on the person specification and identify a number of the essential criteria in order to maximise the number of suitably qualified applicants. Posts can be advertised internally and externally and are accessible to internal and external candidates 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 Institute Template which is available on the Intranet.

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 HR Department.

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 HR Department.

Further Particulars that provide background information pertinent to the job will be produced using the Further Particulars Template. The further particulars will be displayed on the Institute's website/intranet when the vacancy is advertised.

Staff who have been acting-up in a position that subsequently becomes vacant will have to apply for the position when it is advertised.

6.5 MANAGING THE APPLICATION PROCESS

The Institute's standard application form will be used for grades Senior Scientific Officer and below. Application forms will also be used for Non-Scientific positions within the Institute depending upon the status of the position. CVs will not be accepted if an application form has been specified as the application method required.

CVs will be used for Postdoctoral Scientist grades and senior Non Scientific positions at the Institute.

The Institute promotes an electronic online submission of applications. Applicants should contact the HR Department regarding alternate arrangements if they are unlikely to be able to use this method.

Applicants applying online will receive an automated acknowledgement of their application from jobs@cruk.manchester.ac.uk.

Recruiting managers will be given access in order to view applicants for their vacancy.

Applicants should be encouraged to complete an Equal Opportunities Form and return this to the HR Department. This data will not be accessible by the recruiting manager.

The Institute has a legal obligation to comply fully with the provisions of the Rehabilitation of Offenders Act. The Institute's Policy on the Recruitment of Ex-Offenders sets out the steps to be taken in relation to exempted and non-exempted posts.

All applicants should ensure that they clearly read the application process criteria to ensure that they are applying correctly. Due to the number of applications received, the HR Department will not contact applicants that have not followed the application process correctly.

6.6 SHORTLISTING

All applicants should be assessed against the person specification and should meet the essential criteria, as a minimum. A shortlisting template will be provided to the shortlisting panel with the applications and should be returned to the HR Department when completed.

Shortlisting 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.

Shortlisted 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 Institute's HR Department 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 all applications
- a statement advising applicants that if they have not received a written response from the Institute within 4 weeks that they should assume that their application has been unsuccessful and
- a statement advising applicants that if the Institute receives a high level of applications, we reserve the right to close the vacancy earlier than advertised.

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 HR Department.

6.7 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. The HR Department can provide further advice and guidance if required.

Interview questions and the structure of the interview should be consistently applied to all candidates and should be based on the person specification, although this does not prevent interviewers from asking follow up questions to obtain more detail that are specific to an individual candidate.

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 HR Representative following the selection process and will be kept for a minimum of one year following the selection process. In some circumstances these will be required to be kept longer by the HR Department if the successful applicant is a non-EEA citizen worker who needs sponsoring by the Institute/University of Manchester.

In the event that a candidate requests feedback about their performance in the selection process this should be arranged by HR Representative.

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 difference of opinion amongst the panel as to the successful candidate the majority view shall prevail.

6.8 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 organisations 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.

When requesting references recruiting managers should request advice from the HR Department regarding the correct forms and template letters to be used.

For academic posts 3 references will be taken up, normally prior to interview (shortlisted candidates). 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. It is worthy to note that candidates have the option to decline the Institute's request to contact referees prior to interview. This consent can be found on the application form and/or CV cover sheet. Where consent is declined prior to interview, consideration should be given whether to request references for the remaining candidates or just to request references for the successful candidate only.

In the event that references are requested post interview, the selection process should be sufficient to assess an individual's suitability to carry out the role on offer. The references should be used to confirm the decision made at interview. Ultimately all offers are subject to satisfactory references and if a candidate is unable to comply with this requirement, this could result in the offer of employment being withdrawn.

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.

6.9 MAKING THE APPOINTMENT

It is recognised that in many cases it is desirable to make a verbal offer very shortly after the selection process to enhance the Institute's ability to recruit the selected candidate. In such cases the verbal offer should only be made by the Chair/recruiting manager of the selection panel or a member of the HR Department.

Once a selection decision has been made the HR Department will produce a written offer of employment. Offers of employment are normally subject to satisfactory references, proof of highest qualification, medical clearance and any other checks as appropriate, such as Security checks, Asylum and Immigration checks, Disclosure and Barring checks (where eligible).

In addition, recruiting managers will be expected to complete a Post interview Summary Form and send through to the HR Department.

The Institute reserves the right to withdraw the offer of employment, due to a prolonged delay in accepting the position.

7. JOINING THE INSTITUTE

It is important that new employees receive a well-planned induction in order for them to become fully operational quickly. Further information on induction is available from the HR Department who will arrange this upon starting the Institute.

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