

Recruitment & Selection Policy & Procedure

Title	Recruitment & Selection Policy & Procedure
Reference	HRP033
Version	2.1
Date	October 2009
Author	HR
Approved by	HRC
Classification	Unclassified
Revision Date	October 2010

Version	Date	Description
0.1	N/A	Inherited policy
0.2	20/09/06	Presented to MB - Approved
0.3	20/10/06	Presented to HRC – Approved
0.4	26/10/06	Presented to Works Council – Approved
1.1	April 07	Policy amended as part of Impact Awareness Training
2.0	June 07	Agreed following 1.1 – Administrative amendments. Approved by RH
2.1	October 08	Policy amended to reflect OD and style guide
2.2	October 09	Policy amended following EIA

1. Overview

Higher Education Funding Council for Wales (HEFCW) will conduct its recruitment and selection process in a way that places emphasis on the equality of opportunity for all. All selection decisions will be made on a fair and open basis and HEFCW will always aim to select the most suitable candidate for the job.

HEFCW, as an Assembly Government Sponsored Body, is bound by the rules on selection on merit on the basis of fair and open competition as defined by the Civil Service Order in Council 1991.

The rules are:

- a. prospective applicants must be given a reasonable opportunity to become aware of the vacancies and the terms of appointment, and a reasonable time within which to apply;

- b. all eligible applicants must be considered on merit at the start of the selection process and at each subsequent stage that they reach, under procedures providing safeguards against individual bias; and
- c. all selection criteria and techniques must be reliable, valid and relevant to the job concerned.

HEFCW's recruitment and selection process will depend on the adoption of a systematic and objective approach, adopting the principles of best practice, to include:

- the availability of clear job details (in Welsh and English) in the form of a job description;
- deciding on actions to ensure that as wide a pool of suitable applicants as practicable are attracted to apply for the vacancy (which will include appropriate choice of wording and media for the advertisement);
- new and vacant posts are considered for their suitability for job sharing and this will be reflected in the job advertisements and job descriptions;
- ensuring recruitment is considered an essential element and integral part of business planning;
- ensuring recruitment is seen as a key public relations exercise by all those involved;
- ensuring all applicants understand HEFCW's recruitment procedures and applications are treated with confidentiality;
- assessing candidates only against clearly identified requirements for the job (as defined by the job description/specification);
- ensuring all employees involved in the recruitment process have received Equality and Diversity training and recruitment skills to ensure that interviews are properly structured and carried out
- adhere to legislation that prevents discrimination and follow HEFCW's Equality and Diversity Policy, the Codes of Practice produced by the Equal Opportunities Commission (EOC), the Commission for Racial Equality (CRE) the Chartered Institute of Personnel and Development (CIPD), Advisory Conciliation and Arbitration Service (ACAS) and the Disability Rights Commission (DRC).

HEFCW has achieved the Two Ticks disability symbol and commits to meeting the five commitments regarding recruitment, training, retention, consultation and disability awareness.

Putting these procedures into practice has a number of benefits including:

- improving the external view of HEFCW so attracting talented individuals to the organisation;
- utilising to the full the talents of all employees in HEFCW
- improving motivation and performance;
- provide evidence to both prospective and existing employees that appointments are made in a fair and transparent way;
- compliance with the law.

2. Stages in the recruitment process

Advertising vacancies

The recruitment process will start with completion of an 'Authorisation to Recruit Form' which will identify the organisational need to recruit. All vacancies including extensions to existing contracts will be submitted to Management Board for consideration of proposed actions. Following Management Board approval, vacancies will then be advertised through HR.

Vacancies will be advertised simultaneously internally and externally. Should HEFCW be in a restructuring situation which may involve redundancies, the recruitment process will revert to an internal advertising process prior to any external advertising process.

Applicants will have a minimum of 10 working days in which to make an application for the vacancy. For the purpose of this policy, a working day will mean any day between Monday and Friday (inclusive) irrespective of working patterns, but excluding public and bank holidays

Preferential vacancies

In exceptional circumstances it may be appropriate to recruit an existing employee directly into a vacant post without advertising internally or externally. Where this is likely to take place, prior to appointment, full discussions including a supporting business case must be made between the Chief Executive, Director of Strategic Development, Director of Finance & Corporate Services and HR and if agreed must be ratified by the Chair of the HR Committee.

The business case should clearly set out:

- the reasons why the employee should be appointed directly into the vacant slot;
- the cost and benefit analysis of the appointment;
- the potential implications of not appointing the employee directly into the vacant slot.

Such examples where this approach may be appropriate could include (but not limited to):

- where the employee has been deemed to be carrying out that role through a process of temporary promotion and has been doing so competently;
- where there are no other suitable qualified employees and is a specialist post;
- where this would cause a redundancy situation due to the consequences of a post being no longer in existence.

Internal advertisements

Vacancies advertised internally will use a standard advertisement format and employees will be notified by email.

External advertisements

All vacancies advertised externally will be placed on the HEFCW website, in the Job Centre and with career consultancy firm Right Coutts (service free of charge) as a matter of course. Advertisements placed externally in a form of media originating in Wales (e.g. Western Mail) must be bilingual in Welsh and English. Depending on the level and specialist nature of the post, local press should be considered in the first instance and where appropriate the UK regional and national media/press may also be considered.

In addition to the traditional newspaper media, consideration may also be given to other sources of recruitment advertising including the HE Institutions and the Internet (including sites sponsored by the National Assembly for Wales and Central Government).

Consideration will also be given to using media such as web sites and specialist media to enhance HEFCW's diversity profile.

Our documents are available online, in Braille, large print, on electronic CD and in DAISY (digital audio).

Application

Applications will be made via completion of an application form. Application forms and supporting documents are available bilingually (Welsh and English).

Selection techniques

Selection methods used to assess a candidate's suitability will follow best practice and will have regard to equal opportunities legislation. Selection will only be made by those who are suitably trained and may include, for example, panel interviews, ability testing, and psychometric testing.

Specific requirements

Applicants with specific requirements are requested to notify HR to enable HEFCW to respond to specific needs.

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Appointments

We will always aim to appoint the most suitable candidate whether from an internal or external source.

Consideration should also be given to the suitability of offering an appointment not only on a substantive basis, but also as a secondment or an internal transfer, as appropriate to individual circumstances.

A conditional offer of appointment is made to external candidates. Checks must be satisfactorily completed in respect of each candidate's eligibility for appointment which will be done via an employment and/or character reference as appropriate.

Candidates who are not successful at interview will be informed in writing (internal candidates orally first) and will be given the opportunity for feedback.

Candidates who have demonstrated their suitability for the post may be given reserve status. This means that the candidate can be put forward for interview should the position becomes vacant again within **six** months from the date of the outcome letter. Reserve candidates may also be put forward for interview for comparable posts also, should they be interested.

Training

All line managers will attend recruitment and selection training to ensure consistency and fairness in the selection process. HR will arrange for line managers to receive such training as appropriate.

Records

Full records will be kept by HR at all stages of the recruitment process and will not be destroyed until 12 months after the appointment is made. All records will be maintained in line with Data Protection Regulations.

Further Guidance

Documentation and Guidance notes have been prepared for each stage of the process, to ensure that selection is carried out on fair and open grounds.

Policy statements and guidance on recruitment and selection should be read in conjunction with HEFCW's policies on Equality and Diversity, Secondment Opportunities, Grievance and Complaints Procedures.

Grievance Procedures

Anyone who believes they have been treated unfairly, or has a grievance or complaint about how the process was conducted should write to or contact HR outlining their concerns.

Monitoring

In line with HEFCW's statutory obligations and HEFCW's Equality Scheme, HEFCW will produce an annual report outlining how its meeting its employment duty.

Evaluation

At any time these processes are subject to review in order to ensure that the processes implemented actually reduce the possibility of discriminatory practice and positively promote equality and diversity.