Recruitment and Selection policy

1. Introduction

1.1 This policy applies to:
- employees of HEFCW;
- agency staff;
- inward and outward secondees; and
- external applicants.

2. Statement of policy

2.1 The Higher Education Funding Council for Wales (HEFCW) will conduct its recruitment and selection process in a way that places emphasis on 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.

2.2 As a Welsh Government Sponsored Body, HEFCW follows the Civil Service Commission Recruitment Principles. The legal requirement is that the selection for appointment to the Civil Service must be made on merit and on the basis of fair and open competition. All three elements have to be met for the appointment to be lawful.
- 'Merit' means the appointment of the best available person judged against the essential criteria for the role. No one should be appointed to a job unless they are competent to do it and the job must be offered to the person who would do it best.
- 'Fair' means there must be no bias in the assessment of candidates. Selection processes must be objective, impartial and applied consistently.
- 'Open' means that job opportunities must be advertised publicly. Potential candidates must be given reasonable access to information about the job and its requirements, and about the selection process. In open competitions, anyone who wishes must be allowed to apply.

  (Extract from the Civil Service Commission Recruitment Principles April 2018)

2.3 The benefits to HEFCW in adopting a structured recruitment and selection process are as follows:

- recruitment is considered an essential element and integral part of business planning;
- improving the external image of HEFCW, recognising that it is a key public relations exercise in promoting HEFCW as a professional organisation and attracting talented individuals to the organisation;
- improving motivation and performance;
- promoting HEFCW as an employer of choice;
- demonstrating to both prospective and existing employees that appointments are made in a fair and transparent way;
- promoting collaboration and knowledge sharing via inwards and outward secondments; and
- compliance with the relevant legislations.

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3. Secondments

3.1 HEFCW supports both inward and outward secondments. Seconding employees between organisations can enhance careers and help develop organisations through the sharing of knowledge and skills, as well as encouraging diversity in HEFCW.

4. Equality and diversity

4.1 As well as the principles above, HEFCW welcomes applicants from all sections of the community and strives to promote equality as part of its recruitment process. The following statement accompanies all job vacancy adverts:

"HEFCW warmly welcomes applications from all sections of the community and is pleased to accept application forms in Welsh and English. Appointments will be made on merit."

4.2 HEFCW monitors the profile of its applicants against the protected characteristics as part of the recruitment process. These monitoring statistics are gathered and reported on as part of HEFCW's Strategic Equality Plan and Annual Report.

4.3 HEFCW is a 'Disability Confident' employer and this accreditation demonstrates the pledge to meeting the five commitments regarding recruitment, training, retention, consultation and disability awareness.
https://www.gov.uk/government/collections/disability-confident-campaign

4.4 Applicants are asked to inform HEFCW of any adjustments that may be required during the application or interview process.

5. Welsh Language

5.1 HEFCW support the Welsh Language and are committed to its Welsh Language Standards when dealing with recruitment. Applicants have the right to apply in Welsh and also to request that the interview be conducted in Welsh.

5.2 HEFCW's job descriptions are Welsh language desirable as a minimum, and any further requirements will be clearly stated.

6. HEFCW values and behaviours

6.1 The HEFCW values are as follows:
- Acting with integrity
- Professionalism
- Forward thinking
- Partnership working
- Valuing and supporting each other

6.2 Underpinning these values are indicative behaviours (Annex A) and HEFCW expects its employees to demonstrate these values and behaviours in how they conduct their work and interact with colleagues both internally and externally.

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6.3 HEFCW extends the same expectations to its applicants, be they internal or external, and requires them to demonstrate these values during the application and interview process. Should HEFCW consider an applicant to be demonstrating behaviours that are not in line with its values, HEFCW reserves the right to remove the applicant from the process or withdraw its offer of interview or employment at any time.

7. Recruitment and Selection process

7.1 HEFCW's recruitment and selection process must follow the Civil Service Recruitment Framework and all vacancies must have approval to recruit from Management Board. The Recruitment and Selection procedures document details these processes in full. This involves adopting a systematic and objective approach, ensuring principles of best practice, including:

  a) the availability of clear job details (bilingual in Welsh and English) in the form of a job description;
  b) deciding on an appropriate choice of wording and media for the vacancy advertisement to attract as many suitable applicants as possible to apply;
  c) vacancies are considered for their Welsh language requirements and their suitability for job sharing, part time hours or secondments and these elements will be reflected in the job advertisements and job descriptions;
  d) ensuring all applicants understand HEFCW's recruitment procedures and provide guidance as appropriate:
  e) ensure all applications are treated with confidentiality;
  f) assessing candidates only against clearly identified requirements for the job (as defined by the job description/specification);
  g) support both inward and outward secondments;
  h) ensuring all employees involved in the recruitment process have received Equality and Diversity training and recruitment skills training to ensure that interviews are properly structured and carried out;
  i) adhering to legislation that prevents discrimination; and
  j) HR representatives on a recruitment panel have knowledge of recruitment best practice via the Codes of Practice produced by the Equality and Human Rights Commission (EHRC), the Chartered Institute of Personnel and Development (CIPD) and the Advisory Conciliation and Arbitration Service (ACAS).

8. Training

8.1 All line managers will undertake 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.

9. Data protection

9.1 Records will be kept by HR for all stages of the recruitment process and will not be destroyed until two years after the appointment is made. All records will be maintained in line with the Data Protection laws.

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10. Complaints

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

11. Supporting procedures

11.1 The Recruitment and Selection policy is supported by:
- Recruitment and Selection procedures
- Equality and Diversity policy
- Redundancy policy
- Civil Service Commission Recruitment Principles
- Civil Service Recruitment Framework
- Grievance procedures
- Complaints policy

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 amendments. Approved by RH
2.1	Oct 08	Policy amended to reflect OD and style guide
3.0	Oct 09	Policy amended following EIA
3.1	Nov 10	Policy updated in line with WAG guidelines on expenditure control and recruitment
3.2	Dec 10	Management Board approved
3.3	Jan 2011	Endorsed by Works Council
3.4	May 2011	Approved by HR Committee
3.5	11/10/11	Policy EIA'd
3.6	Dec 2011	CSVacs references changed to CSR
3.7	Mar 2014	Checked in line with NDPB accreditation
3.8	April 2014	Amended following feedback on policy against the Civil Service Commission Recruitment principles in line with HEFCW's NDPB accreditation
3.9	June 2017	Updated in line with policy review project and in line with revised Civil Service recruitment framework. HEFCW Values also included in the policy.
4.0	Jan 2018	Further minor amendments
4.1	Feb 2018	Amendments following Management Team approval
4.2	April 2018	Reviewed by Civil Service Staff Commission and re-accredited under the Civil Service Recruitment Principles
4.3	May 2018	Management Team approved and impact assessment conducted.
4.4	Oct 2018	Endorsed by Works Council
4.5	Nov 2018	Approved by HR Committee

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HEFCW Values and Behaviours   **Annex A**

The table details HEFCW's values and provides examples of positive and negative behaviours that illustrate these values. The list of indicative behaviours is not exhaustive.

Value	Indicative Positive Behaviours	Indicative Negative Behaviours
Acting with Integrity • Be consistent • Be truthful • Be open • Communicates frankly	• Adheres to policies and procedures • Protects others' privacy • Provides honest and open feedback • Displays sensitivity and tact • Treats similar cases similarly	• Is unreliable • Offers biased views • Has an inconsistent approach • Disregards policies and procedures • Seeks own gain to the detriment of others
Professionalism • Apply knowledge & expertise confidently • Know/address your audience • Take responsibility for own area • Exercise due discretion • Seek continuous improvement	• Produces high standards of work • Displays appropriate behaviour • Manages workload proactively and with priority • Addresses audience appropriately • Displays discretion • Behaves firmly and courteously in dealings	• Displays carelessness and poor standard of work • Lacks commitment and is unreliable • Is indiscreet • Is disrespectful to colleagues • Is ineffective in communication • Misses deadlines
Forward Thinking • Scan horizon actively • Plan tasks & assess risks effectively • Prioritise	• Is proactive • Seeks continual improvement in work and procedures • Promotes and encourages new ideas and ways of working • Plans and completes tasks within timeframe • Thinks ahead to identify problems and solutions	• Is reactive • Resists change • Shows minimal productivity • Acts defensively • Waits until items reach crisis point • Is unprepared • Displays insularity

Partnership Working • Identify partners (internal, external) • Be clear about outcomes sought • Develop effective working relations	• Engages in and develops relationships • Shares information with others • Consults and collaborates with others • Maintains good working relationships • Co-operates with colleagues and partners	• Is unapproachable • Operates in isolation • Avoids consultation and collaboration • Has a rude or unhelpful attitude • Has poor working relationships
Valuing & Supporting Each Other • Respect others' views • Value each others' skills/contributions • Give & receive effective feedback • Respond to others' priorities • Provide help (formal/informal)	• Respects other views • Seeks to help and support others • Acknowledges differences and makes positive use of these • Is considerate to others' needs and circumstances • Is constructive with feedback • Meets deadlines to ensure these do not adversely affect others • Listens actively	• Does not co-operate with others • Lacks appreciation of others' contribution • Denies responsibility • Has an insensitive attitude • Is critical of others • Ignores others' views, queries or concerns • Is disrespectful

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