

Recruitment and selection procedures

1. Introduction

1.1. The following procedures must be adhered to when recruiting for a vacancy within HEFCW. Any queries on the processes should be directed to HR.

1.2. At all stages, applicants must remember that HEFCW expects them to demonstrate its Values, as per the Recruitment and Selection policy. 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.

2. Approval to recruit

2.1. Management Board approval must be sought prior to beginning a recruitment process for:

- New posts
- Vacancies
- Change in contract status (fixed term to permanent)
- Inward secondment
- Outward secondment

2.2. A business case must be presented to Management Board to outline the requirement to fill the role. The line manager, in conjunction with their Head of section/ Head of team/ Director must complete the business case. The Authorisation to Recruit form should be used to complete the business case and must include:

- a rationale for recruitment,
- considerations of the impact on HEFCW and the team,
- whether the post needs to be job evaluated; and
- the recruitment approach, as noted below.

2.3. The form also requires information on the nature and status of the post. When preparing the business case it is advisable that the Director/ Head of Team and HR is consulted.

2.4. Once Management Board approval has been received, evidence of this approval (e.g. an email from a member of Management Board) and the signed Authorisation to Recruit form must be passed to HR.

2.5. Prior to recruitment any new posts or changes to existing posts may need to be processed via the job levelling procedure, and this should be taken into account for timescale purposes.

3. Recruitment process

3.1. In line with the Civil Service Recruitment Framework, HEFCW can advertise its vacancies as follows:

- Internally
- Across government
- Externally

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3.2. These options can be done independently or simultaneously, and this must be outlined in the Authorisation to Recruit.

4. Internal advertisements

4.1. The vacancy must be advertised internally for a minimum of 10 working days. The vacancy will use a standard advertisement format and employees will be notified via the intranet.

4.2. Job description and application forms will be available on the intranet recruitment pages.

5. Across Government advertisements

5.1. The vacancy is advertised via the Civil Service Jobs portal, which is a tool to advertise vacancies across the Civil Service.

5.2. The vacancy will be advertised for a minimum of 10 working days on Civil Service Jobs. The portal will hold the job description for the vacancy and the advert will direct applicants to the 'how to apply' page on HEFCW's website.

6. External advertisements

6.1. All vacancies advertised externally will be placed as standard on the following:

- HEFCW website
- Find a job .GOV site
- People Exchange Cymru
- Civil Service Jobs
- Twitter
- LinkedIn
- Subscribers of vacancy notifications
- Circulated with other WGSBs; and
- Circulated with HEIs.

6.2. The Authorisation to Recruit will indicate any other external advert sources such as jobs.ac.uk, press or any other relevant/ specialist media.

6.3. Adverts will be placed bilingually in Welsh and English and will be advertised for a minimum of 10 working days.

6.4. The application pack on HEFCW's website is available in accessible formats, including electronic and audio CD, Braille and large print upon request

7. Application

7.1. The job advert and job description are within one document, and the job advert will always specify the following:

- Job title

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- Salary range
- Location
- Closing date
- Interview date
- Vacancy reference number
- Any other relevant information such as the hours and status of the post.

7.2. The advert will also include information on security vetting process, the contact details for the line manager for an informal discussion and how to apply.

7.3. Applicants must complete the HEFCW application form which is available on the intranet, website or by contacting hrdepartment@hefcw.ac.uk. These are available bilingually (Welsh and English), together with supporting guidance on completing an application form.

7.4. CVs will not be accepted to ensure that all applicants apply via the same means to promote fairness in the shortlisting and assessment process. Should an applicant not be able to complete an application form they should contact HR to discuss their requirements, as alternative formats are available.

8. Shortlisting process

8.1. All applications will be:

- anonymised, with personal information removed;
- equality data, including information about disabilities, removed; and
- allocated an applicant number.

8.2. Copies of this version of the application form will be distributed to the panel.

8.3. The panel will normally be the line manager, the Head of team/ Director and a HR representative.

8.4. The panel will individually read all application forms against an agreed criteria based on the requirements noted in the job description, which ensures the candidates are assessed fairly and on merit. The panel members will make notes of evidence of how they meet the criteria and record whether they feel an applicant is suitable for interview or not.

8.5. The panel will then meet together to consider all applications and mutually agree a final short list for interview.

8.6. As part of the Disability Confident standard, applicants who meet the minimum criteria are entitled to an interview. The HR representative will hold a list of applicant numbers who have declared a disability. The applications will be crosschecked against this list and the minimum criteria to ensure disabled applicants are allocated an interview provided the minimum criteria is met.

8.7. The HR representative will record the final short list on the Shortlist for Interview form, which is signed by all panel members.

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9. Invitations to interview, regrets and adjustments

9.1. After the shortlisting stage, all candidates will be contacted via email to either inform them they have been successful for interview or to regret they have not been selected. Our policy is to provide feedback verbally, should those receiving regrets request it. Feedback will be provided at the end of the recruitment process.

9.2. The successful email will include details of the interview date, time, location and any test/ presentation required. It will also ask the candidate to contact HR if they wish to discuss any adjustments/ support required at interview, for example, communication or mobility (including parking) requirements.

10. Interview process

10.1. Normally, the interview panel will be the same as the shortlisting panel, however should three panel members not be available, it is possible to conduct the interviews with two panel members, but one should always be a HR representative.

10.2. The interview process involves open questions based on the requirements of the post as noted in the job description. It may also include a test or a presentation, and candidates will always be informed in advance of any such assessment.

10.3. The panel will ensure all questions are asked to each candidate for consistency, which also ensures that each candidate is assessed fairly.

10.4. Panel members will take notes during the interviews and use this evidence to assess candidates against the criteria on the Candidate Assessment form. Scores against each criteria will be allocated based on the following:

5	<i>Superior</i>	4	<i>Good</i>	3	<i>Acceptable</i>	2	<i>Marginal</i>	1	<i>Poor</i>	0	<i>No Evidence</i>
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10.5. Once all interviews are completed, an Interview Selection form is completed, noting the successful candidate and ranking any other candidates that may be appointable. This is signed by all panel members.

10.6. During the interview, applicants will be informed that they will be contacted via email with an outcome within two weeks of the interview date. This allows for offers to be made, discussed and considered by the applicant, and if necessary offered to an alternative candidate.

10.7. Those receiving regrets will be offered the opportunity of feedback. Our policy is to provide this feedback verbally.

11. Appointments

11.1. HEFCW's recruitment process aims to appoint the candidate that meets the requirements of the post. This may also include secondments.

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11.2. A conditional offer will be made subject to receipt of references satisfactory to HEFCW; proof of eligibility to work in the UK; passing the necessary Baseline Personnel Security Standard (BPSS) check and a basic criminal record check.

11.3. Candidates who have demonstrated their suitability for the post may be given reserve status which means they:

- 11.3.1. may be offered the post if the first candidate declines
- 11.3.2. can automatically be put forward for interview should the position become vacant again within six months of the interview date.
- 11.3.3. may also be put forward for an interview for comparable posts, should they be interested.

12. Preferential vacancies

12.1. 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, a business case must be made to Management Board. Management Board must give full consideration in consultation with HR to the option put forward.

12.2. 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;
- the impact on other areas of the team or HEFCW.

12.3. 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 for a substantial period;
- where there are no other suitable qualified employees and it is a specialist post;
- where this would cause a redundancy situation due to the consequences of a post being no longer in existence.

13. Inward secondment

13.1. Should an applicant wish to apply for a vacancy as a secondee, they should make this clear on their application form, and this will be considered as part of the recruitment process. Selection of a secondee for appointment to HEFCW will be subject to normal selection and interview procedures. Full details are held in the Secondment procedures.

14. Outward secondment

14.1. If a HEFCW employee is interested in a secondment to another organisation, they should discuss this informally with their line manager. If they are selected for

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interview, or if they are seriously considering the secondment, they must formally notify HEFCW via their line manager and HR and a business case submitted to Management Board for approval of the secondment. Full details are held in the Secondment procedures.

15. Complaints/ Appeals

15.1. The Grievance procedures will act as an appeal mechanism for internal applicants. External applicants should submit complaints in line with HEFCW's Complaints Policy.

Version	Date	Description
0.1	Oct 2017	Procedures split from policy document and updated to outline full recruitment process.
0.2	Jan 2018	Minor amendments as part of review
	May 2018	Reviewed by Civil Service Staff Commission and agreed subject to minor amendments, which have been made
0.3	May 2018	Management Team review and approval
0.4	May 2018	Impact assessment undertaken
0.5	Nov 2018	Endorsed by Works Council
1.0	Nov 2018	Approved by HR Committee
1.1	July 2019	Amendment to offering feedback after shortlisting
1.2	Aug 2019	Endorsed by Works Council
1.3	Oct 2019	Approved by HR Committee