



## **Recruitment Policy**

Responsible Manager	Director of Corporate Affairs
Next Review Date	August 2020; then biennially
Last Review Date	March 2018
Version	7.0
<p>This Policy document is available in Welsh and English and in alternative formats upon request.</p> <p>Documents and meetings supporting the delivery of this policy are also available through the medium of Welsh and English (where necessary this may require the use of an interpreter). Reasonable adjustments, such as alternative formats, can also be made available upon request.</p>	

## **1. Introduction**

- 1.1 This policy sets out the Older People's Commissioner for Wales' procedure for recruitment and selection. The Commissioner is committed to equality of opportunity and seeks to employ a diverse workforce.
- 1.2 All applications are considered on the grounds that all job applicants should have equal opportunity for employment and advancement on the basis of their ability, qualifications and suitability for the work. No job applicant or employee will receive less favourable treatment on grounds of age, race, gender, sexual orientation, disability, religion, any other protected characteristic, family/domestic responsibilities or working patterns, nor will any individual be disadvantaged by conditions or requirements which cannot be shown to be justifiable.
- 1.3 The aim is that this procedure should be:
- efficient - cost effective in methods and sources
  - effective - producing enough suitable candidates without excess and ensuring the identification of the best fitted for the job and the Commissioner
  - fair - ensuring that, right through the process, decisions are made on merit alone
- 1.4 To this end the Commissioner will adopt objective processes and procedures.
- 1.5 The Director of Corporate Affairs has responsibility for these processes and procedures.
- 1.6 Posts may be created and filled at the discretion of the Commissioner.

## **2. Equality and Diversity**

- 2.1 The Commissioner encourages applications from all groups and sections of the community and will ensure that there is equality of opportunity in all stages of the recruitment process.

- 2.2 Applications are anonymised before being shared with shortlisting and interview panels and will be monitored to ensure equality of treatment throughout the process.

### **3. Open Competition**

- 3.1 Posts may be filled by the means most appropriate to the circumstances; this may include secondments, consultancies, contractors or agency staff. There is an assumption that permanent posts will generally be filled by open competition unless there is a good reason not to (e.g. redeployment, talent management and so on).
- 3.2 Where a post, or similar post, has previously been advertised within a reasonable span of time, it will be open to the Commissioner to appoint suitably qualified applicants from the original short-list without the need to re-advertise.
- 3.3 Advertisements may be placed wherever may be appropriate in the circumstances which may include, broadcast media, formal or informal networks, websites and so on. The Commissioner will also actively place advertisements in Welsh language media where relevant to the role.
- 3.4 Advertisements in the press will give the minimum information necessary to ensure value for money and will signpost interested applicants to the Commissioner's website. The website will include full details of the job and how to apply. All information will be available in both English and Welsh.
- 3.5 Applicants will generally be required to complete and submit a standard application form before a set closing date. However, recruitment documents can be made available in alternative formats if required and applicants can present their application in Braille, on audio tape or by sending an email.
- 3.6 To ensure value for money, electronic submissions will generally be encouraged.

## **4. Welsh Language Standards**

- 4.1 All appointments will be made in line with the Commissioner's Welsh Language Standards.
- 4.2 The Commissioner will have sufficient and appropriately skilled Welsh speakers to ensure that it is possible to provide a full service through the medium of Welsh.
- 4.3 All advertisements will be bilingual, or else through the medium of Welsh.
- 4.4 All advertisements will state that applications may be submitted in Welsh and that an application submitted in Welsh will not be treated less favourably than an application submitted in English.
- 4.5 All recruitment pack information will be bilingual, or else through the medium of Welsh.
- 4.6 Application forms will provide a space for individuals to indicate whether they wish to use the Welsh language at an interview or at any other method of assessment.
- 4.7 If required, a translation service will be provided from Welsh to English for that purpose.
- 4.8 Communication skills are a key element of the Commissioner's competency framework. When drafting a new person specification, managers will consider how far it would be essential or desirable for the successful applicant to communicate through the medium of Welsh by using a screening process (outlined below).
- 4.9 Generally, there will be a presumption that an ability to communicate in Welsh will be considered an advantage in an applicant.

- 4.10 Where an appointment is made, and the level of fluency or literacy of the person appointed needs further development, appropriate training and support will be offered.

## **Welsh Language considerations and screening process**

The following information and process is designed to help decide two things:

- (a) Does the post-holder need Welsh language skills?  
(b) If they do, what level of skills is required?

### **Does the post-holder need Welsh language skills?**

When advertising a post or writing a job description, it is necessary to decide whether Welsh language skills are required to undertake that post effectively. In reaching this decision, there are two possible outcomes:

- It is **essential** for the post-holder to have Welsh language skills.
- It is **desirable** for the post-holder to have Welsh language skills.

The key words are **essential** or **desirable**. Sometimes, this is self-evident, but at other times, careful consideration is required. Here are some questions you may ask when deciding this, the factors to be considered and the possible outcomes.

#### **Essential criteria:**

Where no-one is available to provide a service through the medium of Welsh or if more Welsh-speaking staff are needed to provide a bilingual service.

Consider factors such as:

- the need to assist Welsh speakers whether they are internal staff or service users
- a post which involves, wholly or in part, being in contact with the public, where the individual is expected to be able to communicate in both English and Welsh

- posts which involve a great deal of contact with Welsh speakers
- situations where there are no members of staff available to provide a Welsh language service
- local considerations in an organisation's language policy e.g. the need to undertake internal administration in English and Welsh
- the need to deal with other organisations who operate through the medium of Welsh internally.

### **Desirable Criteria:**

Where Welsh-speaking staff are available, but it would be desirable to strengthen the pool of Welsh speakers to provide a better service.

Consider factors such as:

- the need to assist Welsh speakers whether they are internal staff or service users
- a post involving contact with the public
- posts which involve a great deal of contact with Welsh speakers
- situations where there are no members of staff available to provide a Welsh language service
- situations where employing more Welsh-speaking members of staff would improve the Welsh language service provided

### **Language skills assessment**

Now that you have reached the conclusion that Welsh language skills are essential or desirable for the post, ensure that you are clear on the level of skill required for the post holder to be able to undertake their role effectively.

For example, if the ability to speak Welsh is essential for the post then a description of the exact linguistic requirements will assist the candidate e.g. 'the successful candidate will be able to converse with older people with confidence and ease in both English and Welsh' or 'the successful candidate will be able to answer verbal enquires in English and Welsh as well as respond to correspondence in both languages.'

The application form also includes the following skills self-assessment:

<b>Listening</b>		
0	No skills.	
1	Able to understand basic enquiries in Welsh [“Ble mae..?”; “Ga i siarad â..?”].	
2	Able to understand a basic social conversation in Welsh.	
3	Able to follow routine conversations involving work between fluent Welsh speakers.	
4	Able to follow the majority of conversations involving work including group discussions.	
5	Able to understand all conversations involving work.	
<b>Reading</b>		
0	No skills.	
1	Able to read basic words and phrases e.g. signs or short and simple notes.	
2	Able to read basic material involving work (slowly).	
3	Able to read routine material with a dictionary.	
4	Able to read the majority of material in own area.	
5	Able to understand all material involving work.	
<b>Speaking</b>		
0	No skills.	
1	Able to conduct a general conversation [greetings, names, sayings, place names].	
2	Able to answer simple enquiries involving work.	
3	Able to converse with someone else, with some hesitancy, regarding routine work issues.	
4	Able to speak the language in the majority of situations using	

	some English words.	
5	Fluent – able to conduct a conversation and answer questions, for an extended period of time where necessary.	
<b>Writing</b>		
0	No skills.	
1	Able to write basic messages – “Diolch am y llythyr. Dyma gopi o’r map.”	
2	Able to answer simple correspondence with assistance.	
3	Able to draft routine text, with editing assistance.	
4	Able to prepare the majority of written material related to the area of work, with some assistance in terms of revision.	
5	Skilled – able to complete complex written work without the need for revision.	

## **Downgrading linguistic requirements**

It is possible that a post may be first advertised with the Welsh language as essential but, because of a lack of suitable applicants, be re-advertised with the Welsh language as desirable. If it is decided that Welsh is essential from the outset, then fundamental changes must be made to the duties and responsibilities of the post, and other means of providing the Welsh language service will need to be established, before it is re-advertised with Welsh as desirable.

## **5. Talent Management**

- 5.1 The Commissioner will have due regard to the development of staff. Employees who have demonstrated suitable potential may therefore be promoted or appointed to posts without external advertisement, although where there is more than one suitable internal candidate for a post, some form of internal competition should take place.



## **6. Short-listing**

- 6.1 Following the closing date, a sift panel will shortlist using a common scoring system based on the Commissioner's competency framework.
- 6.2 In some circumstances (e.g. excessive numbers of applicants) it may be necessary for HR to precede this sift panel with a long-list (identifying any applicants who clearly do not meet the basic criteria).
- 6.3 The panel will normally include the line-manager for the post and, wherever possible, at least one and preferably two colleagues.
- 6.4 Consideration may be given to using outside assessors for more senior posts.
- 6.5 It is recommended that the panel shortlist up to five candidates for each vacancy. All these candidates will be invited to interview and to take part in any supplementary selection procedures.

## **7. Interviews and Selection**

- 7.1 Consideration may be given to using assessment centres or psychometric testing as an additional tool to inform the decision of the interview panel.
- 7.2 Consideration may also be given to using presentations or desk-top exercises as an interview tool.
- 7.3 An interview panel based, so far as is practical on the sift panel, will interview all candidates who accept the invitation to interview. The panel will agree in advance a standard list of questions for all candidates. The chair of the panel will normally be the line manager responsible for the post.
- 7.4 Candidates will be given adequate time to prepare for any unseen exercises and will, so far as possible, receive the same experience. This process should not 'substantially disadvantage'

candidates with disabilities and reasonable adjustments will therefore be made when needed. This could include: allowing a disabled candidate longer to take a test or providing a reader or scribe during a written text.

- 7.5 The interview panel will interview all candidates who present themselves for interview and will assess their performance using a common scoring system, based on the Commissioner's competency framework.
- 7.6 Following the interview, the chair will make a recommendation to the Commissioner. In the event of a split panel, the chair's decision is final.

## **8. Follow-up**

- 8.1 A conditional offer should be made as soon as possible to the successful candidate. Depending on circumstances, the conditions may include;
  - Identity Check
  - Receipt of satisfactory references
  - Satisfactory completion of probationary period
  - Receipt of satisfactory DBS check
- 8.2 All new staff will be asked to complete a pre-employment health screening questionnaire before they start work, but after the offer has been made, to identify any adjustments or additional assistance that may need to be provided by the Commissioner.
- 8.3 A statement of main terms of employment will also be issued at the earliest opportunity.
- 8.4 All new staff will be expected to comply with the Commissioner's code of conduct and will be required to certify this on appointment and on an annual basis thereafter.
- 8.5 All new staff will be expected to comply with the Commissioner's acceptable use of information technology policy and will be

required to certify this on appointment and on an annual basis thereafter.

## **9. DBS checks**

- 9.1 DBS checks will be carried out for any member of the Commissioner's staff who is likely to exercise the delegated power of the Commissioner, or else does work which may be defined as a "regulated activity" under the Safeguarding Vulnerable Groups Act 2006.
- 9.2 The Commissioner will review the need for DBS disclosures on an on-going and post by post basis and assess the risks against the definitions of regulated activity and vulnerable adults. It is necessary to balance the intrusive nature of a DBS check against these risks taking into account the level of regular contact with vulnerable adults and the position of trust and influence involved in each particular role.
- 9.3 Any information contained in a DBS disclosure will be assessed for relevance to the job, particularly the nature and extent of any contact with vulnerable adults. Consideration will be given to the nature and timing of the offence and any extenuating circumstances (for further details please refer to the DBS Policy).
- 9.4 Where an offence is incompatible with employment by the Commissioner, any offer of employment may be withdrawn, and any existing employment may be terminated (in the latter case, subject to a fair process as per the Disciplinary Policy).

## **10. Political Activities**

- 10.1 It is of paramount importance that the Commissioner is viewed as independent and consequently that the Commissioner's staff are seen as impartial and non-partisan.
- 10.2 Particular care is needed in taking any action or participating in events which could impact adversely and undermine the

independence of the Commissioner. Accordingly, employees should consider the appropriateness of taking part in any party political activity and in any non-party campaigning which is directed at a body in the Commissioner's jurisdiction e.g. a public campaign against the closure of a residential home or suspension of a service used by older people in Wales.

10.3 The Older People's Commissioner for Wales has been included in the recommended list of persons who should be disqualified from **nomination** as a Member of the National Assembly for Wales. Staff of the Commissioner's office are also included in the list of recommended persons disqualified upon **return** as an Assembly Member. Further details can be found in the Code of Conduct document.

10.4 If you are in doubt as to whether an activity that you wish to take part in might be deemed inappropriate or cause a conflict of interest, you should discuss this with the Director of Corporate Affairs.

## 11. Induction

11.1 All new staff will undertake an induction process which will be agreed by HR and the Director.

11.2 The induction will address any learning and development needs identified at interview and establish initial objectives for the probationary period as well as providing an introduction to different areas of work within the organisation.

### Related Policies you may also wish to read:

- Strategic Equality Plan
- Welsh Language Scheme
- DBS Policy Statement
- Code of Conduct
- Performance Management
- Learning and Development

- Pay and Reward Strategy