

RECRUITMENT POLICY

CONTENTS

POLICY PRINCIPLES

RECRUITMENT GUIDANCE

1. Application
2. Workforce Planning
3. Equality & Diversity
4. Welsh Language
5. The Use of Generative Artificial Intelligence (AI) in recruitment
6. Eligibility Criteria
7. Panel Training and Membership
8. Confidentiality and Security of Information
9. Record Keeping
10. Welsh Government's Responsibility
11. Accountability
12. Monitoring & Compliance
13. Queries, Concerns and Complaints
14. Offering a Post

RECRUITMENT PROCEDURES – General Principles

15. Welsh Government Recruitment
16. Managed Moves within Departments
17. Filling a post using a lateral move
18. Temporary Promotion Assignment (TPA)
19. Promotion
120. Filling a post using external recruitment

ANNEXES

Annex A - Roles and Responsibilities

RELATED POLICIES & DOCUMENTS

[Civil Service Commission Recruitment Principles](#)
[Temporary Promotion Assignments and In Grade Working Policy](#)
[Starting Pay on Appointment Policy](#)
[Part – time Working & Job Share Policy](#)
[Employment of closely related employees/employees in a close relationship](#)
[Best Practice Guidance for dealing with small scale reorganisations](#)

RECRUITMENT POLICY

[Recruitment Process Stages and Guides](#)

POLICY PRINCIPLES

Our policy and practice is underpinned by the following principles:

- **Internal career development and progression:** The majority of vacancies will be filled internally except for specialist posts where the skillset cannot be found internally or for entry level or training posts e.g. apprenticeships. Providing opportunities for development and progression makes sound business sense as it increases employee engagement and retention and supports succession planning;
- **Development of a flexible and skilled workforce:** Managed lateral moves within Groups, lateral adverts on our recruitment system and filling priority posts after promotion enables the Welsh Government to swiftly and effectively align people to meet ministerial and business priorities. This provides opportunities for employees to take on challenging roles and develop their skills in new areas of work.
- **Civil Service Commission Recruitment Principles** - All initial external recruitment to permanent posts will be underpinned by these statutory principles, including the requirement that permanent appointments must be made on merit via fair and open competition as set out in the Constitutional Reform and Governance Act 2010;
- **A strong link between eligibility and performance management outcomes** - Eligibility criteria are designed to ensure that only those who have been identified as having the performance and potential to move to the next grade are able to apply. As well as being a screening tool, it provides a pool of credible, high calibre candidates;
- **Equal Opportunity:** We have a statutory duty to adhere to the principles that there should be equality of opportunity for all people in conducting our business as an employer and service provider. We have a legal duty to eliminate all discrimination, advance equality of opportunity for all people and promote good relations between people who share a protected characteristic and those who do not share a protected characteristic under the Equality Act 2010.

We offer a guaranteed interview to Armed Forces veterans who meet the minimum criteria for a role. We offer a guaranteed interview for Black, Asian and Minority Ethnic candidates who meet the minimum criteria during internal recruitment.

RECRUITMENT POLICY

- **Workforce Planning:** Delivery of our policy will be informed by workforce planning activities undertaken by all Groups.

All our policies are fully inclusive of all staff regardless of age, marriage and civil partnership (both same sex and opposite sex), pregnancy and maternity, race, religion or belief, sex, sexual orientation, whether they have an impairment or health condition, are neurodivergent or use British Sign Language, their gender identity or gender expression. We acknowledge that the terms 'gender identity' and 'gender expression' are not protected characteristics as defined by the Equality Act 2010, however, we believe that Government policy which includes provision for those persons who identify within the 'trans' umbrella (rather than on the basis of binary gender) is a more inclusive approach and one which ensures the Welsh Ministers are in a position to comply with all their statutory duties related to equality and the promotion of well-being in Wales.

If you have any feedback on the inclusivity of this policy, please email EqualityintheWorkplaceTeam@gov.wales

This Policy will be reviewed every two years, or sooner if required by a change in legislation or business need.

RECRUITMENT GUIDANCE

1. Application

- 1.1 The Recruitment Policy, Guidance and Procedures apply to recruitment of people into and around the organisation. They do not cover external recruitment to or promotion within the Senior Civil Service or the Civil Service Fast Stream, both of which are governed by a UK strategy managed by Cabinet Office with the exception of temporary promotion assignments (TPAs).

2. Workforce Planning

- 2.1 Supported by HR Business Partner teams, DG Business areas are responsible for compiling workforce plans that reflect their future people resource needs. These plans align with delivery of business planning objectives in support of the Wellbeing of Future Generations Act and the assignment of employees to priority work areas.
- 2.2 To assist workforce planning and to ensure that business needs are met through effective deployment of resources, employees who move laterally (via an advertised lateral or managed move), will remain in the post for 6 months

RECRUITMENT POLICY

before they can apply for a further lateral move, unless the post is of a shorter duration or there is a business need for a further move within this period.

- 2.3 HR Business Partners can offer advice and guidance on workforce planning and options for managing resource needs.

3. Equality & Diversity

- 3.1 We are committed to ensuring and promoting equality of opportunity, removing barriers and eliminating discrimination in employment. All employees and prospective employees have access to equality of opportunity in employment and career advancement on the basis of their skills, ability, qualifications and suitability for work.
- 3.2 We ensure that our recruitment practices reflect the needs of individuals with protected characteristics as set out in the Equality Act 2010 and advertise all external vacancies on the Welsh Government website as a minimum. Internal vacancies are advertised on the intranet using our online recruitment system. Job advertisements are available in accessible formats if required.
- 3.3 Training for those involved in the recruitment process covers equality considerations at every stage, including the duty to make reasonable adjustments for candidates at all stages of the process, including application assessment and interview: and to consider reasonable adjustments prior to making selection decisions.
- 3.4 From November 2025, to promote fairness for all, ALL candidates will be provided with the opening Behaviour and Experience interview questions in advance of their interview.
- 3.5 All interview candidates, whether applying for a post advertised externally or internally, will be asked at least one question related to equality, diversity and inclusion at interview.

Part-time Working and Job-sharing

- 3.6 The Welsh Government is committed to supporting SmartWorking arrangements, both as a means of supporting employees who have responsibilities outside the workplace and of promoting different patterns of working as a way of modernising office practices. Every advertisement must state that a post is open to candidates who wish to work on a part-time or job-share basis unless, on rare occasions, a business case to the contrary has been produced and approved by the Equality in the Workplace Team in advance of the advert being placed.

RECRUITMENT POLICY

- 3.7 Every post advertised under this policy and procedures must be considered as capable of being filled by a part-time employee or by two or more employees using a job-sharing arrangement (subject to the caveat above). More information on job splitting/carving is available in the [line managers' guidance](#) on job redesign and recruitment planning. When a part-time or job-share employee is the best applicant for a post, they should be appointed even if they (or all the members of the job-sharing arrangement) do not work the full hours advertised. The recruiting line manager should make further arrangements to fill any remaining hours. A line manager must not appoint a less suitable candidate who is available to work all the hours advertised. To do otherwise would contravene the legally binding requirements of the Civil Service Commission Recruitment Principles to appoint on merit.

The Disability Confident Interview Scheme

- 3.8 We are committed to the employment and career development of disabled people. As part of our commitment to encouraging disabled people to apply to the Welsh Government, we will offer an interview to disabled people who meet the minimum requirements for the post.
- 3.9 Welsh Government has adopted the social model definition of disability which recognises that barriers in society act to disable people who have impairments or health conditions or who use British Sign Language. We are committed to removing barriers so that all (or potential new) employees can perform at their best. The Equality Act 2010 uses the medical model of disability ('a physical or mental impairment which has a substantial and long-term impact on a person's ability to carry out normal day to day activities').
- 3.10 We guarantee to interview any disabled person whose application meets the minimum criteria for the post. By 'minimum criteria' we mean that candidates must provide evidence in their application which demonstrates that the level of competence for the role and any qualifications, skills or experience designed as essential are met.
- 3.11 If any candidate has an impairment, health condition, is neurodivergent or uses British Sign Language and wants to discuss reasonable adjustments for any part of the recruitment process, they can contact the Diversity in Recruitment team to agree a 'Recruitment Adjustments passport'. The candidate can then use this passport for all future internal recruitment exercises.
- 3.12 The Disability Confident Interview Scheme will be applied to all advertised posts. For internal recruitment including lateral moves and promotion, the Welsh Government will apply the same principle¹.

¹ There is no requirement to operate in accordance with the Disability Confident Interview Scheme for internally advertised posts but Welsh Government has chosen to honour these arrangements internally too.

RECRUITMENT POLICY

- 3.13 For internal vacancies advertised laterally the panel will be informed by the Recruitment Team once the sift results have been submitted on the online system, if there are any additional candidates who will need to be interviewed, under the Disability Confident arrangements. Welsh Government has also adopted this arrangement for Black, Asian and Minority Ethnic candidates, who will also be guaranteed an interview if they meet the minimum criteria.
- 3.14 We maintain records of diversity data related to all online and offline recruitment exercises and decisions for monitoring purposes. We analyse this data to assess trends, to inform our future recruitment policy and practice and to fulfil our reporting obligations under the Equality Act 2010. All diversity data is securely stored with access restricted to a small number of staff within central HR teams.

4. Welsh Language

- 4.1 Recruiting line managers must assess the need for Welsh language skills, when considering the requirements for a new or vacant post. The Welsh Language Requirements Assessment Form (which contains guidance on making the assessment) must be completed by the recruiting line manager when creating a new post or preparing to fill a vacant post (via any means). The completed form must be forwarded to the relevant Operations Team for recording against the post details.
- 4.2 Where a post is advertised as requiring Welsh language skills, the selection panel will ensure that consideration is given at the planning stage as to how these skills can best be tested and ensure that arrangements are put in place. The job overview or advertisement should outline how these skills will be tested during the selection process e.g., via application form or written test.
- 4.3 All Selection Panels will also need to consider and plan in advance for candidates who wish to apply and/or be interviewed in the Welsh language. Applications submitted in Welsh must not be treated less favourably than applications submitted in English. Candidates are required to note their preference in terms of language for interview.
- 4.4 Guidance on the above issues is contained on the Recruitment pages and in the [Interview Language Guidance](#) on the intranet.

RECRUITMENT POLICY

5. The Use of Generative AI in recruitment

- 5.1 Artificial Intelligence can be a useful tool to support your application, however, all examples and statements provided must be truthful, factually accurate and taken directly from your own experience. Where plagiarism has been identified (presenting the ideas and experiences of others, or generated by artificial intelligence, as your own) applications may be withdrawn and internal candidates may be subject to disciplinary action. Please see our [AI candidate guidance](#) for more information on appropriate and inappropriate use.
- 5.2 Candidates should continue to be tested on key skills and experiences throughout the recruitment process. Panel members should continue to utilise the range of post-sift options to test role requirements rather than make assumptions on a candidate's capabilities e.g., presuming someone has good policy writing or drafting skills based on the submission of a well-written personal statement.

6. Eligibility Criteria

- 6.1 Prior to applying for a lateral move, or promotion potential candidates will be required to check and confirm that they meet the eligibility criteria. Eligibility criteria will be checked, and any offers will be withdrawn if a candidate is found to be ineligible. Any candidate found to have intentionally provided incorrect information about their eligibility or intentionally applied for a post for which they knew they were ineligible, may be subject to action under the Discipline procedures. If any candidate has any doubts or concerns about their eligibility, they should contact the Shared Service Centre on 03000 255454 or email the Corporate Helpdesk. Any eligibility criteria will need to have been met up to and including the closing date of the relevant advertised vacancy.
- 6.2 If you have been successful in securing a post on a TPA, you are not eligible to apply for another TPA post until the originally intended end date has elapsed.
- 6.3 Details of the specific criteria for lateral moves and promotion are set out in the relevant sections of the recruitment procedures.

7. Panel Training and Membership

- 7.1 To participate in a recruitment exercise, recruiting managers, panel chairs and members must complete mandatory training (and have appropriate

RECRUITMENT POLICY

experience where relevant) as listed within the [Resourcing Toolkit](#). They will also be required to update their knowledge and skills depending upon the frequency of their participation in the selection process:

- Employees who have not undertaken any recruitment activity or interviewing within the previous two years will be required to attend the full success profiles interview training course again, prior to commencing any recruitment activity.
- Employees who have undertaken some recruitment activity within two years of completing initial training are encouraged to complete the [Success Profiles](#) e-learning module and read the [Guidance available on the intranet](#).

- 7.2 This will enable us to give assurance to the Permanent Secretary and the Civil Service Commission that we are complying with the Civil Service Commission Recruitment Principles. It will also help to ensure that recruiting line managers and panel members are confident in their ability and can fulfil their responsibilities to carry out recruitment activities effectively and in compliance with our policy and guidance.

Membership

- 7.3 The [Resourcing Toolkit](#) confirms the required panel makeup for Lateral, TPA/Lateral, Promotion/Lateral and External recruitment schemes.

8. Confidentiality and Security of Information

- 8.1 All aspects of the recruitment process must be treated confidentially, and documentation handled and circulated only to those individuals involved in the process. All application, sift, test and assessment and interview documentation must be marked OFFICIAL: SENSITIVE and stored securely to prevent unauthorised access. Where information is held electronically it must also be protected to prevent unauthorised access. Further information is contained in the Data Protection and Security policies. Any breach of confidentiality in a recruitment process related to the terms of the Recruitment, Data Protection or Security policies may be treated as a disciplinary matter.
- 8.2 Information about recruitment decisions must not be disclosed to anyone who is not involved in the process except for the recruiting line manager, the panel, the Shared Service Centre, and Expert Services (promotion) who have a legitimate reason to access the information. Exceptionally, there may be

RECRUITMENT POLICY

occasions where the Resourcing Team, Expert Services will need to have access to this information.

9. Record Keeping

- 9.1 The recruitment process will be documented using the appropriate templates available on the intranet and on our online recruitment system. Access to records will be limited to employees involved in the process.
- 9.2 Recruiting line managers must ensure that records and paperwork are held securely in accordance with the Security and Data Protection policies and procedures.

10. Welsh Government's Responsibility

- 10.1 It is vitally important that recruiting line managers understand the [Civil Service Commission Recruitment Principles](#) so that they can ensure legal compliance when recruiting externally.
- 10.2 The Welsh Government, like other devolved administrations, UK Government Departments and agencies, must comply with the requirement of appointment on merit on the basis of fair and open competition and the Recruitment Principles. Overall responsibility for doing so rests with the Permanent Secretary.
- 10.3 The Commission does not seek to set out the recruitment policies and practices that departments and agencies must follow. It will, however, look to see whether those policies and practices comply with the requirements of the Recruitment Principles when it audits them.
- 10.4 The following explains in more detail how the Commission interprets the requirement of appointment on merit on the basis of fair and open competition.
 - **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 is no bias in the assessment of candidates. Selection processes must be objective, impartial and applied consistently.

RECRUITMENT POLICY

- **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.

11. Accountability

- 11.1 Ultimately, the Permanent Secretary is accountable for all recruitment decisions taken on behalf of the Welsh Government, but locally line managers have been given devolved authority to recruit on behalf of the organisation within their business areas. With this authority also comes the responsibility to recruit within the Commission Recruitment Principles. Failure to do this may result in the authority to recruit being revoked by the Permanent Secretary on a local level, or if serious breaches are found, the Commission may take the decision to revoke the Welsh Government's ability to undertake its own recruitment.

12. Monitoring & Compliance

- 12.1 The Commission undertakes annual audits of the recruitment policies and practices of the Welsh Government in order to ensure compliance with the requirement of appointment on merit on the basis of fair and open competition and the Recruitment Principles. This audit considers all recruitment exercises selected for their compliance with the principles, the correct use of exceptions to the Principles and the quality of record keeping. Information on the Commission can be found on its [website](#).
- 12.2 The Commission will report publicly on the Welsh Government's capability and compliance with the principles, including examples of poor and good performance, and best practice.
- 12.3 The Resourcing Team also undertake compliance monitoring to ensure that this recruitment guidance and the procedures are adhered to by all those involved in the recruitment and selection process.

13. Queries, Concerns and Complaints

- 13.1 Concerns or queries from external applicants can often be addressed by providing them with further feedback and clarity on the assessment process. However, if someone is not satisfied with this information and wish to raise a complaint, they have a right of appeal to the Deputy Director - Corporate Services OD and, if still not satisfied, to the Civil Service Commission.

RECRUITMENT POLICY

- 13.2 Queries, concerns or complaints from employees about lateral moves (managed or advertised) should be made to the recruiting line manager. If at any point the chair of an interview panel believes the Recruitment Principles or Procedures may be breached, they must pause the competition until this has been resolved.
- 13.3 Any concern or complaint about a lateral move must be submitted within five working days of the interview outcome being received by the candidate. No successful candidate will be able to take up a role during this period in case an appeal is made. If an appeal is upheld, this may mean that the outcome of the recruitment exercise may not be valid, and the interview process may be repeated with a different panel in order to be assured that there is no bias in the repeated process.
- 13.4 If the employee is not satisfied with the outcome of their initial enquiry, they must raise the issue under the informal stage of the [Grievance](#) procedure.
- 13.5 An employee who has applied for an externally advertised vacancy has a further right of complaint to the Civil Service Commission

14. Offering a Post

- 14.1 Where posts are offered as lateral moves, the recruiting line manager is responsible for informing candidates of the outcome. It will be important for the recruiting line manager to keep all paperwork as they will be responsible for giving feedback to unsuccessful candidates. The offer should be made to the individual by e-mail, and the individual should be asked to confirm acceptance by e-mail. The recruiting line manager should liaise with the individual and their current line manager to agree a start date and will then notify the Shared Service Centre Recruitment Team of the move using their original email chain. The Shared Service Centre will update the online system and action the move. Line managers should not submit a people moves form, as it will be rejected. If the employee has workplace adjustments in place these will need to be discussed with the new line manager. For external candidates coming into Welsh Government, line managers must ensure that any workplace adjustments are in place before the new starter begins their role.
- 14.2 Any offer of appointment for a role following a promotion or an external exercise must only be made by Central HR and will not be valid or official unless it has been made by them. Line managers will be responsible for issuing outcomes for Lateral Moves. Offers will not be made until the online recruitment system and all supporting documentation is updated, complete and accurate and the HR Resourcing Team are satisfied that the recruitment has been conducted in line with policies and procedures. Successful candidates will be informed via email and asked to confirm acceptance of the

RECRUITMENT POLICY

post. External candidates will also be forwarded a Starter Information Pack which enables pre-employment checks to begin.

RECRUITMENT PROCEDURES – General Principles

15. Welsh Government Recruitment

- 15.1 Recruitment into and within the Welsh Government will be determined by workforce planning needs. Recruitment may be to permanent, temporary or fixed term appointments.
- 15.2 Where a recruitment exercise identifies more appointable candidates than available posts, a reserve list may be created. The reserve list can be used in merit order, for up to 12 months from date of acceptance of reserve status, to fill the same role, job family roles or other roles that are deemed comparable. Comparable roles are defined as roles which are at least an 80% match to the originally advertised opportunity. The decision on whether a role is comparable can be made at Deputy Director level or above for internal and external recruitments. However, for external recruitments the Deputy Director's decision will need to be ratified by the Resourcing Hub. Guidance on how to determine whether a role is an 80% match and how to action a reserve candidate offer can be found [here](#).
- 15.3 The recruiting manager may choose to offer the reserve candidate an informal discussion to test interest in the role. This is so that both can agree there is a strong link between the requirements of the role, the team and the individual, before a formal offer is made. Candidates do not have to accept a reserve status and can ask to be removed from a reserve list at any time. In addition, being on a reserve list does not guarantee a candidate that they will be offered a role. It means a future recruiting manager has the option to utilise the reserve list to fill a future vacancy should there be at least an 80% match between the original role and the new vacancy.
- 15.4 Where a candidate refuses an offer of the originally advertised opportunity, they will be removed from the reserve list unless there are exceptional reasons for the refusal. A candidate may however refuse a comparable role and retain their place on the reserve list. Full information on the guidance can be found here: [Resourcing Toolkit](#)

16. Managed Moves within Departments

RECRUITMENT POLICY

- 16.1 Deputy Directors have discretion to fill permanent and temporary posts or a permanent post which is temporarily vacant (such as due to maternity leave or long-term sickness absence) through a **lateral** managed move within the team/division/department in consultation with their HR Business Partner.
- 16.2 Employees will have to serve 6 months in post before they can apply for a further lateral move, unless the post is of a shorter duration or there is a business need for a further move within the period. Employees may apply for a promotion, provided they have been substantive in their grade for at least 6 months.

17. Filling a Post using a lateral move

- 17.1 All posts will normally be advertised on our online recruitment system as a **lateral move** once it has been determined that the managed move process will not apply **and/or in advance of advertising on a promotion basis**.
- 17.2 To be eligible to **apply for a lateral move**, applicants must meet **all** of the following criteria:
- hold a permanent or fixed term appointment;
 - have been recruited via fair and open competition and on merit;
 - must have passed probation;
 - must have been in their current post for 6 months
 - must not have any current formal warnings for misconduct, underperformance or sickness absence;
 - have an up-to-date performance record/performance category recorded;
 - not be subject to any other restrictions imposed on them as a result of previous post moves e.g., a requirement to remain in post for a specific period
- 17.3 Successful employees will be required to remain in their new role for a minimum of 6 months before they can apply for a further lateral move unless the post is of a shorter duration or business need requires otherwise.
- 17.4 Where a lateral move is for a temporary period, the employee will need to discuss with their current line manager whether their previous post will be kept open or whether arrangements for a managed move within the group can be made.

The lateral moves process

RECRUITMENT POLICY

- 17.5 To advertise a post as a lateral move, the line manager will follow their group's approval process.
- 17.6 Once approved, the line manager will submit a general enquiries form to the Shared Service Centre selecting recruitment as the subject area. Once the automatic reply has been received with the reference number, they then must send the lateral move vacancy template and confirmation of approval. The Shared Service Centre will upload the vacancy on our online recruitment system. Vacancies will be advertised for 10 working days.
- 17.7 The deadline indicated in an advert is absolute. Late applications will not be accepted for any reason unless this has been agreed beforehand as a reasonable adjustment under the Equality Act 2010. It is the responsibility of candidates to ensure they have submitted a fully completed application via the online recruitment system by the advertised deadline.
- 17.8 The interview panel will consist of the recruiting line manager and one other panel member. Both panel members must have completed the success profiles interview training. The second panel member must also be:
- at the same grade or above the grade of the vacant role;
 - be a different gender to the recruiting line manager, and;
 - an independent person from any group **and** must complete the declaration of interest form.
- 17.9 Applicants will express their interest by submitting an application via the online recruitment system. The application will ask candidates to demonstrate how they meet the requirements of the role. They will also be required to confirm their eligibility to apply.
- 17.10 When they apply for a post staff **must** notify their line manager that they are doing so.
- 17.11 Following the closing date, the panel will review all applications submitted. A sift must be conducted. Prior to letting candidates know the outcome of the sift, if the recruiting line manager has only been able to invite to interview a proportion of those who met the minimum criteria they must contact the Corporate Helpdesk to check if any of the candidates not shortlisted for interview have requested to take part in the Disability Confident Interview Scheme or the Guaranteed Interview offer for Black, Asian and Minority Ethnic candidates. If candidates in either group meet the minimum criteria for the role (usually an assessment of 'Sufficient evidence' against all the criteria), they must be invited to interview.
- 17.12 The recruiting line manager will personally issue the outcome to each applicant by email, using the template provided on the intranet. If an applicant

RECRUITMENT POLICY

has any queries or concerns about the process and/or the outcome, they will raise them with the recruiting line manager.

- 17.13 The panel will conduct an interview with the candidates who met the required standard. This will include testing of the candidate's Welsh language ability if required. As the discussions relate to a lateral move, candidates will be assumed to have the relevant level of competence for the grade and questions will relate to the bespoke job requirements and technical requirements of the role only. Candidates will be assessed according to set scoring criteria. The appointment will be based on merit with the candidate scoring the highest marks being offered the post. Detailed information and guidance for line managers and candidates is available on the recruitment pages of the intranet.
- 17.14 Following the interview(s), the line manager will then personally issue the decision(s) to the candidate(s) by email and agree a start date with the successful candidate and their line manager. This will usually be four weeks from the date of the candidate being notified of the outcome. (Please note the information re concerns/complaints in paragraph 12.3 above.) Once a date has been agreed, the recruiting line manager must confirm the outcomes at each stage with the Shared Service Centre. The Shared Service Centre will then close down the vacancy and action the move. Line managers must **not** submit a people moves form.
- 17.15 Disabled candidates are encouraged to ask for recruitment adjustments to ensure a fair process and this can include adjustments at the application or interview stage. Disabled candidates can speak to the [Diversity in Recruitment team](#) (DiR team) if they are not sure what recruitment adjustments are needed. If recruitment adjustments are required, the DiR team will liaise with the recruiting line manager. The recruiting line manager has to ensure the adjustments are put in place. Adjustments may include extending the closing date.
- 17.16 If the recruiting line manager does not put the agreed recruitment adjustments in place for a candidate's interview, they will risk invalidating their campaign. Candidates can contact the DiR team within 48 hours after their interview if they feel their adjustments have not been put in place correctly. The DiR team will notify the recruiting line manager of this, and they must pause issuing outcomes until this is resolved. If it found that the adjustments were not put in place, the candidate will need to be re-interviewed. The recruiting line manager will notify all other candidates that there will be a delay in them receiving their outcome.
- 17.17 Should the successful candidate have physical workplace adjustments in place, the line manager may need to make separate arrangements, including

RECRUITMENT POLICY

the possibility of requesting that ICT and/or Facilities move items, so that they are in place on the start date in the new role.

- 17.18 If any applicant has any queries or concerns about the process and/or the outcome, they will raise them with the recruiting line manager. Should a candidate request feedback, the line manager will give it in person.
- 17.19 If the lateral moves process does not produce a successful candidate at either the sift or interview stage, the line manager should discuss options with the HR Business Partner.

RECRUITMENT POLICY

18. Temporary Promotion Assignment (TPA)

- 18.1 A Temporary Promotion Assignment (TPA) will focus on providing a **time-limited** and **high-quality development opportunity** for staff, with a consistent and fair assessment process at all levels. It will be a development opportunity for **short term use** and will not extend beyond a 12-month period. A TPA will not be retained indefinitely by an individual; it will have a clear end date so both the individual and the line manager can plan early, and well in advance for next steps once the assignment has ended.

Filling posts on a temporary basis for up to 12 months

- 18.2 TPA opportunities will be advertised within a Directorate as a minimum. Heads of Profession may wish to offer a TPA opportunity within their profession. TPA opportunities will be advertised to all eligible staff within the Directorate, profession or wider organisation via the WG online recruitment system. To be eligible to apply for a **lateral move**, applicants must meet all of the following criteria:
- hold a permanent or fixed term appointment;
 - have been recruited via fair and open competition and on merit;
 - must have passed probation;
 - must have been in their current post for 6 months;
 - must not have any current formal warnings for misconduct, underperformance or sickness absence;
 - have an up-to-date performance record/performance category recorded;
 - not be subject to any other restrictions imposed on them as a result of previous post moves e.g., a requirement to remain in post for a specific period
- 18.3 Anyone who meets the following eligibility criteria can apply for a TPA to **any grade** above their substantive grade providing they meet all of the criteria by submitting an expression of interest:
- hold a permanent or fixed term appointment;
 - have been recruited via fair and open competition and on merit;
 - must have passed probation;
 - must have been in their current post for 6 months;
 - must not have any current formal warnings for misconduct, underperformance or sickness absence;
 - have an up-to-date performance record/performance category recorded;
 - not be subject to any other restrictions imposed on them as a result of previous post moves e.g., a requirement to remain in post for a specific period

RECRUITMENT POLICY

- 18.4 We will provide Heads of Division with guidance and a template to support a consistent approach across all teams. When you apply for a post, you **must** notify your line manager that you are doing so. They will be able to support you through the process and advise if the role is in line with your development needs.
- 18.5 All TPA expressions of interest will be sifted. Those who are successful at sift stage will progress to an interview. At the interview you can expect to be asked questions which will test whether you meet the behaviours and skills required of the higher grade.
- 18.6 If the post is offered on the basis of a TPA, this does not constitute a substantive promotion, and individuals appointed will not be promoted on a permanent basis. Time spent in receipt of a TPA allowance does not count towards any calculation of time spent in the higher grade for eligibility to apply for promotion. In line with the TPA policy and guidance, all TPAs will cease at 12 months and individuals and line managers will be automatically notified prior to the TPA elapsing.
- 18.7 The employee's former post will be kept open for a return after the temporary assignment has ended in line with the TPA policy and guidance.

19. Filling a post - Promotion

Eligibility Criteria

- 19.1 Where a post has not been filled through a Departmental managed move or a lateral advert and approval to advertise as a promotion opportunity has been given through the Delegations and Accountability Framework, the post may be advertised internally on promotion.
- 19.2 Job advertisements must contain details of the assessment criteria and assessment methodology the post. Additional specific requirements taken from the recognised framework for a particular profession (where applicable) may also be tested if these are specified in the job advertisement.

Assessment process

- 19.3 All job adverts will detail the assessment methodology a candidate will be assessed against. The assessment methodology will be informed using Success Profiles with further guidance provided through the Resourcing Toolkit and Resourcing Framework. A number of Professions have a Professional Framework in place, and these may also form part of an assessment process. In these instances, these will also be detailed within the job advert upfront and clear the criteria candidates will be assessed against.

RECRUITMENT POLICY

- 19.4 A number of applicants will be shortlisted for assessment and their performance will be assessed against the advertised criteria. The panel will be required to use the scoring matrix provided in the Resourcing Toolkit for Success Profiles to assess candidates.
- 19.5 The recruiting line manager as part of their planning meeting will determine the form of assessment of candidates invited to progress as part of the overall assessment for the role. This assessment will be discussed by the Chair at the planning meeting before the advert is published.
- 19.6 The deadline indicated in an advert is absolute. Late applications will not be accepted for any reason unless this has been agreed beforehand as a reasonable adjustment under the Equality Act 2010. It is the candidate's responsibility to ensure they are able to submit a fully completed application via the online application system (Cais) by the deadline on the closing date.
- 19.7 Panel agreed written feedback will be available to candidates. Panel Chairs and panel members are encouraged to provide feedback in person to candidates where appropriate to do so.
- 19.8 Appointment will be based on merit with the candidate scoring the highest marks being offered the post. Detailed information and guidance for line managers and candidates is available through the Resourcing Toolkit available on the intranet. This includes full details on the role and composition of recruitment panels.

Requirement to remain in post

- 19.9 Employees must remain in their new post for 6 months before they are eligible to apply for a further lateral move or for a promotion opportunity unless there is a business need for the employee to move to an alternative post.

Eligibility criteria

- 19.10 To be eligible to **apply for promotion** to G6, applicants must meet all of the following criteria:
- hold a permanent or fixed term appointment;
 - have been recruited via fair and open competition and on merit;
 - must have passed probation;
 - must have been in their current post for 6 months;
 - must not have any current formal warnings for misconduct, underperformance or sickness absence;
 - have an up-to-date performance record/performance category recorded;

RECRUITMENT POLICY

- not be subject to any other restrictions imposed on them as a result of previous post moves e.g., a requirement to remain in post for a specific period
- 19.11 Before they apply for any post, candidates will be required to check and confirm that they meet the eligibility criteria. The eligibility of candidates will be checked, and an offer of a post will be withdrawn if a candidate is found to be ineligible. Any candidate who is found to have intentionally provided incorrect information about their eligibility, or to have intentionally applied for a post for which they knew they were ineligible, may be subject to action under the disciplinary procedures. If any candidate has doubts or concerns about their eligibility, they should contact the Shared Service Centre on 03000 255454 or email the Corporate Helpdesk.
- 19.12 Any eligibility criteria will need to have been met at the time of making an application, on or before the closing date of the vacancy. Any application which fails to meet the criteria will not be allowed to proceed unless the issues are successfully resolved in good time for the recruitment panel to consider it.
- 19.13 Employees are able to apply for promotion to **any grade** above their substantive grade providing they meet all of the following criteria:
- hold a permanent or fixed term appointment;
 - have been recruited via fair and open competition and on merit;
 - must have passed probation;
 - must have been in their current post for 6 months;
 - must not have any current formal warnings for misconduct, underperformance or sickness absence;
 - have an up-to-date performance record/performance category recorded;
 - not be subject to any other restrictions imposed on them as a result of previous post moves e.g., a requirement to remain in post for a specific period
- 19.14 The recruiting line manager's mandatory responsibility is that they must be assured (on behalf of the organisation) that the successful candidate is eligible for appointment to the position. This must be done by seeking confirmation of eligibility from the current line manager. It must be made clear to the current line manager that this discussion must be kept confidential.
- 9.15 Any complaints about the promotion process should be made to the Resourcing Team in the first instance. Please see paragraph 12.2 for further information.

20. Filling a post using external recruitment

RECRUITMENT POLICY

- 20.1 All posts will normally be advertised internally first but, if that approach is unsuccessful, line managers may ask to be allowed to recruit externally if the relevant approvals are in place. This will ensure that we develop talent within the organisation and ensure recruitment processes are cost effective. Line managers will need to build these timescales into their planning. Refer to the Recruitment Guidance on the intranet for further information.
- 20.2 Any proposal to recruit employees via an external exercise must be made to the Permanent Secretary using the External Recruitment Requests Business Case Pro-forma available on the intranet.

Fixed Term Appointments

- 20.3 Where an external recruitment exercise is held to fill a fixed term post (either via a job advertisement or through direct recruitment into the role) and there is a requirement for the successful candidate to remain in that post for a specific period, this must be stated in the advertisement and the information provided about the role.
- 20.4 If a recruiting line manager wishes to attach this caveat to a post, they will need to provide assurance of the justifiable reasons for doing this before advertising. The assurance will need to state:
- The background as to why the post is required and any details surrounding why such a post is pivotal to direct reputational issues for the organisation;
 - Details to link the specific skills required for the role and an explanation as to why the individual employed is the only one or one of very few individuals who possess the skills required;
 - An explanation as to why it is of critical importance that the role retains the continuity of the same individual conducting the work throughout the duration of the contract;
 - Details of the repercussions to the organisation if the same individual is not retained throughout the course of the fixed term appointment.
- 20.5 The recruiting line manager will need to record this within the board report as part of the required audit trail.
- 20.6 Contracts and/or letters for those individuals appointed on this basis will also need to reflect the fact that they have to stay in post for the full duration of the contract period as stated at the outset in the advert and /or information provided about the role.
- 20.7 Where the advert/information about the role did not specify a requirement to remain in post for a specified period:

RECRUITMENT POLICY

- employees on fixed term contracts may apply for a lateral move if they were recruited through fair and open competition and have served 6 months in post and at their substantive grade or 6 months continuous temporary employment if they have held a series of roles. They may also apply on promotion if they were recruited through fair and open competition and have served 6 months in post and at their substantive grade or 6 months continuous temporary employment if they have held a series of roles. They must have passed probation and will also need to meet the other eligibility criteria for the role. If an employee is uncertain whether they were recruited through fair and open competition, they should contact the Shared Service Centre for advice.
- employees on fixed term contracts may apply for any **externally** advertised roles at any time.

RECRUITMENT POLICY

Annex A

ROLES AND RESPONSIBILITIES

Internal Candidates are responsible for:

- familiarising themselves with this and all other applicable policies and their guidance/procedures, together with the Performance Management Policy/Guidance and Procedures;
- attending 'Interviewee Skills' and other training to support their applications;
- checking they meet the eligibility criteria before applying for a lateral move or a vacancy and raising any issues with the Corporate Helpdesk;
- ensuring they notify Corporate Helpdesk of any reasonable adjustments early on in the process to ensure they are put in place
- preparing CVs and job applications and submitting prior to the deadline of vacancy closing dates
- ensuring that CVs and job applications submitted, where GenAI (ChatGPT/Co Pilot) has been used are, factually accurate and your own personal experiences and ideas
- raising concerns or complaints with the line manager, HR Business Partner, Panel Chair or HR Resourcing Team or, as a final measure, through the Grievance Route.
- Liaising with the Diversity in Recruitment team to agree any recruitment adjustments.

Line managers are responsible for:

- ensuring their employees are aware of the Recruitment Policy and any future opportunities for lateral moves, promotion and progression;
- preparing employees for career development opportunities through the implementation of learning and development plans as part of the performance management process and providing opportunities for development within the job role;
- ensuring all performance management reviews are up to date and outcomes recorded on Pobl (HR Self Service) to enable eligibility of candidates to be

RECRUITMENT POLICY

determined;

- ensuring they consider at this stage the benefits of the post being undertaken on a part time or Job Share basis, including, should the successful candidate work part time or there should be a job share partnership, considering how the tasks can be carved to facilitate this.
- carrying out all the transactional elements of the recruitment process, including updating the Shared Service Centre so they can update the online recruitment system and the issuing of all outcomes, in relation to lateral moves; and,
- submitting job overviews or job and person specifications to their Resourcing Panel for approval to fill the post.
- ensuring an outreach plan to attract a wide, diverse field of applicants is in place before any external recruitment takes place. [A toolkit on how to attract a wide, diverse field of candidates](#) can be found on the Intranet:

Panel Chairs are responsible for:

- attending Success Profiles Interview Training prior to commencing any recruitment activity, and refresher training as appropriate;
- Before chairing a recruitment panel, assuring themselves that all panel members are appropriately trained and independent.
- ensuring they have followed the correct recruitment and approval procedures by ensuring they have fully planned the recruitment exercise, including being legally compliant with the Civil Service Commission Recruitment Principles and compliant with Welsh Government guidance;
- The Chair of the panel has the overall responsibility for ensuring that any external selection process is compliant with the Civil Service Commission Recruitment Principles. Before a competition may proceed to advertising, the Chair must therefore approve the selection criteria, role description, panel membership and it's independence, process to be followed, timetable, remuneration and other terms. Also, the advertising strategy, including how best to attract a strong and diverse field of applicants. To keep in line with our effort to increase workforce diversity the Chair may also comment on the following in their board report:
 - the strength and diversity of the field of candidates;
 - the efforts that were made to secure applications from currently underrepresented groups;

RECRUITMENT POLICY

- and the success or otherwise of these efforts, and possible lessons to be learned.
- ensuring that any reasonable adjustments for candidates are in place;
- ensuring that if any panel members have any adjustments , that they are put in place.
- ensuring documentation is fully completed and retained confidentially in accordance with the guidance;
- ensuring that the recruitment scheme for which they are responsible is conducted fairly, openly and without bias with appointment on merit;
- maintaining records of the process and decision-making so that there is an accessible audit trail for review by internal auditors and the Civil Service Commission;
- drafting and publicising job advertisements and arranging translation in accordance with the guidance; and,
- assuring themselves (on behalf of the organisation) that the successful candidate is eligible for appointment to the position.

Panel members are responsible for:

- attending Success Profiles Interview Training prior to commencing any recruitment activity, and refresher training as appropriate;
- ensuring documentation is fully completed and retained confidentially in accordance with the guidance;

ensuring that the recruitment scheme for which they are participating in is conducted fairly, openly and without bias with appointment on merit. **This includes consideration of whether it is appropriate for you to act as the independent member if you work closely with the recruiting manager on a daily or regular basis or you have a more personal relationship with the panel chair or have a vested interest in the role being recruited too.**

-
- maintaining records of the process and decision-making so that there is an accessible audit trail for review by internal auditors and the Civil Service Commission.

Expert Services Resourcing Team is responsible for:

RECRUITMENT POLICY

- co-ordinating evaluations of recruitment arrangements in liaison with the Corporate Research team;
- being the lead point of contact with the Civil Service Commission and their appointed auditors in order for the organisation to be fully auditable on recruitment schemes;
- undertaking compliance monitoring to ensure that recruitment procedures and guidance are adhered to by all those involved in the recruitment and selection process;
- being the main point of contact for candidates or panel members to raise concerns or queries in respect of recruitment activity being undertaken;
- quality assuring training and guidance provided in order for those undertaking recruitment activities to do so in a fully compliant manner; and,
- in relation to external appointments, being the point of contact in respect to any salary negotiations via the HR Business Partner.

Shared Service Centre is responsible for:

- carrying out all the transactional elements of the recruitment process, including the issuing of all outcomes and contracts in relation to external appointments.

HR Business Partners are responsible for:

- ensuring legal compliance with the Civil Service Commission Recruitment Principles and being accountable for any breaches in their area;
- providing support and advice to customers in their Department, including the approvals process, the job description and support in undertaking recruitment in their area. Where this relates to an external appointment, agreeing the remuneration for the post at the planning meeting with the Head of Resourcing, and liaising with the Head of Resourcing in respect to any salary negotiations as per the 'Starting Pay on Appointment Policy/Guidance and Procedures';
- providing advice and guidance on job redesign and job carving to line managers, which will encourage applications from part time or job share people.

RECRUITMENT POLICY

- providing advice and support to line managers putting a business case to Equality in the Workplace Team if they deem the post to be suitable only for employees who work full time.
- informing workforce planning and succession planning;
- supporting the preparation of any business cases required for the Civil Service Commission; and,
- considering job and person specifications and skills profiles for Flexible Posting and liaison with resourcing panels and individuals regarding postings.

Diversity in Recruitment team is responsible for:

- Agreeing recruitment adjustments with candidates, including arranging mentor discussions as requested
- Liaising with the Priority Resourcing team to ensure adjustments are put in place for promotions (and other forms of assessment)
- Liaising with recruiting managers to ensure recruitment adjustments are put in place during the lateral moves process
- Liaising with recruiting line managers to ensure outreach plans are in place to attract a diverse range of candidates in external recruitment.

RECRUITMENT POLICY