

Postfilling Review Proposals for Change/Reasons for Retention

Following a review of the current postfilling procedures, there were a number of changes which were proposed and discussed with the HR Management Board. This is a summary of those changes and this document will be presented to the HR Service Board and the Trade Union. The approval of the Service Board is sought and the comments of the Trade Union will be considered before any changes are implemented.

No	Stage	Current	Proposed	Impact	Necessary for Implementation
1	Advertising	Through national and local newspapers and FC Website.	More use of e-recruitment sites and online agencies with flexibility to use newspapers when thought necessary.	Reduced costs and time. Ability to target diversity groups, forums and online websites and publications.	Change to Procedure.
2	Transfer Register	Anyone seeking a transfer applies to go on the transfer register and are considered when suitable vacancies arise.	Replace the transfer register with a Compassionate Register. HR Services vet all applications to ensure there is a legitimate compassionate reason for the move e.g to accompany partner. When vacancies are identified, the recruiting manager is provided with details of the individual to consider but is not required to take the applicant. Employees interested in a particular type of vacancy can register with our e-recruitment system and will receive an alert whenever a job which matches their criteria becomes available.	Removes the possibility for abusing the transfer register to bypass normal trawl route	Change to Procedure

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3	Whether internal/external postfilling	Line manager makes decision	No change, other than the manager must be able to justify their decision.	It is up to the line manager to make the decision	Change to Procedure
4	Completion of Pro-Forma	Recruiting Manager must fill in the Postfilling Pro-forma	Pro-forma redesigned, with link to Competency Framework, and much of the form being pre-populated, depending upon what job title you insert (linked to the job families). To identify the job families, there will be an online questionnaire asking a series of questions which will ultimately give them the specific job family.	<p>More objective and relevant job and person specifications.</p> <p>The job and person spec could then be used in the FJP to assess performance in the probationary period.</p>	Change to Procedure; Training for HR and recruiting managers on competency framework and how to complete the pro-forma.
5	Application Form for Trawl	Employee must complete application form, attach their latest PMS report and get line manager comments .	There will be a shortened version of the external application form to complete. The PMS report should still be attached (particularly given that the PMS will move towards reflecting the Competency Framework, making the PMS more relevant in looking at what core competencies the individual has, rather than just how they perform in their current role); Line Manager simply confirm whether or not they will support the application and only need to provide a brief report if they do not support the application.	The line managers' report may be of little value, but it does represent a significant burden for the line manager	Change to Procedure.

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6	Intranet Job Details	Daily lists go out by email to all staff	Weekly lists or a smarter method using e-recruitment. With e-recruitment, all employees can register for a particular type of work or geographic area and if any vacancies are to come up which match that criteria, the employees are able to click on the link and apply.	Although not part of this group, the FC want to reduce the frequency of e-mails to all staff.	Change to Procedure
7	Scoring at sift/interview	A – D, with A being exceptional and D being unacceptable	No change proposed at present. A more complex weighted scoring system was not considered to be worth introducing at present.	No impact	No change
8	Sift/Interview Board	3 people, 1 from unit, 1 from different part of FC, 1 from HR. Payband limit on who can interview for a particular post.	Once managers are trained, there will only be 2 board members - recruiting manager and 1 other independent manager. The recruiting manager will take on the role of Chair and responsibility for the final decision. No HR membership. This change to be phased in, starting from lower pay bands. No limit on payband of Board members, although has to be appropriate e.g. not normally at a lower level for internal trawls.	Major impact with removal of HR member. Managers have greater rights and responsibilities in recruitment.	Change in Procedure; Training for managers; guidance for managers (both online and telephone)

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9	Appeal for internal candidate who is not invited to interview	Any internal candidate who is unsuccessful at sift can lodge an appeal against non-selection for interview and may then be invited to interview	No appeal against non-selection. Whilst not recorded, the recollection is that there were under 10 appeals last year, with only 1 being successful.	Most of the appeals received are based on information/evidence which should have been in the original application. By removing the right of appeal, there does not need to be a gap between sift and interview to allow the possible appeals to be heard	Change in Procedure
10	Sift Form	All Board members should complete a green sift form prior to interviews. Many managers complete it prior to sift stage.	There will be one assessment form for all candidates. It will be part completed at the time of sift. The same assessment form is then completed at interview. All Board members enter their sift assessments online before the sift meeting.	All members will be required to record their scores and reasons independently of each other prior to the sift and cannot access the other scores until they have submitted their own. These reasons will then be stored in the system and can be used for interview.	Change in Procedure Training for managers on how to use the new system.

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11	Behavioural Interview	There is some guidance, in the form of the "More than a Gut Feeling" video guidance for managers, but no formal training has been provided	A behavioural interview training programme has been devised with external suppliers. It is proposed that at least one person on each board will have gone through this training.	There will be a greater understanding of how to conduct interviews which may comfort those managers less than happy about the removal of HR from boards.	Change in Procedure Training for managers.
12	Interview Documentation	Each Board member completes their green form. The green forms are pulled together in the pink summary form including a pen picture. From the pink summary forms emerges the board summary which rates the candidates in order of merit.	Each board member completes their assessment form (see Sift Form above). An agreed score is reached and the chair inputs the scores on the system. There is no pen picture, because the completed assessment forms could be stored online and accessible to the candidates (if requested). Ultimately either the 2 assessment forms are put online, or the chair simply inputs the agreed score and agreed comments against each box on a single assessment form.	There is a focus on doing things online, reducing the amount of paperwork.	Change in Procedure Training for managers on using the new system
13	JEGS post	The incumbent of a post which receives a higher grade following a JEGS exercise must apply for that post, which is opened up for internal candidates	If you are able to secure a higher grade for your post following a JEGS exercise, then you are automatically appointed to that post	There has never been an incumbent post holder who has not been successful when applying for their re-graded post.	Change in Procedure

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14	Confirming Authority	Before the candidates can be advised of the interview results, or anyone offered the role, the trawl/recruitment procedure has to be approved by a Confirming Authority (ie one of the senior managers in HR)	<p>No Confirming Authority but the recruiting manager, as Chair, has the final decision. Once the Board has agreed its decision that will be implemented by HR Services. A sample of postfilling exercises will be audited by HR to ensure standards are being maintained.</p> <p>Whilst in some cases the Board may wish to notify the successful candidate asap, we need to be very clear what the process is and who does what.</p>	There have only been a few examples of the Confirming Authority refusing to confirm the appointment. It is felt that this 100% check is too cumbersome and can lead to delay in contacting the successful candidate, by the time the papers reach the Confirming Authority and they have had an opportunity to look through them.	Change in Procedure
15	References	All external posts are subject to receipt of satisfactory references	Whilst the reference check will remain, there should be a finite time for those to be requested and received, e.g. 1 request if no response after 10 working days, 1 reminder, then wait 10 working days.	References, if received at all, tend to be very factual and very basic, therefore are little use in determining whether or not the person is suitable for the role. If there are any major problems, then they should be identified during the probationary period.	Ensuring e-recruitment system maps our intended procedure

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16	Equality Impact Assessment	Nil	EQIA of the new policy, procedures and the e-recruitment system by HR	To ensure we meet equality legislation requirements and deliver a more diverse workforce.	Completion of EQIA by trained assessors.