

# Recruitment and Selection Policy

<b>Document reference and version Number</b>	HRRSP Version 1.1
<b>Purpose</b>	This Document provides information on our Recruitment and Selection Policy
<b>Commencement Date</b>	September 2021
<b>Date of Next Review</b>	September 2024
<b>Who needs to know about this document?</b>	All staff, Governing Body & all candidates applying for posts in IADT
<b>Revision History</b>	This is a new IADT policy localising the Ministerial Guidelines and taking account of THEA's code of practice for recruitment and selection.
<b>Policy Author</b>	Human Resource Manager
<b>Policy Owner</b>	HR Department
<b>Approval by Sec/Fin Controller</b>	September 2021

Recruitment & Selection Policy



**Institute of  
Art, Design +  
Technology  
Dún Laoghaire**

## Purpose

The Institute recognises that its staff are fundamental to its success and it must therefore attract and retain staff of the highest calibre. In order to ensure this, a strategic and professional approach to recruitment needs to be taken.

The purpose of this policy is to provide a framework for the recruitment and selection of staff which offers the Institute flexibility in recruitment and selection activities, complies with legislation and meets the Institute's equality and diversity values.

## Scope

This policy and procedure covers all activities that form part of the recruitment and selection process from role requirement and identification through to the commencement of an employee. It is applicable to all staff recruitment with the exception of hourly paid and HPAL recruitment (see separate guidance documents for these). It is applicable to all roles within the Institute regardless of funding sources for the role. This policy is applicable to all staff who have an input into the Recruitment and Selection of candidates for appointment to the Institute.

## Context

The legislative background is defined by the Institutes of Technology Acts 1992 to 2006 as amended (the Acts). Specifically, Section 11A of the Acts as amended by Section 86 of the Technological Universities Act 2018 (General provisions in relation to staff) is a key section of the Acts that gives meaning to this Policy as follows:

*“(a) A college may appoint such and so many persons to be its officers (in addition to the Director) and servants as, subject to the approval of the Minister given with the concurrence of the Minister for Finance, the governing body from time to time thinks proper.*

*(b) The Minister or, at the request of the Minister, An tUdaras, shall give notice in writing informing the governing body of the policies of the Government or the Minister relating to recruitment and selection of staff (including the Director) and the college, in recruiting or selecting staff, shall establish procedures that comply with those policies”*

The Minister issued directions relating to recruitment and selection in 1992 and these are contained in **Appendix No 1**.

Recognising that recruitment and selection of employees has significantly developed since the issue of the Ministerial directions, this Policy is intended to localise these procedures in compliance with the directions.

## Governance Responsibilities

The Appointment of all staff members and compliance with the legislation and the Code of Governance of Institutes of Technology is a Reserved Function of the Governing Body.

In compliance with this requirement, the Governing Body has established a Recruitment and Selection Committee of the Governing Body. The terms of reference for the committee is attached in **Appendix No 2**.

The Membership of the Committee will be the Chairperson pro-tem of the *Governing Body*, *The President and 2 Ordinary Members of the Governing Body who are unconnected to the Institute*. Quorum for the meeting will be 50% of the Committee where either the President or the GB Chair **must** be in attendance. The Secretary to this Committee will be the Secretary/Financial Controller and the HR Manager will be in attendance to provide administrative support and guidance.

The documents that will go to the committee are set out in **Appendix No 3**.

## Governing Body Approval of Appointments

The Governing Body will approve all appointments in accordance with the following procedures following the completion of the Institute's Recruitment and Selection Procedures.

The Recruitment of a President will be conducted in accordance with HEA Guidelines which are issued to the Institute from time to time and are outside the scope of IADT's Recruitment and Selection Policy. Any Recruitment relating to the Role of the President will be by way of Resolutions of the Governing Body and in accordance with the HEA Guidelines.

All Senior Management (Executive and Central Services Managers) and Senior Academic Posts (SLII & SLIII) must have a Governing Body Member to act as Chairperson of the Selection Board. The Governing Body will approve such appointments in accordance with the Governing Body Standing Orders on the recommendation of the Governing Body Member Chairing the Selection Panel.

All other appointments, including academic appointments will be approved by the Recruitment and Selection Committee of the Governing Body under the authority delegated to it by the Governing Body and the Governing Body will periodically, but retrospectively approve the decisions of the Committee. There will be no requirement for a Governing Body Member to act as the Chairperson of the Selection Panel for these appointments. The Membership of Selection panels is set out below.

In making any of the above decisions, the Governing Body and/or the Recruitment and Selection Committee of the Governing Body may approve or reject any recommendation in its totality. It is not open to the Governing Body and/or the Recruitment and Selection Committee of the Governing Body to amend or adjust any

recommendation. The Governing Body and/or the Recruitment and Selection Committee of the Governing Body will be required to provide clear justifiable grounds for a decision in the event of rejecting any recommendation.

## IADT's Core Recruitment Principles

The Institute will seek to recruit the best candidate for the job based on merit and in accordance with the role profile as set out in the individual candidate booklets. The recruitment and selection process should ensure the identification of the best person suited to the job. No unjustifiable advantage will be given to any particular candidate and the criteria for judging the suitability of candidates will be directly related to the qualifications, attributes and skills required to fulfil the duties and responsibilities of the post as set out in the individual candidate booklets.

The Institute will ensure that:

- The recruitment and selection of staff will be conducted in a professional and timely manner and in compliance with current employment legislation.
- All candidates will be treated fairly and equitably using a transparent process. This includes documenting objective selection criteria, the reasons for selection decisions and providing feedback to unsuccessful candidates that attend for interview or are otherwise not selected for appointment.
- There is equality of opportunity for all in our recruitment processes. Selection processes must be based on objective criteria that are impartial, applied consistently and designed to prevent implicit bias.
- Each recruitment process is designed and planned to attract and encourage the recruitment of staff with disabilities and we commit to making reasonable adjustments at all stages of the recruitment process in order for a candidate with a disability to fully participate in the recruitment process and where successful to undertake the role.
- Competitions are run both through confined and open processes in order to attract and retain a diverse and talented staff cohort.
- Candidates will be provided with access to information about the role, the required knowledge, skills and experience necessary for the post and detailed information on the selection process itself.
- All staff, including all members of Selection Boards, involved in the recruitment process will be provided with appropriate training and/or briefings in order to ensure that all recruitment and selection processes meet best practice standards in relation to but not limited to:

- Unconscious Bias training
  - Equality and Diversity training
  - Training for Interview Chairs (Recruiting Managers and GB Chairs)
  - Data Protection and Freedom of Information
- All candidates should have a positive experience of our recruitment process, no matter whether they are successful or not. Candidates should be treated fairly, equitably and efficiently with respect and courtesy at all times. This will benefit and enhance the Institute's reputation as a preferred employer.
  - Declarations of interest/conflicts where required, will be obtained, particularly where a staff member involved in the recruitment process has a close personal relationship with an applicant. All such interests/conflicts must be declared as soon as they are aware of the individual's application and should then avoid any involvement in the recruitment and selection process.
  - All information relating to recruitment is treated confidentially and in accordance with data protection legislation.
  - Its recruitment and selection processes are cost effective.

## Recruitment and Selection Procedure

There are a number of key stages in the recruitment and selection process. If there is any doubt or concerns, the HR Team can be contacted for further guidance.

The Recruitment and Selection Process commences at the resource planning stage and continues until

- a) a candidate takes up their employment, at which stage the onboarding and probationary processes commence,
- b) all unsuccessful candidates have been fully informed and briefed on the outcome of the process and
- c) in certain circumstances until the life time of any panel formed by the competition expires.

## Confidentiality and Data Protection

All staff involved in the recruitment process have a responsibility for data protection and need to understand the importance of same. Our privacy notices can be found on our website and must be adhered to throughout the process.

Only data strictly necessary for the completion of the Recruitment and Selection Process will be collected from candidates. Sensitive and personal information from the

recruitment and selection process must only be made available to those who are required to have access to it and under no circumstances should it be shared with any third parties, without a specific requirement to do so or without the consent from the applicant.

The collection, processing, storage and retention of all information will be in line with current data protection legislation and the Institutes record management guidance.

### Preparation and Planning

Prior to any recruitment process it must be determined whether the post is necessary and the role (and duties) must be measured against the strategic priorities of the Institute. The financial impact of the recruitment of the position must be considered and agreed and the budget for both the recruitment and the post must be determined. The capacity of the Institute to make the appointment in the context of the Employment Control Framework (ECF) must be identified.

### Permission to fill the post

Permission to fill the post must be obtained from the President based on a clear proposal submitted by the HRM. Each hiring Manager<sup>1</sup> must fill out and return to HR a request form for hiring into a new or vacant position **Appendix No 4**.

### Candidate information Booklet (Job description & Person Specification)

Following the approval of the post, a role profile will be produced or updated for the vacant position, ensuring that it accurately reflects the position to be filled. The nature and scope of the position together with the key duties and responsibilities of the post must be included in the candidate information booklet (CIB). This must be prepared for all posts and will be used to form the basis of the contract of employment with any successful candidate.

The purpose of a recruitment and selection process to recruit the best and most suitable candidate for the job based on merit and in accordance with the role profile as set out in the CIBs. The recruitment and selection process should ensure the identification of the best person suited to the job. In order to achieve this, potential candidates need to be provided with sufficient information to enable them to self-evaluate their potential suitability for the role being advertised. The CIB and recruitment advertisement needs to achieve this.

The CIB must detail the minimum requirements for the post e.g. qualifications, skills, experience and competencies that are essential in order to carry out this role. The specification can include desirable qualification, skills, experience and competencies as required.

The specification requirements (essential) will be the basis upon which screening of applications will be made. Candidates who do not meet the essential requirements

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<sup>1</sup> The Hiring Manager is the Manager or Head of Department in which the role will be based or who is requesting the role to be filled.

cannot be shortlisted for Interview, regardless of the level of desirable qualification, skills, experience and competencies identified in their application. Depending on the qualified field of candidates following the screening process, both essential and desirable criteria will be used to shortlist, for interview, those who best meet the requirements of the post. **The selection criteria of the post cannot be changed or altered at a later date within the recruitment process once the post has been advertised.**

The Hiring Manager must ensure that the essential criteria used for posts does not unlawfully directly or indirectly discriminate against certain applicants applying for the post in line with Equality Legislation.

### Advertising of the Post

Advertising of all positions will be through a mixture of confined and open competitions in order to maximise both equality of opportunity and career development opportunities.

Consideration will be given to the following to determine whether a post will be confined or open as follows:

- Whether or not the post is deemed to be a “specialist” post requiring specialist qualifications or experience
- If the post is fixed term or fixed purpose
- Where a research grant includes the name of a researcher and is one of the factors that secured the award of the grant.
- Where a staff member has requested a lateral transfer (*within the same Grade*) prior to the post being advertised

Confined competitions will be advertised on the staff intranet and emailed directly to all staff. Where a staff members is on career break and/or protective leave then the CIB will be mailed to their home address as provided by them.

The HR Manager has sole responsibility for determining the extent of any advertising or marketing of any post. Where the Hiring Manager wishes to market or advertise the post in addition to the advertising provided by the HR Department, then additional budget must be provided to the HR Department for this or HR Manager will authorise the Hiring Manager to arrange the requested advertisement. The content of any marketing or advertisement is solely the responsibility of the HR Manager.

**Consideration will be given to the effective marketing of posts in order to target applications and to afford equality of opportunity for all.**

With this in mind, the Institute will ensure that

- All opportunities are accessible to those with disabilities.
- All support and marketing material are to be accessible to all candidates.

- Advertising is not one dimensional and advertising is not limited to the broadsheets (national press), where appropriate local press, specialist magazines/industry journals, online job boards, professional networking sites, targeted e-shots are considered and utilised.
- In certain circumstances it may be more effective to use a recruitment agency. This must be discussed and agreed with the HR Manager, however, this will only be agreed where the manager has the required budget to fund such a cost and will not eliminate the requirement to advertise the post internally and any external agency or consultant appointed must act in accordance with our EDI policy and equal opportunities requirements.
- Occasionally, it may be appropriate to use Executive Search as a method for identifying suitable candidates for a vacant position. This would be on an exceptional basis for Executive level roles and will require a procurement process. Again the cost of executive search will be covered by the hiring department and must be approved in advance at Executive.

All matters considered, we will ensure that:

- All posts should be advertised on the Institute's own website and on a national website such as Public Jobs. It is currently a requirement that all posts are advertised in a National Newspaper circulating in the area.
- All applicants, irrespective of source (including recruitment agency) must come through the same online or postal process.
- Value for money and budgets are considered and where possible number of posts are advertised together in a national newspaper.
- Where a staff member is acting in a position that becomes vacant then they will have to apply for the position as advertised. In exceptional circumstances the HRM may advertise on an internal basis only.

**NOTE:**

- **All advertising for positions in IADT MUST be made through the HR Department, except in the case of hourly paid appointment where it has been agreed in advance to recruit directly by the HOD/HOF.**
- **All advertising must be cost effective and agreed in advance with HR**
- **All confined vacancies will be advertised on the staff intranet**
- **All open competitions will be advertised both on the staff intranet and on the Institutes website.**

## Selection of Candidates

The Institutes principal objective through its recruitment and selection processes is to find the best candidate for the post being filled. This must be achieved through an open and fair process that is transparent.

### Screening:

All candidates are screened by HR in the first instance to determine if each candidate has submitted a full application i.e. has submitted all the relevant details required in the CIB. And have met the minimum requirements of the post.

Where a candidate has not met these criteria they are not brought through for shortlisting.

### Shortlisting:

Shortlisting is carried out by a minimum of 2 persons to avoid the possibility of bias, one of whom would normally be the Hiring Manager.

All candidates must meet the minimum requirements of the post as set out in the CIB in order to be shortlisted.

Notes of the shortlisting decisions for each candidate are recorded on the shortlisting feedback form. The form should be signed and agreed and act as feedback to candidates on their request.

Where gender balance among applicants is not achieved we will:

- Reassessment of all candidates which may result in either increasing or decreasing the overall number of Candidates being shortlisted.
- A minimum of 3 Candidates should be called for interview and where there is less than 3 eligible applications then consideration should be given to terminating the Selection Process and re-advertising.
- Where gender balance is not possible, a full report steps and considerations taken by the screening panel on the gender makeup and balance of candidates and shortlisting must be included by the HoD within any reports being issued to either the Governing Body and/or the Governing Body Recruitment and Selection Committee.
- Candidates who do not meet the minimum requirements of the post as set out in the CIB in order may not be shortlisted in order to achieve any gender balance requirements.
- The President at their own discretion or on the recommendation of the HR Manager may review the shortlisting of any competition.
- The President may request the Hiring Manager to re-complete the Shortlisting and/or request a different Manager to Shortlist independently.
- Where any conflict arises in respect of the outcome of any Shortlisting and/or reviews, the decision of the President is final.

### The Interview Panel:

The HRM will determine the interview panel required for each position taking account of the seniority of the post in accordance with the details contained in **Appendix No 5**.

In the recruitment of Heads of Faculty (SLIII) the President will sit on these boards and may select include the Registrar in lieu of a second Academic Extern.

The Chair of the Governing body or their nominee will sit on interview boards in respect of Executive Members and Heads of Faculty (SLIII).

Selection Boards will be chaired in the following order of priority, Governing Body Member, President or Nominee, Executive Manager/Head of Faculty, Hiring Manager/Head of Department/Head of Research. Selection Boards may not be chaired by individuals not employed by or otherwise directly connected to the Institute.

Selection Boards must have appropriate gender balance with at least 40% of the Board being Female and 40% being Male. This balance must be achieved prior to consideration of the Governing Body Member. Where a Selection Board has three members then the gender balance can be achieved by one of the Members being either Female or Male.

The President will identify and contact the members of the Selection Board for Executive Members and Heads of Faculty (SLIII).

The HR Manager will identify and contact the Governing Body Member where required.

The Hiring Manager or Executive Member will identify and recommend to the HR Manager the names, contact details and profile of the required Externs. The Hiring Manager or Executive Member should make the initial contact with each of the Externs, identify their availability and introduce them to the HR Office. In order to facilitate this, the planned dates of the interviews should be scheduled as early as possible.

External Members of Selection Boards must have the necessary experience in respect of the role being filled. This experience should be current and up to date and preferably in their current role. In general individuals whose experience is more than five years old should not be considered.

The HR Manager will approve the final make up of the Selection Panel and may replace any nominee proposed.

### Interview Process:

- Interview dates should be offered at the earliest opportunity to ensure that candidates are available. Candidates should be given sufficient notice of their

scheduled interview, usually 10 working days, in exceptional circumstances a minimum of 1 weeks' notice will be given. In competitions where a presentation is required then a minimum of 10 working days notice will be given.

- All candidates should be offered the opportunity to disclose to HR any needs or accommodations that they may have in order to assist them at interview.
- The interview panel members must be briefed in advance of any accommodations agreed with candidates.
- Interviews will be carried out by a panel with a minimum of 3 persons.
- All panels will convene a minimum of 30minutes in advance of the first interview and the HRM or nominee will induct the panel to ensure that all panel members are clear of their roles and responsibilities on the day.
- Selection is a two way process and panellists must be aware that candidates are also assessing the role and the Institute while being interviewed.
- Interview questions should be competency based taking into account the key requirements of the post as set out in the CIB, a question bank from which questions can be taken will be provided to the Selection Panel by HR.
- Interview questions and the structure of the interview must be consistently applied to all candidates and evaluation should always be based on the requirements of the job as set out in the CIB.
- The Selection Panel will review the Assessment Criteria and set the minimum qualifying scores prior to meeting any candidate. Details of these will be provided to the Panel Members by the HR Department.
- Notes recording the salient points of the interview should be taken by the interviewers so that they can refer back to them when assessing Candidates against the person specification and when making decisions.
- The Selection Panel will discuss the merits of each candidate against the answers provided by the candidates and the Assessment Criteria for the role as set out in the CIB and approved in advance by the Selection Panel. A score for each Assessment Criterium will be allocated to the candidates. This will be done on an individual candidate by candidate basis.
- Where the members of the Selection Panel differ in their opinion assessment of a candidate's suitability – the Panel needs to discuss these in detail and a final decision should be agreed, all members of the Panel need to agree on the outcome of such discussions.
- Decisions of the Selection Panel can only be based on the evidence collected as part of the recruitment process. Personal knowledge of or information relating to candidates, but not presented as part of the interview or application process may not be considered by the Selection Panel.
- Decisions of the Selection Panel are made on a consensus basis and must be the unanimous decision of all Panel Members. The use of averaging for scores or majority decisions should be avoided.
- The primary role of the selection board is to identify one or more candidates suitable for appointment and to agree on those candidates.

- Only candidates who meet the minimum score under the Assessment Criteria may be considered for recommendation for appointment.
- Candidates being recommended for appointment, will be ranked in order based on their assessment scores and merit.
- It is open to the Selection Board not to recommend any of the candidates interviewed. It is better to make no recommendation rather than recommend an candidate that may not be the most suitable.
- In exceptional circumstances where the selection panel cannot determine a ranking between candidates and where a minimum of two, but a maximum of three candidates are considered to be suitable for appointment, the Selection Board may request the HRM to arrange a Second interview. The HRM advice must be sought prior such deliberations being concluded. Any Second Interview must take place within 5 working days of the first interview. All members of the Selection Board must make themselves available for and participate in the second interview. In exceptional circumstances, the President may authorise a reduced panel for this purpose however a minimum of 2 of the selection board must be attendance (1 internal and 1 external). No new selection board members can be introduced at this stage of the process. The purpose of any second interview is solely to determine a ranking order between the remaining candidates. It is not open to the Selection Board to determine the suitability of any candidate at a second interview.
- Following deliberations the Panel will agree and sign a feedback sheet (with marks and individualised feedback notes) for each candidate. This sheet will be shared with the relevant candidate should they request feedback on their performance on the day. For internal candidates it is openly encouraged that the Executive Member or the Hiring Managers meet each candidate on a one to one basis to offer feedback.
- All other notes will be handed back to HR for retention in accordance with the Institute's Records Retention Policy, surplus and/or draft documents will be confidentially shredded. Document held electronically by the Panel Members must be overwritten and permanently deleted. Any documents or records retained by either the Institute or Panel Members, whether hard copy or electronic may be made available to a candidate under a Freedom of Information or Data Access Request.
- The recommendation of the preferred candidate(s) can only be made after all the selection activities are complete and outcomes recorded.
- In situations where there is more than 1 candidate deemed appointable, the person with the highest score will be recommended for appointment and the others selected will remain on the panel for 1 year (from the date of interview).
- A selection board report will be prepared by the relevant Chairperson of the Selection Panel setting out the persons appointable and the questions asked of each candidate. This report will be presented to Governing Body or Governing Body Recruitment and Selection Committee, as appropriate, for ratification, by the HRM.

- Where there is no Governing Body Member on the panel the HRM will present the full notes from interview for approval by the Governing Body Recruitment and Selection Committee.
- The HR Department will be the only persons to communicate with candidates regarding the recruitment and selection process, including the outcome of any interviews.
- The decision of the interview panel will only be communicated more widely when the successful candidate has been offered and accepted the post and has completed the HR validation process. No communications should be made by any individual other than the HR Department, until authorised to so do by the HRM.

### Timelines

The purpose of a recruitment and selection process to recruit the best and most suitable candidate for the job based on merit and in accordance with the role profile as set out in the individual candidate booklets. The recruitment and selection process should ensure the identification of the best person suited to the job. In order to achieve this, potential candidates need to be provided with sufficient information to enable them to self-evaluate their potential suitability for the role being advertised and sufficient time to prepare their application and engage with the Institute's recruitment and selection process.

The following timelines can be expected. It is acknowledged that in exceptional circumstances, shorter timelines may be needed.

- All positions requiring external advertisement will be advertised on a Friday. This will reach the widest possible audience;
- The Closing date and time for the receipt of applications will be advertised;
- Applicants will be given a minimum of 10 working days to submit their application;
- All Applications will be made through the Institute's on-line recruitment portal;
- All competitions will close at Midday on the closing date;
- Shortlisting will normally be completed within 10 working days of the closing date. Where shortlisting cannot be achieved within this timeframe, all candidates will be informed;
- Shortlisted Candidates, will be given 10 working day's notice of an interview. In exceptional circumstances this may be reduced to 1 week. Where a presentation is required, 10 working days notice will be the minimum notice;
- Shorter notice may be given in respect of any second or subsequent interview.
- The successful candidate, if any, will be notified of the outcome of the Interview within 10 working days subject to the receipt and validation of the Selection Board recommendation and documentation;
- All unsuccessful candidates will be informed once the successful candidate formally engages with the Validation process, below;

- It is recognised that any successful candidate may be required to work a period of notice with a prior employer, this will often be 1 month and for more senior positions may be up to 3 months.

It should be noted that no consideration will be given to notice periods during the application and/or selection process, unless otherwise formally included within the CIB where the commencement of the employee is essential for a defined project.

## HR Validation Process

Following all interview processes the HR team must then validate that the information provided by the successful candidate, during both the application process and the interview process, meets the criteria for the post as set out in the CIB.

### References and Referees

- Candidates will be requested to provide a stated number of Referees as part of their application for the role.
- IADT will not contact any Referee notified as part of the candidate's application unless and until a candidate has been recommended by the Selection Panel and is being considered for appointment.
- IADT will not contact any Referee notified as part of the candidate's application without first informing the candidate.
- Where a candidate does not provide their current or most recent (within 1 year prior to the application) employer, IADT reserves the right to request a reference from this employer without notifying the candidate. The HRM will determine the requirement to carry this out.
- Information is sought from all referees. Information requested is based on the requirements of the role and the job description of the post will be provided to the referee.
- The HRM may follow up with the Referee, by telephone, on any aspect of the reference given.
- Some organisations have a policy of not providing personal references and therefore the Institute reserves the right to seek further referees in such an instance. The Institute reserves the right to verify this position directly with the HR Department (or other appropriate) of the organisation.
- Pre-dated, pro-forma or references addressed to "To whom it may concern" or other such addressee, will not be considered.
- Sample reference request templates are available from HR on request.
- If the appointment is very urgent the HRM may seek to obtain a verbal/telephone reference for the successful candidate. Details of these will be recorded as a file note on the candidates file.
- The information provided by any Referee will be treated as confidential by the HR team, but will be made available to the candidate on request.

- In certain circumstances an internal reference is acceptable
- Reference checks which are not deemed to be satisfactory will be reviewed by the HR Manager for objective assessment and a decision. This could result in a withdrawal of an offer or in the case that an individual has started before the full check has been completed, termination of the individual's employment under the Institute's Probationary Policy and Procedures.

### Offer of Employment

- Offers of employment can only be made where the HR Department has received and verified the following information, which must be provided by the candidate or otherwise obtained by the Institute:
  - Original documentation of any qualifications, professional qualifications, memberships to include transcripts and parchments which are required for the role. Misrepresentations of qualifications could exclude a candidate from further consideration and may lead to a withdrawal of an offer of employment. The HR Department will retain a copy (certified by a Member of the HR Team) of such documentation on file, which will be transferred to and retained on the individual's personnel file, once appointed.
  - Copy Birth certificate & marriage certificate (if appropriate), which must be viewed by a member of the HR Team and will be returned to you. These documents are required for entry into the Public Sector Superannuation Schemes.
  - 3 valid references (to include most recent employer), see References above.
  - Garda Vetting
  - Medical Report from the institutes nominated Occupational Health Physician
- Candidates must provide the above documentation and engage with the above processes, including attending for appointments, in a timely manner. Any unnecessary delays on the part of the candidate may result in the termination of the appointment.
- Appointments are made at the minimum (first) point of the advertised salary scale for the grade unless directly relevant experience would justify additional increments. Applications for increased salary will only be accepted by HR following receipt of a signed contract from the candidate and in line with circular letter (CL01/05) and cannot be retrospectively applied. All salary scales and grades are approved by the Minister and the Institute has no capacity to appoint staff members to scales other than these salary scales and grades.
- Once HR has received all the above data and the approval of the Governing Body and/or the Recruitment and Selection Committee of the Governing Body then the HRM will issue a formal letter of offer and contract for acceptance and signature by the candidate.
- As the Institute is a public sector body governed by law, the generic details and terms and conditions of all contracts of employment have been negotiated with the

IR processes and have been approved by the Minister. There is no capacity for the Institute to negotiate these individually.

- The formal letter of appointment and contract will contain a commencement date, this will have been agreed by the HR Department with both the Appointee and the Hiring Manager. The Appointee, now Employee, will be expected to attend for and commence work on the commencement date.

## Early Employment Supports

### Induction

- It is expected that all staff will receive a general HR induction, this will be scheduled on a periodic (not more than 12 months) basis.
- Line Managers are responsible for preparing and implementing a welcome and induction plan with all new staff members to identify the level of support required to ensure that each new staff member gets the best possible start which will help to ensure that the appointment is a successful one. This may be an individual plan for each staff member or may be a combined plan for a number of staff members commencing at the same time.
- Certain aspects of departmental induction can be delegated to appropriate colleagues as appropriate and the relevant HoD/Manager can seek feedback from the new staff member and the assigned colleague as required.

### Probation

The majority of roles will have a probation period of 1 year and the new employee should use this period to fully demonstrate their suitability for the role, while the Line Manager should use it to fully assess and guide the performance of the new employee.

Managers must guide, train and review, all new members of the team to enable them to be successful in their roles and to integrate them into the existing team.

Those who do not have a formal probation period (due to the nature and length of the contract) or have had their probation waived (internal candidates and/or candidates arriving from other specified public sector employments) will also benefit from a period of support from their manager in order to aid their transition into the new role and the team.

Probationary periods are for a maximum of 12 months, inclusive of any statutory and/or protected leave and/or notice periods. Probationary periods cannot be extended beyond 12 months. However, where an employee needs additional supports beyond the initial 12 month period, the Line Manager will need to make these arrangements.

## Compliance

### Data Protection and Retention

Recruitment documentation will be held for a maximum of 12 months for unsuccessful candidates. Following that period the information held will be destroyed in respect of individual applicants.

General and statistical information on recruitment competitions is held indefinitely e.g. number of applicants applied, shortlisted and successfully appointed, interview candidate booklet, advertisement.

Documentation in respect of successful candidates who become employees will be held in accordance with the Records Management Policy for Employees.

### Employment Equality

IADT is an equal opportunities employer and encourages and welcomes applications from candidates regardless of their personal circumstances.

IADT will facilitate applicants, candidates and employees with reasonable accommodations during the recruitment and selection process wherever possible.

### Recruitment Complaints

The Institute aims to ensure that all recruitment processes are carried out in a clear and transparent way and that all candidate's experiences are positive. Should a complaint arise then this should be discussed in the first instance with the HR team.

### Recruitment Appeals

Where a staff member wishes to appeal a decision relating to a recruitment process the correct route for this is via the Institutes Appeal Process **Appendix No 6**.

## Roles and Responsibilities

Different members of staff will be responsible for the necessary processes and actions during a recruitment campaign. The ultimate responsibility for recruitment will be the President as the accountable officer, however, the HRM has delegated responsibility and authority for recruitment, employment and contractual and headcount and resource planning as a whole.

The extent to which different staff are involved in the recruitment process will depend on the post being recruited and the seniority of the position.

### Faculty/Departmental Responsibilities

Faculties, Departments and in particular the Manager of these Faculties and Departments have the following responsibilities:

- To plan for vacancies well in advance of their occurrence. This will include being aware of the relevant dates for applications for career breaks etc, being aware of

the potential for staff retirements, maintaining contact with staff members so that the requirements for replacements for protected leave and resignations are known as early as possible.

- To ensure that the relevant supporting documentation (CIB) for the position is accurate and the responsibilities of the post reflects the level of the post being advertised. It may be useful for the Faculty or Department to maintain an up to date file of CIBs, in the event of them being required.
- To meet with HR and seek permission to advertise the position as soon as it becomes apparent that the position will become vacant.
- To identify and recommend External Selection Board Members, at least 3 possibilities should be available. Contact their first preference on an initial basis to identify and determine their likely availability.
- To agree dates for Interviews, and share details with HR Team
- To make time to take part in shortlisting & appointment processes as required
- To ensure, as part of the Selection Board, that all candidates are assessed in a fair, transparent and consistent manner by making appropriate selection decisions in adherence to Institute Policy, the Equality Act and our EDI Policy
- To ensure that the Selection Board Members have read all the relevant documentation as supplied by HR on Equal Opportunities and the Interview Processes
- To ensure that all relevant documentation from the interviews are fully, accurately and correctly completed, signed and issued to HR
- To Liaise with HR and where appropriate the Appointee to agree a commencement date
- To ensure that the new staff member, following their appointment, is assigned someone to assist them to settle in.

### HR Department

The HR Department and staff are experienced in all aspects of recruitment and selection and they have the following responsibilities:

- HR Department will provide advice and guidance on:
  - The development of job profiles and CIBs
  - Preparation of competition based on the requirements of the post
  - Securing a panel for the post, externs need to be identified by the Hiring Manager.
- HR will field questions from the candidates and provide advice as appropriate concerning sensitive and confidential matters relating to the process
- HR will advertise the post, screen for valid applications, set up interview panel and prepare and create all documentation related for the Interview process.
- The HR team will ensure that all the systems that are required to support the recruitment process will be available to support the delivery of each recruitment drive.

- HR will keep up to date on the relevant legislation, and will provide updates to recruiting managers
- HR will liaise with the Selection Panel before, during and after the interview process
- HR will liaise with all unsuccessful candidates
- HR will liaise with the successful Appointee and will commence and conduct all of the HR validation processes and onboarding of the candidate up to and including commencement.
- HR will provide a general induction to all new employees on a periodic (at least 12 months) basis
- HR will provide all reports as required to the Governing Body, including any Committees, the HEA, the Department and Minister and all other statutory authorities.

## Additional Information

HR have developed a number of additional documents in order to support the recruitment of staff across the Institute. Our ***Recruitment Guidance Documents*** offer more detailed information on recruitment best practice for the recruitment of all staff categories including hourly paid categories.

The recruitment and selection policy should be read in conjunction with the following policies and guidance documents:

- Code of Practice for Disability
- Equal Opportunities Policy
- EDI Policy
- Terms and Conditions of Recruitment
- Selection Board Procedures
- Protocol for Interviews online