TUS

Technological University of the Shannon:
Midlands Midwest
Ollscoil Teicneolaíochta na Sionainne:
Lár Tíre Iarthar Láir

Recruitment, Selection and Appointment Policy

Human Resources Department

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1.0 Introduction

1.1 The Technological University of the Shannon: Midlands Midwest (TU) is committed to attracting, recruiting, developing and retaining the highest calibre of staff to build a diversified, supportive, innovative and inclusive workforce. The TU aims to attract the best people who have the experience, knowledge, skills, abilities and competencies to support the TU's mission.

1.2 Recruitment, selection and appointment are conducted in compliance with the Employment Equality Acts, 1998-2015.

1.3 The TU is committed to implementing recruitment, selection policies and practices which are free from inherent or potential bias, open and transparent, monitored, analysed and reviewed periodically.

1.4 This policy should be read in conjunction with:

Appendix 1 – Recruitment & Selection Appeals Procedure
Appendix 2 - Virtual Interviews Procedures

2.0 Scope

2.1 This policy applies to all recruitment activity with the exception of the recruitment of the President and short-term vacancies.

2.2 Advice and assistance on all aspects of recruitment is available from the Human Resources Department.

3.0 Equality, Diversity and Inclusion

3.1 The TU is committed to equality of opportunity for all job applicants. The TU acknowledges and understands, the positive benefits of employing a diverse range of people, at all levels of the organisation, and to respect the differences between people.

3.2 The TU's application forms, are intended to be clear, and will not include unnecessary or irrelevant information. The language used in describing and advertising the role, responsibilities and skills required will be gender neutral.

3.3 The TU's job descriptions will include a statement to encourage applications from all suitably qualified individuals regardless of gender, civil status, family status, sexual orientation, religion, age, disability, race, or membership of the traveller community and, in particular, under-represented groups.

3.4 All reasonable efforts will be made to ensure the application process is accessible to all applicants. In accordance with the TU's commitment to equality of opportunity for all applicants, any applicant who may have a disability that prevents the use of the online system will be encouraged and supported in their application. The Human Resources Department will provide appropriate assistance if required in this regard. Applicants are required to request any reasonable accommodation at least 48 hours in advance of the closing date of a competition.

4.0 Recruitment

4.1 Planning for Recruitment

Each recruitment campaign is underpinned by a resource planning process. The objective of good planning is to ensure that the TU can give as much information as possible to potential applicants.

The Recruitment Information Booklet is the main source of information and is the focus for applicants in providing information about the TU. The job description and person specification will provide information on the role itself, the experience, knowledge, skills, abilities and competencies required, the terms and conditions associated with the post and contact details for further information.

4.2 Advertising

4.2.1 The TU advertises vacancies to the broadest pool of applicants possible and uses various media to achieve this.

4.2.2 Applicants can apply for a position by submitting an online application through the TU's e-recruit application system.

4.2.3 The location of Professional, Management & Support Staff **(**PMSS) vacancies which are non-campus specific, will be decided on appointment in consultation with the successful candidate.

4.2.4 Any extension to closing dates will be updated on the TU's recruitment system welcome page, and all employees will be notified via an internal all-staff email.

4.3 Shortlisting

The TU will apply a shortlisting process for all competitions.

The applications are forwarded to the relevant line manager/supervisor as soon as possible after the closing date for receipt of applications. A shortlisting scoring matrix will be used to record the process and will form part of the recruitment and selection documents retained by HR.

The relevant line manager and Dean of Faculty or Vice President shortlists the applicants by reviewing each application and eliminating, in the first instance, those candidates who fail to meet the essential criteria. Depending on the numbers applying, and where all applicants meet the essential criteria, additional shortlisting criteria may be applied from the 'desirable' criteria as outlined in job description. Each applicant is scored against the 'desirable' criteria. Once all scores have been assigned, totals per applicant are ranked and a cut-off score is set for being invited to interview.

Shortlisting criteria will be available to applicants on request.

4.4 Selection Methods

4.4.1 In order to find the best match for the requirements of the post, assessment mechanisms, selection tools and techniques may be used to facilitate the identification of the successful candidate. These include:

Interviewing - this is the primary method of selection in the TU and is carried out by a Selection Board. A second round of interviews may be required.

IT Skills testing, presentation skills or competency assessment may be used to test the competencies expressed in the job description/person specification. Candidates will be notified in advance if this is required.

4.4.2 The TU may conduct interviews in person or virtually. Shortlisted candidates will be advised in advance of the interview of the relevant interview mode.

4.5 Selection Boards

An interview pack will be made available to each member of the selection board. Selection Boards will bring together diverse expertise/competencies. Each selection board must have a minimum of 30% gender representation. The TU will also endeavour to achieve a minimum of 60/40 gender representation on selection boards with the relevant experience to assess candidates.

4.5.1 Composition of Selection Boards

The composition of selection boards shall be dependent upon the type of post concerned and will be determined at the recruitment stage.

Conflict of Interest: A member of a Selection Board who stands in a relationship to a person who is a candidate, or another member of the Selection Board, shall disclose to the TU the fact of the relationship and the nature thereof. In this context, the Selection Board members are required to make a disclosure not only in the case of a family relationship but in respect of any personal, business or other relationship which could be regarded as prejudicial to ensuring absolute impartiality in the selection process. Unless HR is fully satisfied that the participation of the Selection Board member during the selection process would not be prejudicial, the HR Manager shall direct that the Selection Board member withdraws and another person shall be nominated to replace that person.

Dean of Faculty or equivalent and above will require:

- 5 members, which must include:
  - one Governing Body member who acts as Chair of the Section Board.
  - the President or their nominee.
  - External members – either business or industry representative and one appropriate representative from another Higher Education Institution.

All other posts:

- 3/4 members, which must include:
  - A minimum of 1 external member . from business, service or industry representative or a person of an appropriate level from another Higher Education Institution.
  - Relevant Dean/Vice President/Function Manager as appropriate.
- Most senior internal staff member on the panel acts as Chair of this Selection Board

The overall role of the Chair is to preside over and the direct the board's deliberations. Key responsibilities of Chair and all panel members are outlined in Interview Guide provided to panel.

A note-taker or advisor may be appointed to the Selection Board where appropriate.

The TU will introduce appropriate training for internal selection board members. This will include interview skills and relevant equality, diversity and inclusion (EDI) training and must be renewed at a minimum every 3 years.

4.5.2 The Selection Board will make a recommendation as to who is deemed appointable to the position. Where there is more than one candidate deemed appointable, a panel may be formed. These candidates will be advised of their position on a panel and the lifetime of that panel once interviews are concluded. The lifetime of any panel will generally be for one year from the date it is formed, but may be extended for a further period of up to one year at the discretion of the TU.

4.5.3 The outcome of the interview will be notified via email to all candidates. Selection Board members are not at liberty to disclose the results of the interview to any person, as it is the responsibility of the Human Resources Department to correspond with all candidates. All information pertaining to the interview process must remain strictly confidential. Human Resources will retain all appropriate recruitment and selection

documentation in accordance with the Human Resources Department data retention schedule.

4.6 Interview Feedback

4.6.1 Interview feedback is considered an important part of the recruitment process. Feedback will be factual, accurate and relate to the candidate's overall application and performance at the interview. Where interview notes have been recorded, these will be made available to the candidate on request.

4.6.2 Candidates who would like to receive interview feedback should email the Human Resources Department no later than two weeks after the date of notification of the outcome of the interview.

5.0 Appointment Process

An offer of employment may be made to the successful candidate(s) which will be subject to submission and verification of required evidence of qualifications, professional experience, references, pre-employment medical, birth certificate and garda vetting, (where required). Acceptance of an offer must be submitted within the designated timeframe as detailed in the letter of offer.

Appointments at or above the level of Senior Lecturer III and Vice President will require the approval of Governing Body.

5.1 Verification of Qualifications

No appointment will be made unless the Human Resources Department verifies a candidate's qualifications required for the role. In this regard, where a qualification is an essential criterion, candidates will be required to provide original academic transcripts/parchments. The cost incurred by a candidate for requesting an academic transcript will not be covered by the TU. The TU reserves the right to verify documentation with the relevant bodies.

5.2 References

Three Employer References will be required; one of these references must include the most recent/current employer. Where employer references are not available other reference types

may be accepted. The TU reserves the right to contact referees directly. Permission will be sought in advance of contacting referees.

5.3 Pre-Employment Medical

The appointed employee will be required to have undertaken a pre-employment medical with an occupational health physician. Pre-employment medicals are required for positions with a duration of one year or more. The primary purpose of the pre-employment medical is to assess an individual's fitness for a particular position or occupation with regard to the requirements for that post. The TU will have regard to its obligations, to make reasonable accommodation for a candidate. Where the contract of employment is for less than a one-year duration, candidates will be required to complete a Declaration of Health form.

5.4 Garda Vetting

Garda Vetting will be carried out in accordance with TU's Garda Vetting Policy. The Garda Vetting process must be successfully completed before a candidate can commence employment.

5.5 Contract of Employment

A written statement of the terms of employment will issue within the first 5 days of commencing in post. The complete contract of employment will issue within two months.

6.0 Employment of Non-EEA Nationals

The TU will comply with legislation regarding the employment of both prospective and existing employees who require a work permit.

7.0 Data Protection

The collection and processing of candidates' personal data will comply with all national and EU ethical and legal requirements. Information on the processing of personal data is detailed in the Employee Privacy Notice.

8.0 Ethics, Conflicts of Interests and Behaviour

Canvassing will disqualify candidates and will result in their exclusion from the appointments process. Candidates in the recruitment process must not:

- Knowingly or recklessly provide false information.
- Canvass any person, with or without inducements.
- Interfere with or compromise the process in any way.

9.0 Queries

For enquiries on this policy please contact the relevant HR Department:

TUS Midlands: hr.midlands@tus.ie
TUS Midwest: hr.midwest@tus.ie

Important Note:

All communication from the TU regarding all aspects of the process will be through **email**. Therefore, it is the responsibility of candidates to ensure they check their emails regularly particularly the spam folder to ensure they receive all notifications.

Appendix 1 - Recruitment and Selection Appeals Procedure

(Nationally agreed)

Version	01
Purpose:	The purpose of this Recruitment and Selection Appeals Procedure is to allow an applicant for a post in [IOT/ TU Name here] an opportunity to appeal a recruitment decision if they feel that an error was made during the hiring process which adversely affected their opportunity to be appointed. This should be read in conjunction with the [IOT/TU name] Recruitment and Selection Policy and the THEA Code of Practice on Recruitment and Selection, once adopted.
Commencement Date:	June 2022
Date of Next Review:	3 years or in line with legislative changes/ national agreements/ circulars
Policy Author:	THEA/HR Department
Who needs to know about this policy?	Applicants and employees of the Technological University of the Shannon: Midlands Midwest
Policy Owner:	HR Department

Consultation History

This document has been prepared in consultation with the following bodies:

Name	Date	Details of consultation
Staff Unions		
Executive & Management Coordinating Forum		

Approvals

This document requires following approvals

Name	Date of Approval
Executive Board (EB)	
Governing Body (GB)	

Introduction

The recruitment process in Technological University of the Shannon: Midlands Midwest (TU) shall be carried out in a consistently open, transparent and merit-based manner. The objective is to appoint the candidate who is the best fit for any given post through a competitive recruitment process. The criteria for judging the suitability of applicants is directly related to the experience, qualifications, attributes and skills required to fulfil the duties and responsibilities of the post. On request, feedback will be made available to those who have been assessed for a position. This feedback can support the decision made by the shortlisting/interview panel and can assist the applicant in understanding the decision.

The purpose of this Recruitment and Selection Appeals Procedure is to allow an applicant, who applies for a post in the TU, an opportunity to appeal a shortlisting or selection decision if they feel that an error was made during the hiring process which adversely affected their opportunity to be appointed.

An appeal is to assess the process under the Recruitment and Selection Procedure to ensure that procedural fairness occurred in its application.

An applicant may appeal two key decisions within the recruitment and selection process:

Shortlisting decision (note only those applicants who meet the minimum essential criteria and who are not shortlisted will be eligible to appeal the shortlisting decision, e.g. an applicant who does not hold an essential criterion cannot use the appeal process)

Selection Board decision on the grounds of an evident irregularity in the process or outcome

Appeals Process

a) Shortlisting Decision Appeal Process

A request for a review of the shortlisting decision must be made to the Human Resource (HR) Manager in TU Midlands/Midwest in writing within three (3) working days of notification of the decision.

When making a request for review, the applicant must outline their concerns about the process including the facts that they believe led to the decision reached being incorrect. A request for review may be refused if the applicant cannot support their request with evidence.
The role of the HR Manager / shortlisting panel is to assess whether on their merits the applicant should have been shortlisted for interview.
On review of the application and request for appeal document, the HR Manager together with the shortlisting panel, may recommend a reversal of the original decision and determine that the applicant should be included in the shortlist or the shortlisting decision may be upheld. If a reversal of the decision is recommended, this must be done within **3 working days** of the date upon which the Appeal is received by the HR Manager from the applicant. The HR Department will notify the applicant and invite the applicant to interview and the recruitment process will continue.

b) Selection appeal process following interview

The applicant must address their concerns in relation to the selection process in writing to the Human Resource Manager who will coordinate the appeal process. The applicant must support their request by outlining the facts that they believe show that the action taken or decision reached was incorrect. A request for review may be refused if the applicant cannot support their request outlining the facts that they believe show the decision reached was incorrect.

A request for a formal review must be made within 3 working days of the applicant receiving notification of the selection board's decision or receipt of the feedback documentation, whichever is latest. Any extension of this time limit will only be granted in the most exceptional of circumstances and will be at the sole discretion of the Human Resource Manager.

The appeal will be carried out by a panel of two members of senior management both unconnected with the selection process and senior to the grade leading the recruitment and/or an external

reviewer, if appropriate[1]. The Human Resource Manager will convene the panel and ensure that it is gender balanced.

The outcome of the review must be notified in writing by HR to the applicant within 10 working days of the Human Resource Manager receiving the request. This decision is final. An appeal will be upheld only if there is an evident irregularity in the interview/selection process. A recommendation from the appeal panel will be made to the President.

If the investigation does not produce a decision within this timeframe, the reviewers must keep the applicant informed of the status of the review and the reasons for the delay. In such a situation, depending on the circumstances, the TU may decide to pause the interview/selection process.

3. Procedural Issues

Nothing in this policy prohibits an applicant from pursuing their complaint to an external third-party body (including the Workplace Relations Commission). There is no obligation on the TU to suspend an appointment process once it has exhausted the in-house.

[1] Consideration will be given to the creation of an agreed sectoral panel of reviewers depending on demand and subject to procurement rules

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Virtual Interviews Procedures

Human Resources Department

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1.0	AIT/LIT policies reviewed with differences identified and agreed for a TUS Policy. All Unions consulted and changes agreed.

1. Introduction

The Technological University of the Shannon: Midlands Midwest (TU) permits the use of MS Teams to conduct virtual interviews as part of its selection process where appropriate.

These procedures are also applicable to any candidate who engages in interview process virtually, even though Selection Board are carrying out interviews in person.

All recruitment will be conducted in accordance with the Recruitment, Selection & Appointment Policy.

2. Network and Facilities

It is the responsibility of each candidate in the virtual interview process to be equipped with the following:

- screens, microphones and cameras to allow the people in each location to see and hear each other as if participating in a face-to-face conversation.
- appropriate quality visual and sound output must exist for the duration of the interview to enable the Selection Board to reach an informed decision.

3. Technical Difficulties

All candidates in a virtual interview should be aware of the risks associated with the use of virtual interviews technology. In the event of a technical failure or difficulty resulting in disruptions to the interview process, the HR Representative supporting the competition should be contacted to take appropriate action to try to re-establish the connection.

If the connection cannot be re-established and technical difficulties persist then the Chairperson of the Selection Board, in conjunction with the HR Representative, will make the decision whether to proceed or terminate the interview. In circumstances where the interview is terminated due to technical difficulties, the board will endeavour to facilitate an alternative interview time on the interview day. If this further attempt is unsuccessful, the Chairperson and HR Representative will ensure that the incident is documented and forms part of the paperwork coming back to the Human Resources Department.

4. Responsibilities

4.1 Selection Board

When conducting virtual interviews, the selection board must comply with the Policies and Procedures for Recruitment, Selection & Appointment. Selection boards must ensure the principles enshrined in these policies of selection on merit, equality and fairness are adhered to.

As with face-to-face interviews, when conducting a virtual interview, the selection board must ensure that standard interview procedures are applied to all applicants.

Any other assessment techniques being considered by the competition owner should be discussed with the HR Representative in advance of the advertising campaign before committing to these activities.

4.2 Interview Candidate

It is important for candidates to note that the Selection Board will apply the same standards to a virtual interview as a face-to-face interview, with their objective being to select suitable candidates for employment based on merit. Therefore, interview candidates should prepare themselves as they would for any face-to-face interview and must have a camera turned on for the duration of the interview.

During the interview process, the candidate may not have other persons present to assist them with the interview process. Breach of this requirement will result in elimination from the competition or withdrawal of any offer of employment.

Enquiries on this policy to relevant HR Department:

TUS Midlands: hr.midlands@tus.ie
TUS Midwest: hr.midwest@tus.ie