



Ollscoil  
Teicneolaíochta  
an Atlantaigh

Atlantic  
Technological  
University

# Recruitment & Selection Procedures

## Version 1.0

## Revision History:

Date of this revision: 13 <sup>th</sup> April 2022	Date of next review:
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Version Number/ Revision Number	Revision Date	Summary of Changes	Changes marked
1.0		New Policy	

## Consultation History:

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1.0	N/a		

## Approval:

This document requires the following approvals:

Version	Approved By:	Date
1.0	ATU Governing Body	13 <sup>th</sup> April 2022

## Quality Assurance:

Date Approved:  13 <sup>th</sup> April 2022	Date Policy to take effect:  13 <sup>th</sup> April 2022	Date Policy to be Reviewed:  13 April 2023
Written by:	ATU HR Project Steering Committee	
Approved by:	Working Group 4	
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This Policy was approved by the Governing Body on 13<sup>th</sup> April 2022. It shall be reviewed and, as necessary, amended by the University annually. All amendments shall be recorded on the revision history section above.

## Part A: Selection Boards

1. Selection Boards will be constituted in accordance with the Composition of Selection Boards as set out in Appendix 1. This Appendix is subject to operational review and the development of the ATU organisational design.
2. The President may be a member of any Selection Board.
3. Selection Board Members drawn from ATU, another HEI and business/industry must have sufficient technical/domain expertise to support the role of the Selection Board in, conducting the interviews and making its decision. The Chair of the Selection Board will determine in conjunction with the hiring manager (where these are different people) if the Selection Board members have such technical/domain expertise. Human Resources will assist if required.
4. The composition of the interview panel will be organised in conjunction with Human Resources. In the event of a query regarding same, it must be referred to the relevant HR manager.
5. Gender Representation for all Selection Boards – 40% Female, 40% Male where possible. In practical terms this means Selection Boards of 4 members, two must be female and two must be male; for Selection Boards of 3, one must be female and one must be male; for Selection Boards of 2, one must be female and one must be male.
6. Former staff of the ATU, or the former Institutes of Technology (GMIT, ITS and LYIT) are only eligible to participate as external members of a Selection Board once they have been out of that employment for at least one year.
7. No ATU staff member will participate on a Selection Board for a post at their grade or analogous grade, unless approved by the President.
8. Conflict of Interest:
  - 8.1 If a member of the Selection Board is related to a candidate, they are obliged as soon as possible after learning of that candidate's candidature, to notify HR and take no further part in the process. For the purpose of this, a Selection Board member will be deemed to have a familial or personal relationship to a candidate if the candidate is for example, but not limited to, a spouse, civil partner, parent, sibling, uncle, aunt, first cousin, niece, nephew, fiancé, fiancée, grandparent, grandchild, stepparent, step sibling or if the member is living in the same house as the candidate.
  - 8.2 If a member of the Selection Board (**other than a serving member of the University**) has an academic or employment relationship with a candidate, they are obliged, as soon as possible after learning of that candidate's candidature, to declare this relationship to HR, who will consult with the Chair of the Selection Board before a decision is made as to whether they continue to participate in the selection process. A Selection Board member will be deemed to have an "academic or employment relationship" with a candidate for interview if the candidate is a registered student of an educational institution, where the Selection Board member is a lecturer, tutor, or supervisor

of that candidate or if the member and the candidate are fellow employees of the same employer.

- 8.3 If a member of the Selection Board is acquainted with a candidate (but not as described above) to such an extent that they feel their objectivity could be compromised in the selection process, they should notify HR and formally step down and take no further part in the process. HR will consult with the Chair of the Selection Board and the matter will be noted for the record.
- 8.4 If a member of the Selection Board is acquainted with a candidate (but not as described above) they are obliged to notify in writing, HR and the Chair of the Selection Board who will determine whether they should be excluded from the Selection Board.
9. ATU staff who have not already received interview training will receive interview training before participating on a selection board. Ongoing selection board training will be provided.
10. Recommendations for appointment will be approved by the Executive except for the posts outlined below, which will be approved by the Governing Body:
  - Senior Lecturer II grade or higher
  - Central Services Manager (CSM) grade or higher
11. It is the function of Human Resources to inform the candidates of the outcome of the interview process.
12. Personal data collected through the recruitment process will include a candidates' personal information, their suitability for specific roles and the notes and commentary recorded by the Selection Board to inform their decision regarding those selected for interview. The data collection will comply with all national and EU ethics and legal requirements.

## **Part B: Shortlisting**

1. A minimum of two members of the selection board, of which there shall be at least one of each gender, will assess the applications against the shortlisting criteria to determine who will be invited for interview. The shortlisting form signed by those who conducted the shortlisting shall be returned to Human Resources.

2. Recruitment campaigns to fill university wide vacancies particularly as Grade 3 to 4 level attracts significant numbers of applications. Shortlisting for such large recruitment campaigns is managed in accordance with a derogation from the normal shortlisting process, as provided for within these procedures. It is accepted that for Grades 3 to 4 a different shortlisting process from the norm is required.

Specifically, shortlisting for large recruitment campaigns for grades 3 to 4 will be managed by Human Resources.

### **Part C: Conduct of Selection Boards**

1. The timing of interviews will be scheduled by HR so as to ensure there is;
  - a) a minimum of 30 minutes for the Interview Briefing Session,
  - b) adequate time between candidates for an initial debrief on each candidate and
  - c) a minimum of 30 minutes for evaluation completion at the end of the process.
2. The most senior ATU staff member by grade should Chair the Selection Board.
3. External Selection Board Members are required to sign a Declaration Form (Appendix 2).
4. Recruitment documentation will be treated confidentially in accordance with the General Data Protection Regulations. Only those with a legitimate professional interest in the selection and appointment process will consider the personal information provided by candidates.
5. When the selection process is complete and all candidates have been interviewed, each candidate in turn will be discussed and scored using the Interview Evaluation Sheet. Once completed the decision on who to panel will be discussed and recorded using the selection board report.
6. Only persons fully qualified shall be recommended for appointment.
7. Interview documentation will be returned by the Chair to Human Resources and retained in accordance with the HR Records Retention Schedule.
8. Selection Board members will not disclose the results of an interview to a candidate or third party, internal or external to the University. It is critical that strict confidentiality be maintained before, during and after the interview process. A breach in confidentiality is a serious matter and will be managed accordingly.
9. The University shall disqualify any candidate who canvasses or seeks to canvass (by themselves or through any third party) any member of Selection Boards in support of their candidature.

### **Part D: Role of the Chair of a Selection Board**

#### **1. Interview Preparation**

- 1.1 Plan and Chair the interview briefing session in conjunction with Human Resources..
- 1.2 The Chair may assign a particular area (to be explored at interview) to each Selection Board member in advance of the interviews.
- 1.3 Assess any conflict of interest queries emerging prior to interview, or at the interview briefing session.
- 1.4 May be required to evaluate any appeal to the shortlisting process.

## **2. Interview Briefing Session**

The Interview Briefing Session is a fundamental part of the selection process, which helps the Selection Board members finalise their preparation for the interviews. The Chair of the Selection Board plays a particular role in the interview briefing session.

There will be a minimum of 30 minutes for the interview briefing session, which is scheduled immediately prior to the first interview. HR will incorporate the interview briefing session into the interview schedule.

During the briefing session the chair will:

- 2.1 ensure all members understand the skills, knowledge and experience required for the role as set out in the Candidate Brief and clarify any issues as appropriate.
- 2.2 ensure the board understands that no questions are asked relating to the nine grounds for discrimination i.e. gender, civil status, family status, race, religious beliefs, sexual orientation, disability, age or membership of the traveller community. Questions of this nature should not be asked under any circumstances.
- 2.3 all members will be advised that candidates are entitled to receive a copy of their scores and comments contained in the interview evaluation form(s).
- 2.4 seek assurance that all members understand that assessment will be made when all candidates have been interviewed and that an interview evaluation form(s) and selection board report completed and signed by all members. The interview schedule will provide at least 30 minutes for completion of the Interview evaluation form(s) and selection board report.

### **3. During the interviews**

- 3.1 Manage the interviews within the time allocated and advise selection board members of their time allocated.
- 3.2 Manage and chair the summation process and ensure that selection board members do not introduce other information in relation to the candidate other than that presented at interview.

### **4. Conclusion of the Interview Process**

- 4.1 The chair must complete the checklist at Appendix 3.
- 4.2 Ensure that all recruitment documentation is returned immediately after the interviews to Human Resources for retention in accordance with its Record Retention Schedule.

### **5. Interview Feedback**

- 5.1 Candidates who would like to receive interview feedback must submit an email to Human Resources within two weeks of the notification of the outcome of the interview.

Where such a request is received, Human Resources will provide the candidate with a copy of their interview evaluation form.



## Appendix 1

### Composition of Selection

#### Boards

The titles as set out in the composition of selection boards are subject to review following implementation of the interim and/or permanent organisational structure of the ATU.

Categories	Composition of Selection Boards
<b>Permanent Appointments and Temporary Appointments = or &gt; 13 weeks</b>	
<b>Category A</b> Academic Lecturing Posts  Assistant Lecturer and Lecturer including Pro-Rata Part-time	<ul style="list-style-type: none"> <li>- Senior Lecturer III level or above</li> <li>- Senior Lecturer II or Senior Lecturer I (Teaching) from the relevant School</li> <li>- An appropriately qualified academic drawn from another HEI</li> <li>- An appropriate person drawn from business/industry (4)</li> </ul>
<b>Category B</b> Senior Academic Lecturing  Posts Senior Lecturer I (Teaching)	<ul style="list-style-type: none"> <li>- Senior Lecturer III level or above</li> <li>- Senior Lecturer III or Senior Lecturer II from the relevant School</li> <li>- An appropriately qualified academic drawn from another HEI</li> <li>- An appropriate person drawn from business/industry (4)</li> </ul>
<b>Category C</b> Academic Management Posts  Senior Lecturer II or equivalent Senior Lecturer III or equivalent	<ul style="list-style-type: none"> <li>- President or nominee who must be at Senior Lecturer III level or above</li> <li>- Registrar (for Senior Lecturer III posts only)</li> <li>- Senior Lecturer III (for Senior Lecturer II posts only)</li> <li>- An appropriately qualified academic drawn from another HEI</li> <li>- An appropriate person drawn from business/industry (4 - SLII) (4 – SLIII)</li> </ul>

<p><b>Category D</b> Professional, Management &amp; Support Services Posts</p> <p>Administrative Library ICT Estates Technical College Nurse/ Practice Nurse</p>	<p><u>Grade III (or aligned to such grades)</u> Head of Function or nominee who must be Grade V or above</p> <ul style="list-style-type: none"> <li>- Staff Officer (Grade V) or above</li> <li>- An appropriately qualified manager from another HEI or an appropriate person drawn from business/industry (3)</li> </ul> <p><u>Grade IV (or aligned to such grades)</u> Head of Function or nominee who must be Grade VI or above</p> <ul style="list-style-type: none"> <li>- Senior Staff Officer (Grade VI) or above</li> <li>- An appropriately qualified manager from another HEI or an appropriate person drawn from business/industry (3)</li> </ul> <p><u>Caretaker/General Operative/Lab Assistant</u></p> <ul style="list-style-type: none"> <li>- Head of Function/School or nominee who must be Grade V/Senior Lecturer I (Teaching) or above</li> <li>- Staff Officer (Grade V) or above</li> <li>- An appropriately qualified manager from another HEI or an appropriate person drawn from business/industry (3)</li> </ul> <p><u>Grades V – VI (or aligned to such grades)</u> <u>/ College Nurse/Practice Nurse</u></p> <ul style="list-style-type: none"> <li>- Head of Function or nominee who must be Administrative Officer level (Grade VII) or above</li> <li>- Administrative Officer (Grade VII) or above</li> <li>- An appropriately qualified manager from another HEI or an appropriate person drawn from business/industry (3)</li> </ul> <p><u>Technician/Technical Officer</u></p> <ul style="list-style-type: none"> <li>- Head of Function or nominee who must be Administrative Officer level (Grade VII) or above or Senior Technical Officer or Senior Lecturer I (Teaching) or above</li> <li>- Administrative Officer (Grade VII) or Senior Technical Officer or Senior Lecturer 1 (Teaching) or above</li> <li>- An appropriately qualified manager from another HEI or an appropriate person drawn from business/industry (3)</li> </ul>
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<p><b>Category E</b> Professional, Management &amp; Support Services Posts</p> <p>Supervisory</p> <p>Administrative Officer (Grade VII) Library (Grade VII) ICT (Grade VII) Estates (Grade VII) Senior Technical Officer Student Counsellor Careers Officer</p>	<p><u>Grade VII (or aligned to Grade VII) / Student Counsellor / Careers Officer</u></p> <ul style="list-style-type: none"> <li>- Head of Function or nominee who must be Grade VIII or Central Services Manager (CSM) / SLII level or above</li> <li>- CSM / SLII Level or above. The nominee may be from another area other than HR</li> <li>- An appropriately qualified manager from another HEI or an appropriate person drawn from business/industry</li> </ul> <p>(3)</p> <p><u>Senior Technical Officer</u></p> <ul style="list-style-type: none"> <li>- Head of Function or nominee who must be CSM level or above (Grade VII) or above or Senior Lecturer II or above</li> <li>- Administrative Officer (Grade VII) or above</li> <li>- An appropriately qualified manager from another HEI or an appropriate person drawn from business/industry</li> </ul> <p>(3)</p>
<p><b>Category F</b> Professional, Management &amp; Support Services Posts</p> <p>Senior Management</p> <p>Vice President/Registrar or equivalent Central Services Manager (CSM) or equivalent</p>	<ul style="list-style-type: none"> <li>- President or nominee who must be at a senior level or above</li> <li>- A senior manager ideally from the relevant area at no less than Vice President level or equivalent.</li> <li>- An appropriately qualified manager from another HEI</li> <li>- An appropriate person drawn from business/industry</li> </ul> <p>(4 - CSM) (4 – Vice President or equivalent)</p>

<p><b>Category G</b> Research</p> <p>Research Posts less than 12 months duration (including casual part time researcher)</p> <p>Research Assistant Researcher Senior Researcher Research Fellow Senior Research Fellow</p> <p><i>*Titles may differ but relevant salary scales will apply</i></p>	<ul style="list-style-type: none"> <li>- Principal Investigator or nominee and/or Manager of the designated Research Centre / area or nominee (Minimum 2)</li> <li>- VP Research, Development and External Engagement or nominee who will normally be a research manager but could also be a professional, management and support services manager</li> <li>- Principal Investigator or nominee and/or Manager of the designated Research Centre / area or nominee</li> <li>- An appropriate person drawn from business/industry/another HEI</li> <li>- (Minimum 3)</li> </ul>
<b>Hourly Paid Appointments</b>	

<p><b>Category J</b>  Hourly Paid Assistant  Lecturer  Tutor/Demonstrator  Sports Coach  Invigilator  Scribes  Learning Support</p>	<ul style="list-style-type: none"> <li>- Appropriate senior line manager from the relevant school/area</li> <li>- One other appropriate senior manager(s) who may be from another school</li> <li>- Depending on the post a representative from the relevant area including HR.</li> </ul> <p>(3)</p>
<b>Recruitment in Emergency Situations</b>	
<p><b>Category K</b></p> <p>Composition of selection boards for competitions that have been approved in accordance with the University's standard operating procedure for accelerated recruitment in emergency situations will be agreed by Human Resources in consultation with the relevant Head of School/Head of Function.</p> <p>In the event of any interview board member not being able to attend on the day of the interviews an alternative board member will be nominated by the HR manager on an emergency basis.</p>	
<b>Notes</b>	
<p>1. Where a post/grade is not listed but is an <i>analogous grade</i> or aligned to one of the above posts/grades <i>for pay purposes only</i>, the composition of the selection board for that grade/post will apply. Advice is available from HR.</p>	