Recruitment & Selection Policy

Version 1.5– July 2024

Purpose:	To ensure Dundalk Instituate of Technology (the Institute / DkIT) recruit the best people in a fair and efficient way whilst encouraging good practice, equal opportunities to all job applicants, consistent recruitment procedures throughout the Institute along with offering guidance to those involved in recruitment and selection.
Circulation:	This document is available for all staff to review and will be published on the Institute's website.
Policy Author:	HR Manager
Policy Owner:	Vice President for Finance, Resources & Diversity

Approval Date:

Executive Board:	8 July 2024
Audit, Risk & Compliance Committee:	16 July 2024
Governing Body:	23 July 2024

Review Date:	As required.

Table of Contents:

1.   INTRODUCTION

1.1   DkIT is committed to attracting, recruiting, developing and retaining the highest calibre of staff to build a diversified, supportive, innovative and inclusive workforce reflective of the wider community. DkIT aims to attract the best people who have the experience, knowledge, skills, abilities and competencies to support the Institute's mission.

1.2   DkIT is an equal opportunities employer and the Institute welcomes applications from all candidates. The recruitment and selection process is to be operated in an open and fair manner in line with best personnel and recruitment standards, general legislation and specific procedures from the Department of Further & Higher Education, Research, Innovation & Science.

1.3   DkIT is committed to implementing good practice in our recruitment, selection and appointment procedures that is free from inherent or potential bias, open and transparent, monitored, analysed and reviewed periodically so that a strategic and professional approach is followed at all times.

1.4   This policy will apply to posts advertised from 1 September 2024.

2.   PURPOSE

2.1   Aims of this Policy

- To help to recruit the best people in a fair and efficient way;
- To encourage good practice;
- To ensure that the Institute offers equal opportunities to all job applicants;
- To take positive action measures where necessary to redress any imbalances in employment areas in the Institute;
- To ensure there are consistent recruitment procedures throughout the Institute;
- To offer guidance to those involved in recruitment and selection.

2.2   Advice and assistance on all aspects of recruitment are available from Human Resources.

3.   DIVERSITY AND INCLUSION

3.1   DkIT is committed to equality of opportunity for all job applicants and selects those suitable for employment solely on the basis of merit.

3.2   DkIT will endeavour to treat all candidates fairly and apply this policy consistently. DkIT will not tolerate any discrimination, be it direct or indirect, by any member of DkIT's community. Direct discrimination is defined in Irish Equality Legislation as the treatment of a person in a less favourable way than another person is, has or would be treated in a comparable situation on any of the nine grounds (gender, marital status, family status, sexual orientation religious belief, age, disability, race and membership of the travelling community).Indirect discrimination is defined as the provision, practice or requirement that puts people who belong to one of the grounds covered by Equality Legislation at a particular disadvantage unless the provision is objectively justified by a legitimate aim and the means of achieving that aim are appropriate and necessary.

3.3 Under the Employment Equality Acts 1998 – 2015, the Institute can take steps that are not required under the law to promote equality for all their workers. In particular, employers can take positive action measures by implementing targeted recruitment initiatives to encourage applications from underrepresented groups. All positive action measures in relation to recruitment will only be taken following the consent of the Institute Executive Board.

4. RECRUITMENT

4.1 Recruitment Advertising

4.1.1 DkIT advertises all vacancies in order to reach the broadest pool of applicants, using various mediums to achieve this. The Institute's website strongly supports its recruitment advertising. The vacancies are advertised through a number of different channels so we reach all demographics. Some vacancies will be filled solely by internal competitions in accordance with nationally agreed arrangements with various staff unions.

4.1.2 Candidates can apply for the post advertised by completing the Application Form and submitting the application form and CV through DkIT's online application service. Candidates must ensure that the information provided in their application clearly and fully describes how they satisfy the person specification as set out in the candidate brief. The application form and supporting information are provided online with the following information available to applicants:

- Two types of Forms (academic and non-academic);
- Candidate brief;
- Guidance on completing the application form;
- Equal ppportunities monitoring form.

4.2 Selection Boards

4.2.1 Selection boards will be constituted in accordance with the Composition of Selection Boards as set out in Appendix 1. The appendix is subject to operational review and the development of DkIT's organisation design.

4.2.2 The President may be a member of any selection board.

4.2.3 Selection board members drawn from DkIT, 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 Vice President/ Head of School/ Head of Function will determine in conjunction with HR if the selection board members have such technical/domain expertise.

4.2.4 The composition of the Selection Board will be organised in conjunction with Human Resources. In the event of a query regarding same, it must be referred to the HR Manager.

4.2.5 Gender representation for all selection boards must be at a minimum 40% female, 40% male. In practical terms this means selection boards of 5 members, two must be female and three must be male or three must be female and two must be male: for selection boards of 4, two must be female and two must be male. Where this is not possible the Hiring Manager must document the reasons why to HR in advance of the selection board sitting.

4.2.6   Former staff of DkIT 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.

4.2.7   No DkIT staff member will participate on a selection board for a post at their grade or analogous grade, unless approved by the President.

4.3   Composition of Selection Boards

4.3.1   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, step-parent, step-sibling or if the member is living in the same house as a candidate.

4.3.2   If a member of the Selection Soard (other than a serving member of the Institute) 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.

4.3.3   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.

4.3.4   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.

        An Interview panel declaration form must be completed by every Interview Panel Member.

4.3.5   DkIT 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. All members of selection panels must also have completed relevant equality training before they are eligible to participate on a Panel.

4.3.6   Recommendations for appointment by the Selection Board will be approved in line with the guidance laid out in section 5 of this policy.

4.3.7   It is the function of HR only to inform the candidates of the ratified outcome of the interview process.

4.3.8   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 national and EU ethics and legal requirements.

Data Protection
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. This data is needed to address the different objectives that DkIT has set to ensure that its recruitment, selection and appointment processes are fair, transparent, encourage applications, and remove barriers for underrepresented groups. The data is used to:

- Monitor applications with reference to the grounds of discrimination i.e. gender, civil status, family status, race, religious beliefs, sexual orientation, disability, age or membership of the traveller community;
- Understand, through analysis of data, the profile of applicants to the Institute

The Institute will retain application forms and any other documentation supplied by candidates in line with the Institute's Records Management Policy, i.e., one year from date received.

4.4   Shortlisting

4.4.1   A minimum of two members of the Selection Board or the relevant Head of School/ Head of Function, Vice President and HR Manager, 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 HR (see Appendix 2 for an example of a shortlisting form).

4.4.2   Recruitment campaigns to fill Institute wide vacancies (particularly Grade III to IV level) attracts significant number of applications. Shortlisting for such large recruitment campaigns is managed in accordance with derogation from the normal shortlisting process, as provided for within these procedures. It is accepted that for Grades III to IV a different shortlisting process may be required.

Specifically, shortlisting for large recruitment campaigns for Grades III to IV will be managed by HR.

4.5   Conduct of Selection Boards

4.5.1   The timing of interviews will be scheduled by HR so as to ensure there is:

a) A minimum of 15/30 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 evaluation completion at the end of the process

4.5.2   The Chair of the Selection Board will be nominated by the President or Chairperson of the Governing Body where relevant.

4.5.3   External Selection Board Members are required to sign a Declaration Form (Appendix 3).

4.5.4   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.

4.5.5   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 (Appendix 4). Once completed the decision on who to panel will be discussed and recorded using the selection board report.

4.5.6   Only persons fully qualified shall be recommended for appointment.

4.5.7   Interview documentation will be returned by the Chair to HR and retained in accordance with the HR Records Retention Schedule.

4.5.8   Selection board members will not disclose the results of an interview to a candidate or third party, internal or external to the Institute. 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.

4.5.9   The Institute shall disqualify any candidate who canvasses or seeks to canvass (by themselves or through any third party) any member of a selection board(s) in support of their candidature.

4.6   Role of the Chair of a Selection Board

4.6.1   Interview Preparation:

4.6.1.1   Interview Boards will be chaired by the President's nominee or a Governing Body member where relevant.

4.6.1.2   Plan the interview briefing session in conjunction with HR.

4.6.1.3   Agree with HR on the assignment of particular areas to each selection board member in advance of the interviews.

4.6.1.4   Access any conflict of interest queries emerging prior to interview, or at the interview briefing session.

4.6.1.5   May be required to evaluate any appeal to the shortlisting process.

4.6.2   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 15/30 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:

4.6.2.1 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.

4.6.2.2 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.

4.6.2.3 All members will be advised that candidates are entitled to receive a copy of their scores and comments contained in the interview evaluation forms (Appendix 4).

4.6.2.4 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 noard report.

4.6.3 During the Interview

4.6.3.1 Manage the interviews within the time allocated and advise selection board members of the time allocated.

4.6.3.2 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.

4.6.4 Conclusion of the Interview

4.6.4.1 Ensure all the relevant paperwork is signed and completed.

4.6.4.2 Ensure that all recruitment documentation is returned immediately after the interviews to Human Resources for retention in accordance with its Record Retention policy.

4.7 Interview Feedback

4.7.1 Candidates who would like to receive interview feedback must submit an email to HR within two weeks of the notification of the outcome of the interview.

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

5 APPOINTMENT

5.1 Approval of posts will be as follows:

5.1.1 Panels that have been chaired by a member of the Executive (as per Appendix 1) should be signed of solely by the President (without co-signing by a member of the Governing Body). These will then be noted by the Governing Body at their next meeting.

5.1.2   Panels that have been chaired by a member of the Governing Body (in their role as a Governing Body Member as per Appendix 1) should be signed off by the President and an unconnected member of the Audit, Risk & Compliance Committee (i.e. not that member that chaired the panel). These will then be noted by the Governing Body at their next meeting.

5.1.3   Panels in relation to the recruitment of a President can only be approved by the Governing Body (i.e. no prior sign off is allowed).

5.2   A conditional offer of employment may be made to the successful candidate(s) **subject to** submission and verification of required evidence of qualifications, professional experience, references, pre-employment medical, Garda Vetting and where the President and/or Governing Body Sub Committee member, as outlined previously, have approved the post.

5.3   No appointment will be made unless HR verify a candidate's academic qualifications and/or evidence of professional experience required for the role. In this regard, where a qualification and/or professional experience is an essential criterion, candidates will be required to provide original academic transcripts, parchment and original statements from previous employers. The cost incurred by an applicant for requesting an academic transcript will not be covered by the Institute. The Institute reserves the right to verify documentation with the relevant bodies/employers.

5.4   Work references will also be required. The Institute reserves the right to contact referees directly.

5.5   In accordance with DkIT's Protection of Children and Vulnerable Adults Policy and the Garda Vetting Policy , all candidates recommended for appointment will be required to disclose criminal convictions on the Application Form and will undergo Garda vetting as part of the selection process. An offer of employment will not be made until the Institute is satisfied that its Garda Vetting procedures have been completed where required.

5.6   Terms and Conditions of Employment / Contract of Employment

All successful candidates are required to sign and accept the Terms and Conditions of Employment /Contract of Employment and return these documents to Human Resources prior to taking up duty in DkIT. There is no exception to this condition.

6   APPEALS

6.1   Introduction

The recruitment process in DkIT 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 DkIT, 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
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 demonstrate the holding of an essential criterion cannot use the appeal process.

Selection Board Decision
On the grounds of an evident irregularity in the process or the outcome.

a)   Shortlisting Decision Appeal Process

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

When making a request for review, the applicant must support their request by outlining the facts that they believe led to an incorrect action taken or decision reached. 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 HR 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 HR 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. 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 HR 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, DkIT may decide to pause the interview/selection process.

c)   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 DkIT to suspend an appointment process once it has exhausted the in-house appeal process.

7   REVIEW

This policy will be reviewed and updated on an periodic basis, or as required, to ensure that any change in legislation or best practice is reflected.

Appendix 1- Composition of Interview Boards

Job Titles	Members of Selection Committee
PMSS (administration, technical, support posts)	Chair - Vice President / Head of School or nominee
	Head of Relevant Function/Department
	External Industry / Business Specialist

Job Titles	Members of Selection Committee
PMSS – Senior posts Senior Management Central Service Manager	Chair - Governing Body Nominee
	Vice President or their nominee
	Appropriate Head of Function drawn from external University / Institute of Technology
	External Industry / Business Specialist

Job Titles	Members of Selection Committee
HPAL* (Hourly Paid Assistant Lecturer) *Composition will be reviewed depending on the number of hours required and the duration of the contract. A two-member selection committee may suffice where there is limited specialist delivery required.	Chair - Head of School or nominee
	Head of Department
	Academic of at least lecturer grade or equivalent grade from another Institute / School or External Industry / Business Specialist

Job Titles	Members of Selection Committee
Assistant Lecturer Lecturer	Chair - Head of School or nominee
	Head of Department
	External Academic of at least SL 1(T) or equivalent grade
	External Industry / Business Specialist

Job Titles	Members of Selection Committee
Senior Lecturer I (Teaching)	Chair - VPAAR or their nominee
	Head of School or nominee
	Head of Department
	External Academic of at least Head of Department or equivalent grade
	External Industry / Business Specialist

Job Titles	Members of Selection Committee
Senior Lecturer II (Head of Department)	Chair - Governing Body Nominee
	VPAAR or their Nominee
	Head of School
	External Academic of at least Head of School or equivalent grade
	External Industry / Business Specialist

Job Titles	Members of Selection Committee
Senior Lecturer III (Head of School)	Chair - Governing Body Nominee
	President
	VPAAR
	External Academic of at least Head of School or equivalent grade
	External Industry/Business Specialist

Job Titles	Members of Selection Committee
Vice President	Chair - Governing Body Nominee
	President
	Vice President or equivalent (Internal or External)
	External Senior Leader or equivalent grade
	External Industry/Business Specialist

Job Titles	Members of Selection Committee
Externally funded posts * * (Composition will be reviewed depending on the level/ nature of the post)	Chair – Head of Research/Head of School/Vice President
	Head of School and/or Department/Function or their nominee
	Principal Investigator
	External Industry / Business Specialist

The above represent the minimum membership required for Interview Selection Boards for the posts identified. Additional members such as Technical Advisors may be added, with the approval of the President or Presidents Nominee. All Interview Selection Boards must have a balanced gender representation.

Appendix 2: Sample Shortlisting Form

Post: Job Title

Title	Forename	Surname	Undergraduate Qualification Score 1-10	Postgraduate Qualifications Score 1-10	Publications including Research papers, etc. Score 1-10	Academic/ Teaching/ Research experience Score 1-10	Relevant Educational Management Experience	Experience in other relevant fields Score	Total Max 60	Short-Listed Yes/No

1. Undergraduate Qualification

9-10: Excellent: Qualification is relevant and 1.1 Class Honours
7-8: Above Average: Qualification is relevant and 2.1 Class Honours
5-6: Average: Qualification is relevant and 2.2 Class Honours
3-4: Below Average: Qualification is relevant and at 3rd Class Honours level
2-3: Below Minimum: Qualification is relevant and at Pass level
1: Not acceptable: Non relevant primary Honours Degree

2. Postgraduate Qualification

9-10: Excellent: Qualification is exactly relevant and at Ph.D. level
7-8: Above Average: Qualification is relevant and at Ph.D. level
5-6: Average: Qualification is exactly relevant and at Masters level
3-4: Below Average: Qualification is relevant and at Masters level
0-3: Below Minimum: Qualification is not relevant and at Ph.D. or Masters level

3. Publications including research papers, etc.

9-10: Excellent: Extensive publications on an individual basis
7-8: Above Average: Extensive joint publications i.e. exceeding 5
5-6: Average: Minimum of 5 joint publications
3-4: Below Average: Between 3 and 4 joint publications
0-2: Below Minimum: Between 1 and 2 joint publications

4. Academic/ Teaching /Research Experience

9-10: Excellent :   More than 10 years fulltime Third Level experience in IoT/ TU or IUA sectors
7-8: Above Average: More than 8 years fulltime Third level experience in IoT/ TU or IUA sectors
5-6: Average: More than 6 years full-time Third Level experience in IoT/ TU or IUA sectors
3-4: Below Average: More than 4 years full-time at Third Level in IoT / TU or IUA sectors
0-2: Below Minimum: Minimum of 2 years full-time at Third Level in IoT / TU or IUA sectors

5. Relevant Educational Management Experience

9-10: Excellent: More than 3 years fulltime experience in educational mngt.
7-8: Above Average: 3 years fulltime experience in educational mngt.

5-6: Average:	Between 1 and 2 years fulltime experience in educational mngt.
3-4: Below Average:	More than 3 years Pro-rata experience in educational mngt.
0-2: Below Minimum:	Minimum of 3 years Part-time experience in educational mngt.

6. Experience in other relevant fields

9-10: Excellent:	More than 10 years' experience in a relevant field
7-8: Above Average:	More than 8 years' experience in a relevant field
5-6: Average:	More than 6 years' experience in a relevant field
3-4: Below Average:	More than 4 years' experience in a relevant field
0-2: Below Minimum:	Minimum of 2 years' experience in a relevant field

Please Note:

1. While it is recommended that all shortlisting criteria are used, a Head of School or Vice President may decide, depending on the position in question, particular criteria are not relevant, or others (not listed above) are more relevant to the post in question. A note should be included on the shortlisting form stating this.

2. The cut-off point for inclusion to the interview stage will be determined by the Head of School or Vice President and should be stated on the form.

   CUT OFF SCORE:

   Signatures:

   _____   **_____**
   Vice President/Head of School/Function   *HR Manager*

Appendix 3: Sample Panel Declaration Form

Panel Declaration XXXX (Permanent) Dundalk Institute of Technology Date

1.	Interview booklets received in a timely manner.	
2.	Panel members have read job description and understand requirement of the Institute.	
3.	Shortlisting criteria & scoring disclosed to and agreed by panel.	
4.	Conflict of interest declared to and approved by panel Chairperson.	
5.	Copy of final questions returned with scoring sheets.	

Panel Members	Signature
XX Head of School Dundalk Institute of Technology	
XX Vice President Dundalk Institute of Technology	
XX External Expert	
XX Academic Expert	
Chairperson, XX Governing Body Dundalk Institute of Technology	

Appenidx 3 (cont'd): Confidentiality & Declarations of Interest Form

POST INTERVIEWED:	
NAME:	
DATE OF INTERVIEW:	

Please complete PART A and PART B or C of this form as appropriate. The completed form should be returned to the Human Resources Department prior to the proposed date for interview.

PART A

The Institute has an obligation to ensure the probity of the interview process and board members are obliged to observe strict confidence concerning selection board proceedings. This obligation extends to all information received by members of a Board about candidates and to reports made by a board to the Governing Body. The Governing Body, for their part, will treat in strictest confidence any report, advice or information furnished to them by the members of a Board.

It is essential that the integrity of the Institute should not be compromised in any way.

Board members are bound by the confidentiality of the board and are, therefore, not at liberty to disclose any information in relation to their participation, the findings of the board, or about any individual who has applied for a position. If questioned about the proceedings of a board, its members should make it clear that it would be in breach of their obligations and contrary to the Selection Procedures declared by the Minister of Education and Science to reveal such information without the approval of the Governing Body.

Signed: _____

Date: _____

POST INTERVIEWED FOR:	POST
NAME:	
DATE OF INTERVIEW:	DATE

PART B
I confirm that I am not related to and I do not have any knowledge, (in either a personal or professional capacity), of any of the applicants for the above post.

Signed: _____

Date: _____

PART C

I confirm that I know the applicant(s) scheduled for interview for the above post, and I give full details below.

Name of candidate:	Capacity in which the candidate named is known to you

Please indicate clearly if you are related to any of the applicants named above.

Signed: _____

Date: _____

Appendix 4: Sample Canditate Assessment Sheet

Position: _____

Candidate: _____   **Date:** _____

Score 1 to 10
9-10: Excellent – difficult to see how it could be improved upon; a role model for others
7-8: Above Average – an area of distinctive strength
5-6: Average – achieves a sufficiently high standard to work at the target job level
3-4: Below Average – significant weak areas or uneven aspects to performance
0-2: Little evidence of competence in this area

Competencies	Feedback Comment	Weighing	Score
Experience and Personal Development: • Qualifications and training • Research and publications • Personal development • Institute/management experience		**10**	
Knowledge of Role of Head of Department: • Programme management and QA issues • Staff deployment, timetabling and resource planning issues • Relationships with internal and external agencies		**10**	
Personal and Communication Skills: • Interpersonal skills • Motivation skills • Decision making skills		**10**	
Academic Management Capability: • Programme development • Academic vision and leadership • Strategic development ability		**10**	

Characteristics, Attributes and Qualities • Initiative and drive • Self–direction • Adaptability • Teamwork/Co-operation		**10**	
	Total Score (Maximum 50):		
Selector Boards' overall assessment of feedback purposes:			

Signatures of   _____
Board:

Appendix 5: Revision History

Revision Number	Revision Date	Purpose of Review
V1.0	N/A	New policy
V1.1	November 2023	
V1.2	20 February 2024	Consultation with managemet and all staff unions
V1.3	10 June 2024	