

Recruitment, Selection and Appointment

Recruiting Difference, Reflecting Diversity

HR Policy Document Record	
Reference Number	HRP008
Policy Owner	Human Resources
Approval Body	Governing Body
Creation Date	January 2019
Revision Date(s)	February 2019; 9 April 2019
Notes	<p>February: Amendments to 2.1, 5.1.1, 7.5.2, Appendix 1 – 1, 2, 11. Appendix 2 – Shortlisting.</p> <p>April: Amendment at 5.1.1; inclusion of new 5.4.2; inclusion of footnote 7; Clarifications to Appendix 1; Removal of Appendix 2;</p>

1. INTRODUCTION

- 1.1 Technological University Dublin (TU Dublin) 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. TU Dublin aims to attract the best people who have the experience, knowledge, skills, abilities and competencies to support the University's mission.
- 1.2 TU Dublin supports equality of opportunity, diversity and inclusion and encourages underrepresented groups to make applications and accommodates candidates with disability to apply for posts. We have a high regard for the recommendations set out in the *National Review of Gender Equality in Irish Higher Education Institutions (2016)*. Recruitment, selection and appointment are conducted in compliance with the Employment Equality Acts 1998-2015 and TU Dublin's Equality, Diversity & Inclusion policy. These are the fundamental principles underpinning this policy.
- 1.3 We are 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 January 2019.

2. SCOPE

- 2.1 This policy applies to all recruitment activity with the exception of the recruitment of President, Research staff¹, Hourly-Paid Assistant Lecturers² and other Hourly-Paid staff.
- 2.2 Advice and assistance on all aspects of recruitment are available from Human Resources.

3. DIVERSITY AND INCLUSION

- 3.1 TU Dublin is committed to equality of opportunity for all job applicants and selects those suitable for employment solely on the basis of merit.
- 3.2 As part of a continuous improvement policy, TU Dublin's Application Forms are intended to be simple and clear and will not require unnecessary or irrelevant information. This does not apply to any matter connected with, or related to, the employment of a person where the gender or the characteristic of the person, constitutes a genuine and determining occupational requirement for the post. This exception is in accordance with the Employment Equality Acts 1998 & 2015.
- 3.3 The University will ensure that persons involved in making employment-related decisions are aware of their responsibilities, University policies, related procedures, and legal requirements.
- 3.4 In accordance with TU Dublin's commitment to equality of opportunity for all job applicants, a candidate, who may have a disability that prevents the use of the online system, will be encouraged and supported in their application and HR will send those candidates an application pack. Candidates are asked to request any reasonable accommodation required in sufficient time in order to participate fully in the process.

¹ Recruitment procedures for Research staff are particular to each of the three campuses, as an interim measure until September 2019

² Recruitment procedures for Hourly Paid Assistant Lecturers are particular to each of the three campuses, as an interim measure until September 2019

4. RECRUITMENT

4.1 Planning for Recruitment

4.1.1 Each recruitment campaign is underpinned by a robust planning process conducted prior to advertisement. The objective of good planning is to ensure TU Dublin can give as much information as possible to potential candidates to support the recruitment process. The Candidate Brief is the main source of information and is the focus for candidates in understanding TU Dublin, the role itself, the experience, knowledge, skills, abilities and competencies required, the terms and conditions associated with the post, the application process and contact details for further information.

4.2 Recruitment Advertising

4.2.1 TU Dublin advertises all vacancies in order to reach the broadest pool of applicants and we use various mediums to achieve this. The University's website strongly supports its recruitment advertising.

4.2.2 Candidates can apply for the post advertised by completing the Application Form and submitting the Application Form and CV through TU Dublin's online application service where available³. Candidates are encouraged to ensure 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:

- Candidate Brief
- Guidance on completing the Application Form
- Equal Opportunities Monitoring Form

5.1 Shortlisting

5.1.1 TU Dublin may apply a shortlisting process for all competitions. All applications will be considered by the Shortlisting Board⁴ i.e. the **internal and external** members of the Selection Board, who will assess the information provided by each candidate in their application and CV against the shortlisting criteria set out in the Shortlisting Report.

5.2 Selection Methodologies

5.2.1 The primary method of selection in the University is by means of an interview process (which may include a presentation) carried out by a Selection Board of no less than three members with appropriate gender balance. This can involve a two-stage interview process. The interview has two main purposes - to find out if the candidate is suitable for the job, and to give the candidate information about the job and the university. Every candidate should be offered the same opportunities to give the best of themselves, to demonstrate their suitability and to ask questions.

5.2.2 Other techniques or tools may be used to complement selection, such as psychometric testing or assessment centres, insofar as they will be used to test the competencies expressed in the Candidate Brief. Candidates will be notified in advance if this arises.

5.2.3 TU Dublin is committed to recruiting the best candidate for a role. It is the University's preference that candidates attend for interview in person. However, for candidates residing outside the island of

³ Applications for posts at TU Dublin Tallaght Campus will be submitted by email or post

⁴ A derogation may be given for large recruitment campaigns at the discretion of the most senior manager in HR on the relevant campus

Ireland or who are temporarily abroad, TU Dublin may facilitate video conferencing⁵ with prior arrangements should the need arise. It is the candidate's responsibility to ensure that they can provide the conditions appropriate to an interview setting at the agreed interview date and time, and that they have access to compatible technology to allow the interview to take place.

5.3 Selection Boards

- 5.3.1 The Selection Procedures for TU Dublin have been approved by its Governing Body in accordance with the Technological Universities Act 2018. All internal Selection Board Members must hold a current License to Recruit. This means that internal Selection Board Members have undergone the University's interview skills training programme which includes Unconscious Bias training.
- 5.3.2 The Selection Board will make a recommendation as to the most meritorious candidate following interview. TU Dublin supports the use of panels as part of its recruitment strategy⁶. Where a competition is advertised without the potential formation of a panel, the board may recommend up to three reserve candidates.
- 5.3.3 The outcome of the interview will be notified to all candidates at the same time. Selection Board members will not disclose the results of the interview to any person, as it is the responsibility of Human Resources to correspond with all candidates. Human Resources will retain all appropriate recruitment and selection documentation in accordance with the Human Resources Data Retention policy.

5.4 Interview Feedback

- 5.4.1 Interview feedback is considered an important part of the recruitment process, and will be constructive and helpful. Feedback will be factual and accurate and relate to the candidate's overall application and performance at interview. The interview notes will support the communication of the decision so that the applicant has sufficient clarity as to the decision made. Therefore, the Chair of the Selection Board (or another nominated selection board member) will provide feedback to unsuccessful candidates if requested.
- 5.4.2 Candidates who would like to receive interview feedback must submit an email to Human Resources within two weeks of the date of their interview.
- 5.4.3 In order to monitor the fairness of the recruitment and selection process, feedback is sought from successful and unsuccessful candidates in relation to their experiences of the various stages in the process. This is important to TU Dublin as it provides an opportunity to consider the process from a user perspective and provides a trigger for continuous improvement.

6. THE RIGHT OF APPEAL

- 6.1 The University provides for a candidate to appeal two key decisions within the recruitment and selection process 1) the Shortlisting decision and 2) the Selection Board decision. The Candidate Appeal Procedure is set out at Appendix 1.

⁵ See standard operating procedure *Video Conferencing for Interviews*

⁶ See standard operating procedures on *Advertising and Use of Panels*

7. APPOINTMENT

7.1.1 The University's President approves/notes all appointments as appropriate⁷. 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, approval of the President as appropriate.

7.1.2 No appointment will be made unless Human Resources 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 University. The University reserves the right to verify documentation with the relevant bodies/employers.

7.2 Work References

7.2.1 Work References may be required. The University reserves the right to contact referees directly.

7.3 Pre-Employment Medical

7.3.1 The University may require candidates to undertake a pre-employment medical with an Occupational Health Physician. Normally 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. TU Dublin will have regard to its obligations under the Disability policy to make reasonable accommodation for a candidate.

7.4 Garda Vetting

7.4.1 In accordance with TU Dublin's Protection of Children and Vulnerable Adults 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 University is satisfied that its Garda Vetting procedures have been completed.

7.5 Terms and Conditions of Employment / Contract of Employment

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

⁷ Where the President is the Chair of a Selection Board, the Chair of Governing Body will approve/note the appointment as appropriate.

7.5.2 All new academic staff appointed to TU Dublin at Assistant Lecturer and Lecturer level, who do not currently have a teaching qualification or equivalent will be facilitated to undertake the Postgraduate Certificate in Third Level Learning and Teaching offered by the University's Learning and Teaching Centre.

8. EMPLOYMENT OF NON-EEA NATIONALS

8.1 The University will comply with legislation regarding the employment of both prospective and existing staff who require a work permit.

9. DATA PROTECTION

9.1. 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 TU Dublin 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 University

9.2 Human Resources regularly review the data collection systems in place. This review will include:

- random sampling of selection panel data to ensure compliance
- review of information held on CoreHR Information System to ensure that applicant / candidate data is removed within the timeframes agreed for a campaign (and no longer than 12 months after the campaign is completed)
- that consent has been received from the applicant to hold the data for the agreed period
- review of statistical data within reports to ensure that reporting accurately reflects the data gathered.

10. MONITORING

10.1 To ensure good practice and compliance is embedded in the University's recruitment, selection and appointment processes, a range of internal and external monitoring activities will be carried out.

11. QUERIES

TU Dublin - Blanchardstown Campus

E-Mail: hr.blanchardstown@tudublin.ie

Contact: Human Resources Manager

Tel: 01 885 1018

TU Dublin – City Campus

E-Mail: hr.grangegorman@tudublin.ie

Contact: Resourcing Manager

Tel: 01 220 5140

TU Dublin – Tallaght Campus

E-Mail: hr.tallaght@tudublin.ie

Contact: Human Resources Manager

Tel: 01 404 2120

APPENDIX 1

CANDIDATE APPEAL PROCEDURE

Note: Any reference to titles or grades are holding positions only, until TU Dublin organisational design work is complete.

1. A candidate may appeal two key decisions within the recruitment and selection process
1) Shortlisting decision and 2) Selection Board decision on the grounds of an alleged process and/or procedural flaw.
2. If a candidate wishes to appeal either a shortlisting decision or a Selection Board decision, they must indicate their intention to do so by submitting an email to **the Resourcing Manager or HR Manager on each campus** (referred to as HR Management throughout this appeals process) within **2 working days** of the date upon which written notification to the unsuccessful candidate is issued.
3. The email notice of intent must be followed by the submission of the attached Appeal Form (see below) to HR Management. The completed Appeal Form must be submitted no later than **5 working days** of the date upon which written notification to the unsuccessful candidate is issued or up to **3 working days** after the submission of the email notice of intent.
4. The completed Appeal Form must clearly state the alleged process and/or procedural flaw.
5. The candidate is responsible for ensuring that the submission of the completed Appeal Form is within the prescribed time limit. If emailed, the date on the email will be considered the date of receipt. If delivered by hand, or posted, the date received stamp will be considered the date of receipt.
6. Within **2 working days** of its receipt, HR Management will evaluate the grounds of the appeal. If grounds for an appeal are not established, HR Management will notify the candidate in writing and no further action will be taken by the University.
8. If it appears that there may be grounds for an appeal relating to the shortlisting process, then HR Management will investigate the complaint further with the Chair of the Selection Board. If having reviewed the candidate's application, the Chair together with the other members of the Selection Board, may recommend a reversal of the original decision and determine that the candidate should be included in the shortlist. This must be done within **4 working days** of the date upon which the Appeal Form is received by HR Management. HR Management will notify the candidate and invite the candidate to interview and the recruitment process will continue.
9. Having reassessed the candidate's application, the Chair together with the other members of the Selection Board may decide that the original decision was valid. In these circumstances, HR Management will notify the candidate of the outcome of the review and the recruitment process will continue. There is no further right of appeal to a shortlisting decision.
10. If it appears that there may be grounds for an appeal relating to the interview process, the recruitment process will be paused until the appeal process concludes. The following arrangements will apply:

- i) HR Management will investigate the complaint further and will make a recommendation to the Director of Corporate Services;
 - ii) Where appropriate an appeal hearing will be arranged and will include the following information:
 - Appeal Form
 - Application Form and CV for both the candidate and proposed appointee (where appropriate)
 - Candidate Brief
 - Shortlisting Report
 - interview questions, including panel notes for both the candidate and proposed appointee (where appropriate)
 - Interview Evaluation Form for both the candidate and proposed appointee (where appropriate)
 - relevant policies, procedures, and guidelines that guided the Selection Board in their decision
 - any other relevant information
11. The Appeal Hearing should take place within **10 working days** of the initial review of the application.
 12. Regardless of the level of the post in question, the Appeals Panel will comprise HR Management, the Director of Corporate Services and the Director of Equality Diversity and Inclusion or their nominees as appropriate. The President will provide alternative nominations in circumstances where these individuals have been directly involved in the Shortlisting decision or Selection Board decision that is subject to an Appeal.
 13. The Appeals Panel will review copies of all documents provided as well as the relevant procedural guidelines to determine whether an error occurred in the implementation of the recruitment procedures.
 14. The candidate must be present at the Appeal Hearing and will be given the opportunity to explain their reason(s) for the appeal. An internal candidate may be accompanied at the hearing by a union representative or colleague from the University. If the appeal is made by an external candidate they may be accompanied by one person.
 15. The Appeals Panel may ask for the attendance of the Chair of the Selection Board, in order to seek clarity or further detail about decisions made during the recruitment process. If the Appeal Panel considers it necessary they may invite other University personnel to attend the meeting.
 16. The Appeal will be upheld if it is concluded by the Panel that there was both an error in the implementation of the recruitment procedures **and** that this error adversely affected the candidate's opportunity for appointment or promotion. The Appeals Panel will decide on the measures necessary to remedy an error in the process on a case-by-case basis.
 17. Within 3 working days of completing the hearing, the Appeals Panel will prepare a written report of the findings i.e. upheld or not upheld, including the reasons for the decision, and will provide it to the candidate and the Chair of the Selection Board.
 18. There is no further right of Appeal to the decision of the Appeals Panel.

CANDIDATE APPEAL FORM

- This form is to be completed in line with TU Dublin’s Recruitment, Selection and Appointment policy and specifically Appendix 1 Candidate Appeal Procedure.
- Please submit this completed application form to **the Head of Human Resources or to the most senior HR Manager on each campus as appropriate.**

1. Competition Details

Post Reference: _____

Post Title: _____

2. Candidate Details

Name: _____

Telephone: _____

Email: _____

3. Grounds for Appeal

Please complete the table below with specific details of the grounds for appeal.

Alleged process and/or procedural flaw(s)	Give Specific Details here:
1. 2. 3. etc	1. 2. 3. etc

Signed: _____

Date: _____

FOR HUMAN RESOURCES USE ONLY

Date received: _____

Signed: _____
(Head of Human Resources or most Senior HR Manager on each campus)