



## Brothers of Charity Services Galway

We support people to be valued citizens in their local community, to have ordinary life experiences and to be closely connected to family and friends. We are committed to supporting people to make choices about their lives and to the provision of quality services that meet people's needs.

*Brothers of Charity Services Galway Vision Statement*

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### RECRUITMENT AND SELECTION GUIDELINES FOR MANAGERS

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**Date of Approval:** 2008

**Reviewed:** 2015

Signed: *Anne Gearty* Date: January 2015  
Director of Services

**Review Date:** 2018

**Responsible for Review:** HR Department

**Linked to:** *Recruitment and Selection Policy*  
*Garda Vetting Policy*  
*Induction Policy*

## **1.0 Procedure**

Effective recruitment and selection procedures are vital in attracting and retaining high quality staff. It is the aim of the Brothers of Charity Services Ireland to ensure that recruitment to all positions within the organisation will mean that the best candidate for the job is selected. Commitment to this principle of appointment on merit reflects the Services' policy on Equal Opportunities.

### **1.1 Establishing a Vacancy**

The recruitment and selection process begins with a vacancy to be filled, either a new position or an existing vacant position. Short-term vacancies, e.g. maternity leave, sick leave, parental leave etc, may be filled internally from the locum/relief staff if necessary and the appropriate contract of employment issued. If more than one locum/relief staff is eligible an internal competition should be held. A competition must be held if the vacancy is long-term or permanent, e.g. career break, retirement etc.

### **1.2 Job Analysis**

Prior to proceeding with the recruitment of permanent and or temporary long term posts the line manager, in conjunction with members of the team and people who use the Services and their key worker, should complete a job analysis to decide how the vacancy should be filled or to propose an alternative. In conducting the job analysis the Manager should also review:

- The existing roster
- The need for the post to be filled
- Whether the job has changed or how it may change to meet future Service needs.
- The job description to accurately reflect what the person in the new job will do, personal outcome measures, etc.
- This must be completed on a Job Analysis form (Appendix 1).

### **1.3 Approval to fill a vacancy**

If the outcome of the job analysis is that the post is to be filled, a Vacancy Review Form (Appendix 2) must be completed and authorised by the Sector Manager/ Head of Department. The Job Analysis form must be attached to the Vacancy Review Form.

Permanent or temporary long term posts approved by the Sector/Services Manager/Head of Department must be sent to the Human Resources Department to be brought forward to the Vacancy Review Group.

A completed Vacancy Review Form, signed by the sector manager/head of department for short-term vacancies, e.g. maternity leave, sick leave, parental leave etc, must be completed and submitted to the Human Resources Department.

Following receipt of the signed vacancy review form the recruitment process will be initiated by the Human Resources Department who will seek an updated job description and person specification which clearly outlines the specific duties attached to the post.

## **2. Developing the Job Description & Person Specification**

### **2.1 Job Description**

The job description is a definition of the post that needs to be filled. It's main purpose is to give information on the key duties and responsibilities and to highlight any specific terms and conditions associated with the role.

The job description should be reasonably flexible while still containing enough information to allow candidates to consider the position for which they are applying. Care must be taken to ensure that duties or criteria are relevant, lawful, objective and necessary, and that they are not discriminatory. In so far as job descriptions are part of the Contract of Employment, they should not be so detailed as to become restrictive. Sample job descriptions are available from the Human Resources Department.

### **2.2 Person Specification**

When the job description has been finalised, the person specification outlining the education and training, experience, skills, knowledge and personal attributes that will be required of a suitable candidate will be developed. The more accurate the criteria: the more likely that the best candidate will be selected for the job.

The person specification contains the selection criteria against which applicants will be assessed at interview. The selection criteria are divided into two columns; the essential attributes required to carry out the job and the desirable attributes, which give added value.

Applicants must meet all "essential" criteria in order to be considered for the next stage of the recruitment and selection process. Essential criteria should not be set too high or in an overly restrictive fashion as it may mean that potentially good candidates are excluded.

Use the "desirable" column if, for example, it would be helpful but not vital for a candidate to have some experience in a particular area. These criteria are not listed as essential because it is expected that they can be acquired once in employment. All criteria should, therefore, be realistic, objectively verifiable, job-related, and relevant.

The job description and person specification should be complementary and care should be taken to ensure that the information on these documents is consistent. This responsibility lies with the appropriate manager and the Human Resources Department.

## **3. Advertising the Position**

The Human Resources Department will draft and review all advertisements to ensure that they conform to current policy, agreed service format and relevant legislation. HR is responsible for the placement of all recruitment advertisements.

All posts will be advertised internally on notice boards and on the Brothers of Charity Services website in each region. Posts may also be advertised externally (through the media or professional bodies), or by utilising a combination of any or all these media if deemed appropriate

The advertisement should include the following:

- "Brothers of Charity Services" logo

- Vision statement or part thereof;
- Information regarding open vacancies and the application procedure
- Closing date for receipt of applications;
- Contact details
- Panel may be formed...
- Brothers of Charity Services Galway is an equal opportunities employer

HR will include other information as necessary. The advertisement may take a more abbreviated form.

#### **4. Compiling the Short-list**

Once the closing date for receipt of applications has been reached the Human Resources Department will send out a Short-Listing Process Record Form and an Interview Details Form to the relevant hiring manager. Short listing should be carried out by the Manager in conjunction with another member of the Interview Panel and/or a HR representative.

The manager is charged with the personal responsibility of ensuring that candidates are selected on the basis of job-related requirements as set out in the job description and that decisions are clearly recorded.

Each candidate's application should be short-listed based on the essential criteria for the job. Those who do not meet the criteria must not be short-listed and the reason(s) recorded briefly on the "*Short-Listing Process Record Form*".

In situations where it is necessary to redefine short-listing criteria (e.g. where large numbers of candidates have applied for a post), this decision and the revised criteria must be recorded on the Record Form and the person specification. The revised criteria must then be applied consistently. If any obvious omissions from the job description/person specification come to light at the short-listing, e.g. a driving requirement, please inform HR immediately.

All documents must be returned to HR following short-listing. Non short-listed candidates will be advised in writing by HR of this decision. Those candidates who most clearly meet the requirements for the job will be brought forward for interview.

The relevant manager will normally be the Chairperson of the Interview Panel.

#### **5. Preparation for the interviews**

The hiring manager will organise the Interview Panel members, book the interview dates and location and record this information on the Interview Details Form. The Human Resources Department will then organise the interview schedule with all short-listed candidates.

The Interview Pack containing all relevant documentation, e.g. Application Forms, Marking Sheets, Interview Schedule, etc will be sent to the Panel prior to interviews. Strict confidentiality must be maintained in all areas pertaining to the interviews.

Prior to the interviews, the Interview Panel Chairperson should:

- Ensure all documentation is in order
- Co-ordinate pre-interview meeting - this time is usually allocated prior to the first interview

- Organise the interview format – decide the order in which the questions will be asked, how much time will be allocated
- Co-ordinate core areas of questioning - core questions should be relevant, non-discriminatory and based on selection criteria as specified in the job description. Questions must focus on the skills, experience and knowledge required for the job. Each member of the Interview Panel should have specific areas of questioning to focus on. These core areas will form the basis of the marking scheme.
- Co-ordinate the marking scheme – mark in 5s, out of 100, weighting for certain areas. Time should be allocated for this at the end of each interview.

## **6. Conducting the Interview**

At the beginning of the interview, the Chairperson should:

- Welcome each candidate and put the candidate at ease
- Explain the purpose of the interview and its place in the overall selection process, i.e. Garda Clearance procedure, References, Medical etc.
- Obtain from the candidate the hard copy completed Garda Vetting Form, Photo ID, which should be signed at the back, copy of full driving license and copies of any relevant qualifications/registrations documentation
- Explain any special requirements of the job, e.g. sleep-in commitment, weekend duty, providing locum cover where necessary etc.
- Outline the structure and duration of the interview and advise the candidate that they will be given an opportunity to ask questions at the end
- Advise the candidate that the panel will be taking notes

During the interview, the Chairperson should:

- Ensure that any gaps in employment history are accounted for and noted
- Check that referees are previous or current employers and they correspond to the candidate's employment history. Verify all names, addresses and reporting relationships given. Please check for postal codes, etc. If possible, an email address should also be obtained. Reference details are often very hard to read so please ensure that the writing is legible.
- Check that the Garda Vetting form is fully completed and signed by each candidate. All addresses from birth to present date must be given and should reflect the candidates' educational and work experience to date, e.g. if a candidate attended college in Dublin, a Dublin address should be given.
- Manage timing and ensure that time is left for marking at the end of each interview

During the interview, all Interview Panel members should:

- Use questioning techniques that allow you to gather evidence on past performance and behaviours (see below).
- Keep a logical pattern to the interview process, allow the candidate to answer the questions asked and summarise to confirm understanding of their answers.
- Be familiar with the paperwork (e.g. job description, person specification, application form etc.)
- Know what you are looking for – the essential criteria necessary to fill the post
- Be familiar with the interview format and “core questions”
- Plan your approach and watch timing

- Ensure that candidates are questioned concerning gaps in their employment history
- Take notes as a memory aid
- Be purposeful and friendly
- Be as clear and concise as possible
- Listen to the candidate and to your fellow panel members
- Let the candidate do the talking while guiding the interview into relevant and constructive channels
- Ask probing questions where required and cover loose ends
- Make an unbiased, impartial and objective assessment of each candidate

Interview Panel members should not:

- Reveal any confidential information
- Grill or pressurise the candidate
- Reveal your own views and opinions
- Make assumptions
- Use jargon
- Ask questions relating to race, religion, sex, marital status or political opinion
- Let the candidate run the interview
- Ask leading questions
- Ask long involved questions which require multiple answers
- Ask personal, patronising or discourteous questions
- Waste time
- Be fobbed off by superficial answers
- Allow emotion to cloud your judgement

Question Topics:

- Education/Training – formal and informal
- Present job of candidate
- Previous work experience – focus on duties and responsibilities, relevant experience. Get practical examples from the candidate.
- Experience and knowledge – focus must be on criteria specified in the person specification as essential. Get specific examples from the candidate.
- Any unexplained gaps in employment/education history.
- Whether, and how, the candidate has progressed
- Career path / future plans, ambitions
- Job to be filled
- Outside interests – may be useful in relation to fulfilling Personal Outcomes

Types of Questions:

<p>Open Questions</p> <ul style="list-style-type: none"> <li>• Should be used frequently</li> <li>• Encourage expanded answers</li> </ul> <p>Examples: Tell me about your role ...</p>	<p>Closed Questions</p> <ul style="list-style-type: none"> <li>• Limit discussion</li> <li>• Encourage Yes/No answers</li> <li>• Are useful when seeking a specific piece of information</li> </ul> <p>Examples:</p>
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<p>How did you achieve that ...  Can you tell me about a time ...  What did you enjoy about ...  How did you handle that ...</p>	<p>Were you solely responsible for ...  Do you know how to use ...  Have you completed Manual Handling Training? When?</p>
<p><b>Leading Questions</b></p> <ul style="list-style-type: none"> <li>• Should be avoided as they indicate the desired answer</li> </ul> <p>Examples:  Wouldn't it be better if ...  You don't have any problem with ... do you?</p>	<p><b>Probing Questions</b></p> <ul style="list-style-type: none"> <li>• Used to seek further information</li> <li>• Follow up on vague answers</li> </ul> <p>Examples:  What exactly was your role ...  How much responsibility did you actually have ...  How many times in the last month have you had to do that ...  You mentioned your communication skills, in what situations have you had to put them into effect ...</p>

### **Equality**

The Services are committed to the principles of equality and diversity and are an equal opportunities employer. All members of staff involved in recruitment and selection must be aware of the requirements of equality legislation and its implications.

The Employment Equality Acts 1998 and 2004 promote equality and prohibit discrimination (with some exemptions) across nine grounds, which are gender, age, race, religion, sexual orientation, marital status, family status, disability and membership of the travelling community. Discrimination under these Acts is defined as the treatment of a person in a less favourable way than another person is, has been or would be treated in a comparable situation on any of the nine grounds.

If an applicant can show that he/she was asked a discriminatory question, a claim of discrimination to the Equality Tribunal will succeed regardless of whether or not the applicant would have ever been considered for the position. If a question relating to personal circumstances cannot be asked of all candidates, then **DO NOT ASK IT**.

Examples of discriminatory questions include:

Would you be willing to work for a person who is younger than you are?

You have a foreign sounding surname. Are you an Irish citizen?

This job involves some physical activity. How would your disability limit you?

Investigations taken to the Employment Equality Tribunal in the past have considered the absence of interview notes and proper assessment criteria to support allegations of discriminatory practices.

### **Freedom of Information**

The Brothers of Charity Services is covered by the terms of the Freedom of Information Act 1997 (FOI). The Act confers on individuals a legal right of access to their own personal information held by the Services and to their own employment

records. It also confers on individuals a legal right to have made known to them, in writing, the reasons for decisions made by the Services that have affected them.

The Chairperson of every Interview Panel is required to document the reasons for the decision made by the Interview Panel in respect of each candidate, both at short-listing and at final selection stage. Notes taken at interviews must reflect the topics covered and the candidates' responses; should be clear, concise and accurate, and verify the scores given. This information can be released to candidates on request.

## **7. Assessment of Candidates**

### **The Marking Sheet**

This is used as a framework when scoring candidates. Marks must be linked with the person specification and based on the candidate's performance at interview.

- Each candidate should be scored immediately after his/her interview.
- Interview Panel members should initially assess each candidate independently.
- Marks should be out of 100 under each heading on the Marking Sheet
- Marks should be allocated in 5s, e.g. 45, 60, 70, not 46, 73 etc.
- A cut-off point should be decided, e.g. any candidate scoring less than 40 marks in each selection criteria is disqualified.
- Marking will normally be provisional in the first instance. Marking of the first candidates interviewed, in particular, may require re-consideration after all candidates have been interviewed.

### **Ranking Candidates**

After the final interview, the Chairperson should seek initial marks from each Interview Panel member without discussion. Interview Panel members should then discuss their marks. It is not uncommon for panel members to disagree about their first preference and they have a responsibility to ensure that candidates are selected on merit. It is therefore necessary that Interview Panel members express their view and discuss differences and reasons.

The Chairperson must ensure that Interview Panel members confine the discussion to relevant information. The discussions should not include rumour, general opinion, "the grapevine says", or unsubstantiated gossip.

Consensus must be reached on each candidate. Marks should not be averaged in an effort in an attempt to speed up the process. The Chairperson has a dual role in the discussion process and must not only express his or her own view as a member of the Interview Panel, but must ensure that each panel members view is taken into account, and that the Panel has fully discharged its legal and moral responsibility with regard to Equality of Opportunity. The Chairperson does not have a casting vote.

Having ranked the candidates in order of merit the Panel must decide whether the top candidate or candidates reaches an absolute level of "quality" required to work in the Services, i.e. whether they are suitable or unsuitable for appointment. To simply reach the cut-off point or have the highest marks is not enough. The best candidate on the day may still not be suitable to carry out the job.

In essence there are 3 possible outcomes:

1. APPOINT (suitable for appointment)
2. RESERVE (suitable for appointment/suitable for panel)
3. UNSUCCESSFUL (unsuitable – candidates do not reach the cut-off point)

Nominating a candidate in reserve or as a panel member should not be considered as a form of consolation prize. To decide to hold a candidate in reserve is to decide that they should be offered the job if the successful candidate fails to take up the appointment. Given the number of occasions when this actually happens the decision to select a reserve is as important as the decision to appoint. In addition, reserve candidates may occasionally be placed on a panel and offered other vacancies that arise within a six-month period where the duties are similar, and the educational and experience criteria are identical. This intention to form a panel must be stated.

#### The Recommendation Sheet

The Recommendation Sheet naming the candidate(s) recommended for appointment should be signed by all members of the Interview Panel as a record of the decision. Reserve candidates may be named by the Interview Panel if they are satisfied that the candidate is appointable if the recommended candidate declines to accept the position.

One outcome or decision must be taken and recorded for each candidate.

The Recommendation Sheet together with all documents from each Panel member relating to the interviews must be returned in a sealed envelope to the Human Resources Department. Interview records will be held in the Human Resources Department for a minimum period of 1 year.

All information pertaining to the interviews is strictly confidential. Any information relating to the recruitment process or the Interviewing Panel's considerations or recommendations must not be communicated to candidates or any third party.

### **8. Advising Unsuccessful Candidates**

The Human Resources Department will advise unsuccessful candidates within one week of receipt of the Interview Panel's report. All enquiries concerning both short-listed and non short-listed candidates should be referred to the Human Resources Department. Under no circumstances should the Interview Panel discuss information concerning the appointment of a candidate with any third party. Feedback will be given to unsuccessful candidates upon request from the candidate.

### **9. Reserve Candidature and Eligibility**

Where the Interview Panel recommends a reserve candidate, that person will be appointed to the post, should the recommended candidate decline acceptance of the post. The top three candidates will be advised within one week of their interview that they have been short-listed for final selection.

### **10. References**

It is the policy of the Services that all candidates provide the contact details of three relevant referees for whom they have worked, or if they have not worked, the Principal of their school or college. It is essential that these details include the name of a person of authority in the candidate's present employment who is familiar with and responsible for the quality of their work. It is the responsibility of the Interview Panel Chairperson to check these details at interview stage. The Human Resources Department is responsible for applying for written references for the candidate recommended for appointment.

The purpose of references is to obtain factual information, in confidence, from a third party, on a candidate's employment history, qualifications, experience and/or an

assessment of the candidate's suitability for the post in question.

References are used to confirm key facts, such as:

Duration of employment

Job title

Brief details of responsibilities

Factual information regarding job performance

Reason for leaving

A statement as to whether or not the employee would be rehired

Time-keeping, attendance and general performance.

### **11. Garda Vetting**

It is the policy of the Services that all candidates must undergo Garda Vetting before being appointed to a post. This procedure is administered by HR through the Garda Central Vetting Unit, and normally takes a minimum of 2-4 weeks to process. The process can take longer for candidates with addresses in Northern Ireland. Successful candidates who have lived outside of Ireland and who are being processed for appointment will be asked by HR to obtain relevant police clearance.

### **12. Pre-Employment Medical**

The candidate who is recommended for a permanent/long term temporary appointment will be required to undergo a pre-employment Medical Examination. The purpose of a pre-employment medical is to obtain information about the applicant's ability to carry out the duties and responsibilities of the position applied for. The fee for this medical examination is payable by the candidate recommended for appointment. On receipt of a satisfactory medical report the position will be offered to the candidate. Information received will remain strictly confidential. Candidates for temporary positions will be required to complete a confidential medical document and return this to Occupational Health Services/Human Resources Department.

### **13. Offering Appointment**

Interview Panel members are not to commit the Brothers of Charity Services to an appointment or to a specified salary. Candidates may be told only that salary will be within the advertised range, although notation should be made on the "Interview Recommendation Sheet" of any comment an applicant wishes to make in regard to salary.

Panel members or other managers should not contact the successful applicant regarding appointment until authorised to do so by the Human Resources Department. The Human Resources Department will furnish the successful candidate with an e-mail of offer (which constitutes part of the Contract of Employment). The Human Resources Department will liaise with both the candidate and the manager in order to organise a suitable date to commence employment.

### **14. Contract of Employment**

The successful candidate will be sent their Contract of Employment by HR. The Contract of Employment will contain all relevant terms and conditions of employment, including details regarding remuneration, pension, probation periods, sick leave entitlements, disciplinary and grievance procedures, job description, etc.

The Contract and all other required documentation, i.e. receipt for Policy on Reporting Abuse, Paypath Form, Pension documents and evidence of previous service, must be returned to HR before a candidate commences employment.

## **15. Induction**

On the new employee's first day the manager should:

- Introduce the new recruit to his/her immediate work colleagues and the relevant line manager.
- Conduct a tour of the service, introduce the new employee to service users and staff and point out the facilities.
- Ensure the new employee feels as comfortable as possible in the new situation.
- Check that the new employee has signed and returned all relevant documentation to HR, i.e. Contract of Employment, Abuse Guidelines, Pay Path form, P45, Pensions Declaration Form, etc.
- Go through policies and procedures including Abuse Guidelines, Children First, Dignity at Work etc, and impart accurate and useful information about the Services, its ethos and vision statement.
- Discuss the work practices and standards that are expected.
- Explain Fire Procedures and Health & Safety Procedures.

The Local Induction Checklist should be followed. Completed and signed Checklists must be returned to the Human Resources Department to be placed on the employee's file once the employee has completed six months of employment.

An organisation-wide central induction training course for all new employees is held regularly throughout the year. It is essential that managers ensure that new employees are released from duty in order to attend the Central Induction which is mandatory for all employees.

## **16. Probation**

The first few months in a new organisation are very important for all new staff. Every effort should be made to help that individual learn essential tasks and adapt to a new environment. For this reason a probationary period exists for new staff. The probationary period applies to all new staff joining the Services. It ensures that there is ample opportunity for:

- The Services to assess the performance of the member of staff in the job;
- The member of staff to fully understand his/her role and responsibilities, as well as the expectations of them in the job.

A "Probationary Review Form" should be completed by the manager at regular intervals as confirmed by HR. The Human Resources Department will send a reminder to the relevant manager. The manager must meet with the member at regular intervals to discuss the requirements of the role and to evaluate the member of staff's overall competence in the job. Specific objectives and areas of improvement must be discussed and agreed during the probationary period. Further training may be required for the staff member. A copy of the agreed objectives must be returned to the Human Resources Department together with the "Probationary Review Form". Further reviews should take place if necessary.

The Services may terminate the employment during, or at the end of, the probationary period, providing any difficulties have been documented and goals have been set for

improvement but not reached. A decision to terminate must be made in conjunction with the Human Resources Department and the Sector /Services Manager.

If it is necessary to extend the Probationary Period, this may be done for a limited period with specific objectives for the end of that period. The Human Resources Department should be consulted in advance in this instance.

### **17. Retention**

Once recruited, every effort should be made to develop and retain staff. Relevant, recognised training courses should be offered to staff as appropriate, thereby improving internal career opportunities. Applications for leave to support work-life balance should be facilitated where possible. The Services should strive to create an attractive, interesting and safe working environment for all staff.

### **18. “On-Spec” Applications**

All “on-spec” application forms or CV’s (i.e. those that are not attached to a particular post/advertisement) must be sent to the Human Resources Department when received. The Human Resources Department will write to all candidates to acknowledge their application and inform them of any vacancies that may be available.