



wwetb

Bord Oideachais agus Oiliúna
Phort Láirge agus Loch Garman
Waterford and Wexford
Education and Training Board

Recruitment and Selection Policy

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This policy may be updated at any time (without notice) to ensure changes to the WWETB's business practices are properly reflected in this policy. Please ensure that you check the WWETB's intranet for the most up to date version of this policy.

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Title**WWETB Recruitment and Selection Policy**

At Waterford and Wexford Education and Training Board (herein referred to as WWETB) we consider our staff to be one of our best assets. Therefore, WWETB is committed to the recruitment of staff of the highest calibre, those who will provide the best quality teaching, learning opportunities and support services for all its learners.

Purpose

The purpose of this policy is to ensure that:

- WWETB is committed to ensuring that the highest quality candidates are recruited for all vacancies, in an efficient, fair and consistent manner, free from any discrimination based on sex, marital or family status, age, disability, sexual orientation, race, religion, or membership of the travelling community.
- The policy aims to ensure consistency of treatment between applicants, adherence to best practice recruitment and selection processes as well as compliance with all relevant legislation.

Scope

This policy applies to the recruitment of all posts.

Recruitment Principles

In line with the Code of Practice for Appointments to positions in the Civil Service and Public Service WWETB Recruitment will be carried out with the following principles:

- Probity
- Merit
- Best practice
- Consistency
- Transparency
- Appointments promoting equality, diversity and inclusion.

Probity

WWETB seeks to ensure acceptable standards of probity in all appointment processes. The principles are underpinned by the core values that define probity such as integrity, impartiality, fairness, reliability and ethical conduct. Interview Panels must be committed to these values and must ensure that all aspects of the appointment process are managed ethically.

Appointment made on merit

WWETB seeks to ensure the appointment of the best person to any given post. This is to be achieved through a transparent, competitive recruitment process. The criteria for judging suitability of candidates must be related directly to the qualifications, personal attributes and skills required to fulfil the duties and responsibilities of the post. This is a fundamentally fair and just approach to assessing applicants. It results in the selection of individuals whose competencies, abilities, experience and qualities best match the needs of the organisation. It is essential to ensure that the selection process does not provide unjustifiable advantage or disadvantage to any particular candidate or group of candidates. The selection process by which appointments are made should embrace genuine equality, diversity and inclusivity of opportunity.

Best Practice

The appointment process should be efficient, cost-effective and in line with best practice. Best practice extends to all aspects of the selection process. This includes defining job descriptions and person specifications, advertising the vacancy and selecting appropriate assessment mechanisms. WWETB will ensure that all recruitment and selection processes are universally designed and that candidates are aware that they can request reasonable accommodations if needed.

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Consistency

WWETB wholly opposes any form of direct or indirect discrimination, whether active or passive. The selection process adopted and the way in which it is applied must be undertaken with full commitment to equality, diversity and inclusivity of opportunity. Interview Panels have an obligation to treat candidates fairly, to a consistent standard and in a consistent manner.

Transparency

Transparency in the appointment process and the openness with which candidates are dealt by panel members will enhance candidate confidence. Open and active communication on the process and the basis for assessment is essential. WWETB also expects universally designed communications that are accessible to everyone.

Appointments promoting equality, diversity and inclusion

Equality and inclusion will be promoted at each stage of the selection process. Candidates will be treated equally and fairly, with individual differences valued and respected throughout. WWETB expects that equality, diversity and inclusion form part of all decisions and processes related to a competition.

Policy

Selection of staff is, for the most part, by means of competency-based interviews. Additional methods of selection may be included when deemed necessary.

The role of the Human Resources Recruitment Department is to ensure that WWETB's Mission, Vision and Values are supported in the recruitment and selection process. With the growth in legislative provisions in the regulation of employment, new approaches to recruitment and selection are required to reinforce the principles listed above.

It is accepted that effective recruitment and selection procedures are key pre-requisites to the development of an effective workforce.

Roles and Responsibilities

All recruitment competitions will generally follow a 12-step process. To ensure an efficient process exists, the ownership of each element of the process is assigned to a particular party (see Appendix 1). Senior positions may have additional elements but in all cases the recruitment principles must be applied.

Throughout the process, the Line Manager¹ and HR will work together to ensure that the process is followed, resulting in the successful appointment of the most meritorious candidate.

Recruitment Procedures

Vacancy – Job Analysis

The need for recruitment and selection may arise in a number of ways. It may come about as a result of promotion, retirement, resignation, approved leave or the creation of a new post. A vacancy, when it occurs, should be seen as an opportunity to enhance the composition of a service or Department in so far as this is possible within the confines of the individual positions.

In the case of a newly created post, consideration should be given to the future focus on how the job will evolve in line with WWETB's strategic objectives and service plan. Line Managers involved in preparing job descriptions should be cognisant of the qualifications, experience and attributes required for the job. It is important to note that the job description for recruitment and selection purposes is a tool to facilitate the evaluation of potential applicants and so should be drafted accordingly.

¹ Line Manager refers to the Chief Executive / Director / Principal / Manager / Co-ordinator as appropriate.

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Sanction to Fill Posts

Approval is required to fill a post, whether a new or replacement post, prior to commencing recruitment. The HR Department will follow up on any required sanction in this regard, from the Department of Education or the Department of Further and Higher Education, Research, Innovation and Science (DFHERIS). In some cases a business case will be required.

The filling of all posts, whether new posts or replacement posts, must be approved by the relevant Director or Chief Executive prior to the recruitment campaign commencing.

Posts should not be advertised until appropriate sanction has been sought. In very exceptional circumstances posts can be advertised 'subject to sanction' but such requests require the express approval of the Chief Executive.

Sequencing of posts where applicable will be applied prior to advertising vacancies.

Allocation

Teacher/SNA/relevant Further Education posts allocations are approved annually by the Department of Education in accordance with established. Principals/Line Managers must ensure they have sufficient allocation before commencing a recruitment campaign for these positions.

Replacement Posts

When a vacancy occurs for an existing post, the Line Manager must review the requirements of the post in light of the needs and prospective developments within the area. S/he must also review how the post fits with the overall objectives and service needs of WWETB. When it is ascertained what arrangements are required regarding the replacement, the Line Manager must:

- complete a 'Request to Fill' form
- review and validate the 'Job Description' to be used

Job Description

The job description sets out the selection criteria for a recruitment competition, informs potential applicants of the requirements of the post and is a mechanism to promote WWETB and yield a high level of interest from applicants.

A job description is required for every role prior to recruitment commencing. The Job Description should be written in clear and neutral language and free from taint of discrimination.

HR will provide a template job description to the hiring manager. The hiring manager will be required to review and update the purpose and the primary duties of the role. HR will update the person specification. The competencies (where applicable) will be specified in the job description.

Prior to advertising, all Job Descriptions are reviewed by HR to ensure the recommended grade is commensurate with the level of skill and responsibility required for the complexity of the tasks of the role. Furthermore, the HR recruitment team will ensure Job Descriptions will be drafted in consultation with any relevant recruitment related circulars as issued by the Department of Education. Job Descriptions may be updated periodically to reflect changes in recruitment related circulars.

Interview Panel

Recommendations for appointment are decided by Interview Panels. The membership of the Interview Panel will be identified by the HR Recruitment team and will be subject to prior approval by the Chief Executive or their nominee.

To ensure consistency of process, the following applies:

- The Interview Panel consists of individuals nominated by WWETB to assess the skills, abilities and knowledge of applicants and to make recommendations based on their assessment.

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- Appropriate gender representation must be reflected as far as possible on the Interview Panel.
- Requests for additional members or alternative members on the Interview Panel are subject to advance approval by the HR Manager.
- Training for Interview Panel members is mandatory to ensure members are familiar with selection techniques, equality legislation and WWETB policy. External participants will be provided with appropriate guidelines.
- All information must be treated with complete confidentiality by Interview Panel members. No discussion or debate on candidates should take place outside the selection process.
- No person is permitted to continue as a member of an Interview Panel if a candidate has a close personal relationship with that person giving rise to a conflict of interest or creating bias in the selection process.

Advertising

All posts must be advertised to ensure transparency and for equal opportunity.

- The advertising of roles is solely the responsibility of the HR recruitment team. Line Managers/team members may share advertisements through their network but should not create additional advertisements.
- Line Managers can suggest additional platforms for roles to be advertised on to ensure the advertisement reaches the intended audience.
- Generally, posts are advertised internally and externally simultaneously. Exceptions exist where posts at certain grades are advertised internally first and then externally if not filled.
- Posts are advertised on the WWETB website for a minimum of two working weeks, except in exceptional circumstances where shorter advertising periods may be required. Such requests will require the approval of the HR Manager.
- Each advertised position will be assigned a specific title or number that is an identification code which should be quoted in all references to the competition.
- A closing date and time for receipt of completed on-line applications will be stated on the advertisement and will be strictly adhered to.
- Late applications, those received after the closing date, will not be included in the selection procedures.
- Applications for posts will be accepted in electronic form using the application form specified for the post.
- Appropriate posts are advertised on www.educationposts.ie, www.publicjobs.ie and on the WWETB website www.wwetb.ie.
- Internal posts/confined competitions will be advertised on the StaffHub, or within the school or centre, as appropriate.
- In certain specialist roles where a third party, such as a specialist recruitment consultancy, is responsible for candidate sourcing, the standard recruitment procedures apply in every step thereafter. Such specialist consultants are only engaged in exceptional circumstances and advance approval to engage third party consultants must be obtained from the HR Manager.
- Attempts to canvass or otherwise interfere with, or compromise the process in any way, may lead to disqualification.

Shortlisting

Shortlisting is the process of assessing applications against criteria for the vacancy to identify those applicants who best satisfy those criteria for further assessment. Shortlisting may be conducted prior to interview based on information supplied on application forms.

To ensure fair and transparent decisions, the following applies:

- Shortlisting criteria are outlined in the Job Description.
- Shortlisting is conducted by the Interview panel (or members thereof) in agreement with the HR Recruiter. The interview panel are invited to review the applications against the criteria and score each applicant.
- A complete and accurate record of the shortlisting decisions is required by HR from the interview Panel.
- Shortlisted candidates will be invited to interview by HR, non-shortlisted candidates will be informed by HR.

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Establishing Shortlisting Criteria

The criteria for shortlisting must be decided at the beginning of the process before any of the applications are viewed. This is to ensure that the shortlisting is conducted in a manner that is objective, consistent, transparent and free from bias or taint.

The criteria used for shortlisting are derived, in the main, from the Job Description and it will be those criteria on which candidates can be evaluated from their applications.

Where a large number of applicants have applied for a post, the essential criteria may be supplemented by reference to desirable criteria and this will be determined by the Interview Panel (or members thereof). It is vital that the desirable criteria are agreed before the applications are reviewed. They should usually be criteria identified as desirable in the advertising of the post.

Reviewing Applications

The Interview Panel (or members thereof) will proceed to shortlist the applicants i.e., select a number of applicants who will be called for interview, based on the pre-determined shortlisting criteria.

It is essential that members of Interview Panels are able to justify the initial shortlisting of candidates in order to avoid the recruitment and selection process being challenged. In examining applications, it should be borne in mind that an applicant with a known disability has considered the job requirements and feels able to perform them, with the assistance of special treatment or facilities. Assumptions should not be made about the possible future impact of a disability unless there may be potential health and safety risks.

If there are applicants that are deemed to have satisfied the shortlisting criteria, but are not called for interview, there must be a clear rationale as to where the cut off is (i.e. a clear distinction between those called for interview and those not called)

Reasons for Not Shortlisting

The following are acceptable reasons for not shortlisting a candidate:

- failure to match the shortlisting criteria
- application withdrawn by candidate
- incomplete applications where it is not clear if the applicant meets the minimum criteria for shortlisting without assumptions being made.
- Application made after the closing date of the competition.

All candidates who are successful at shortlisting are called for interview while those candidates not successful at shortlisting are notified as soon as possible that their application was not successful.

Requests for feedback

Following the shortlisting process, and within four weeks of notification that the applicant has not been called to interview, applicants can contact the HR recruitment team to seek feedback as to why they were not shortlisted. Upon request, and within two weeks, the HR recruitment team will provide the applicant with the following:

- Shortlisting criteria (as per job description)

Data Retention

Candidates' personal data (Application Forms) should be retained for a period of 18 months following completion of a recruitment competition but will not be retained any longer than is necessary or for a purpose other than the purposes for which it was obtained. WWETB will implement such procedures as are necessary in order to avoid the unauthorised disclosure of personal information, the destruction of data or other improper use or processing of personal information.

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Interviews

Purpose of the Interview

A job interview is essentially a conversation with a purpose. The interviewer is trying to establish if the applicant is suitable for employment in the post for which he/she has applied, while the interviewee is assessing their prospective employer to establish if he or she wants to work for that employer.

The objectives of the interview are to:

- select the best candidate for the position where that candidate is deemed appointable.
- provide additional information about the job to the candidates as required.
- conduct the interview in a fair, equitable and professional manner.

Where fluent Irish is an essential requirement for the vacancy e.g., Gaeltacht schools, it is compulsory that the interview is conducted through Irish.

Interview preparation

The selection criteria / competencies are already identified in the Job Description. The criteria/competencies are grouped and distributed amongst the panel members who will structure their interview questions around the areas allocated to them.

Each member of the Interview Panel should prepare 2-3 questions per competency in advance of the interview.

There are a variety of ways to phrase questions but for the purposes of recruitment interviewing it is best if the questions asked are of the following type:

- open questions: questions which require full responses and do not lend themselves to simple or short answers, questions that draw the candidate out to talk about their achievement, their successes, what they learned from particular situations.
- probing questions: how they reacted to particular situations, what they might do if confronted by a particular set of circumstances.
- asking for specific examples: how they reacted to situations in the past, to highlight any particular successes in their current or previous roles.
- situational questions: how they would respond to specific difficulties.
- follow on questions to clarify answers or ambiguities.

The Interview Panel will be provided with the following information for the interviews:

- copy of the application form for each candidate being interviewed
- timetable for interviews
- Interview Panel Report
- Marking Sheet
- Notetaking sheets
- Conflict of Interest forms

Arranging Interviews

Interview dates should be agreed at the earliest opportunity to ensure candidates will be available for the selection process. Candidates must be provided with a minimum of 1 weeks' notice of their scheduled interview.

Where a candidate is unable to attend for face-to-face interview on the stipulated date, they may, at the discretion of the Hiring Manager be offered a remote interview via MS Teams/Zoom for the same date and time.

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The Role of the Chairperson

The role of the Chairperson is to oversee and co-ordinate the Interview Panel in order to find the right person for a particular job.

Their function may be broken into four sections:

- preparation
- interview
- assessing and marking
- deal with disagreement/matters of protocol between other Interview Panel members.

In terms of preparation, the Chairperson should:

- discuss and agree with the panel the format and structure of the interview
- decide on the role of each individual panel member and the areas of questioning allocated to each member
- check that all the documentation necessary is available to each member of the panel
- ensure that the job description available is discussed by the Interview Panel prior to the interview, with a view to obtaining and ensuring a clear understanding of what personal attributes are required for the job
- duration of overall interview
- assessing the interview - marking etc.

During the interview, the Chairperson should ensure that the interview room is quiet and free from interruption. S/he has a role in ensuring that the interviews are conducted with fairness and equity.

When the candidate enters the room, the Chairperson should introduce the panel, confirm that the interviewee and the invited candidate are the same person. S/he should explain the format of the interview and make clear how and when the decision of the panel will be communicated to the candidate.

The Chairperson should set the tone by endeavouring to put the candidate at ease. Among the ways in which this can be done is by asking candidates to talk through their application with particular reference to those aspects of the application that are most relevant to the post.

The Chairperson should note in particular:

- any unexplained gaps between leaving school/college and first job or between jobs
- progress of candidate in organisation
- duties and responsibilities in previous jobs
- reason for leaving employment (where applicable)

The Chairperson will ensure that each candidate is asked the same basic questions.

S/he should also ensure candidates are given an opportunity at the end of the interview to ask questions or to make the panel aware of any other relevant information that s/he has not had the opportunity to discuss in the interview.

The Chairperson should also refer to any gaps left by the individual interviewers at the end of the interview.

Once all candidates have been interviewed, the Chairperson is responsible for ensuring a consensus is reached on who should be appointed.

Assessment and Marking

The Chairperson should not take the lead in suggesting marks but should ensure that each panel member contributes to the marking of the candidate.

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The Chairperson must ensure:

- that each candidate is assessed and marked fairly by the panel
- that the candidate receiving the highest mark is recommended for the job
- if a panel is required, that each candidate is placed on the panel in order of merit
- that all recommendations and selections are signed by each individual member of the board.

At the end of the selection process, each board member will have scores that s/he has allocated to criteria or questions in relation to each candidate interviewed. The scores should be totalled and this will identify the candidate with the highest scoring. These scores will be recorded by the Chairperson on the marking sheet and the sheet will be signed by the members of the interview panel. This marking sheet will be filed on the competition file. The Chairperson will also complete the recommendation form and have it signed by the Interview Panel. The post should be offered to the top scoring candidate with an acceptable level of suitability.

Selection Procedure

Candidates are assessed against competency / criteria contained in the job specification provided for the vacancy and ranked in order of suitability for appointment.

- The Interview Panel has discretion, under the direction of Human Resources, to use any selection tools or techniques that are valid and fair to all candidates.
- Identifying criteria for assessment must be determined in advance of interview, or any other element of the selection process. Any weightings must be determined in advance.
- The Interview Panel may request a candidate, after formal presentation and interview, to attend for a subsequent interview.
- The Chair is responsible for ensuring that the Interview Panel adequately records its evaluation of each candidate against the selection criteria.
- A Marking Sheet noting the scores of all candidates shall be signed by each member of the Interview Panel. The marking sheet will form part of the competition file.
- A Selection Board report noting all those deemed appointable and in rank order shall be signed by each member of the Interview Panel. This report will form part of the competition file.
- The Chairperson of the Interview Panel will ensure that all necessary paperwork is returned to HR to complete the recruitment process.

Post-Interview

On receipt of the Selection Board report, HR will proceed with communication to successful and unsuccessful candidates, and carry out all pre-employment checks and communication with successful candidate(s).

Members of the Interview Panel are bound by the confidentiality requirements of the recruitment process until all candidates are notified of the outcome of the competition by HR.

Candidate(s) who are considered suitable for appointment will be advised that the recruitment process is continuing but that any offer of employment is subject to:

- the candidate satisfactorily undergoing a pre-employment medical.
- the candidate satisfactorily completing Garda Vetting
- the candidate providing evidence of their qualifications and teaching council registration, if applicable
- satisfactory reference check.
- In the case of the appointment of non-nationals, Permission to Work in Ireland

Candidates will not be considered for suitable vacancies arising in the organisation until the above conditions are met.

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Panels

For some competitions, a panel of successful candidates may be formed following interview stage. The placement on a panel does not necessarily lead to a job offer. Panels, where established, may be used to fill posts that arise during the life of the panel based on order of merit. The selection process will not be concluded until such time as satisfactory references have been obtained and appropriate checks completed i.e. Garda vetting, occupational health assessment, verification of education or mandatory qualifications or relevant experience.

Offers of Employment

All offers of employment (including transfers and promotion of internal candidates and appointment of external candidates) represent a contract of employment between the employer (WWETB) and the employee.

Authorisation to issue an offer of employment is reserved to the Chief Executive. All written offers of employment will be issued by the Chief Executive through the HR Recruitment Team.

Offers of employment are made subject to the above checks. Failure to complete the steps 1-4 below may result in the offer letter being rescinded.

1. Medical

An offer of employment cannot be finalised, or contract of employment issued, until the HR Department receives notification from the Occupational Health Service that the candidate is in a state of health such that s/he will be able to give regular and reasonable service. Should the Occupational Health Service deem a person unsuitable for employment the offer of employment will be rescinded.

Should the Occupational Health Service deem that a person requires additional supports for employment, such cases will be referred to the HR manager who will review each case on its merit and liaise with the Line Manager to provide the necessary additional supports.

2. References

Successful candidates are requested to provide WWETB with 2 written references, one of which should be from a Line Manager in their current or most recent employer.

The HR Department reserve the right to contact the referees should further clarification be required. Failure to provide adequate references may result in a job offer being rescinded.

3. Garda Vetting

Where Garda Vetting is required for an appointment, this must be completed prior to any offer of employment being finalised. This is co-ordinated by the HR Department who refer the relevant documentation to the National Vetting Bureau.

Failure to successfully complete Garda Vetting may result in job offers being rescinded. Please refer to the Garda Vetting Policy for employees for further information.

4. Qualifications/Teaching Council Registration

All candidates applying for a job where a qualification is a mandatory criterion will be requested to provide a copy of their relevant qualifications to HR Recruitment.

Teachers are required to show that they are appropriately qualified to teach the subject for which they are hired to teach. Evidence required is a Teaching Council Registration Document. Failure to show this may result in the offer of employment being amended or withdrawn.

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5. Permission to work in Ireland

A work permit is an employment permit issued to the employee, which permits his/her employment in the State by the employer in the occupation stated on the permit. All applicants must be eligible to work in Ireland. Non-EEA nationals (unless exempted) must be in possession of a valid work permit and must provide original documentation of same. In general, non-EEA* nationals must have a permit to work in Ireland. EEA and Swiss nationals do not need an employment permit, except for Bulgarian and Romanian nationals *The EEA (European Economic Area) consists of the EU member states together with Norway, Iceland and Liechtenstein. WWETB comply with guidelines with regard to work permits as laid down by the Department of Jobs, Enterprise & Innovation from time to time.

Applicant Obligations

Individuals making application for all posts in WWETB must ensure that all information provided as part of the recruitment and selection process is true and accurate to the best of their knowledge and that there are no material omissions. Attempts to canvass or otherwise interfere with or compromise the process in any way may lead to disqualification. Any offer of an appointment is conditional upon verification of the information supplied. Applicants give their consent to WWETB making such reasonable enquiries as it sees fit in respect of their application. Applicants accept that if they commence employment, WWETB will be entitled to terminate their contract without notice or withdraw the offer of employment if information in their application is untrue or inaccurate or if there are material omissions from it. This also applies to any medical questionnaire/forms applicants may complete.

Post-Interview Feedback to Applicants

Interviewees can contact the HR recruitment team, within four weeks of being interviewed, to seek feedback on their interview. Upon request, and within two weeks, the HR recruitment team will provide the interviewee with the following:

- Applicant Marking Sheet. This details the scores obtained in interview by the applicant in each competency area, along with any written comments recorded, relating to the scores given.

The written comments are the agreed feedback of the Interview Panel. They are agreed statements of the Interview Panel, and not the personal views of any one of the Interview Panel members.

The list of interview questions and copies of any notes taken during the interview by the Interview Panel members will not be made available to applicants.

Data Protection

Candidates' personal data (Application Forms) should be retained for a period of 18 months following completion of a recruitment competition but will not be retained any longer than is necessary or for a purpose other than the purposes for which it was obtained. WWETB will implement such procedures as are necessary in order to avoid the unauthorised disclosure of personal information, the destruction of data or other improper use or processing of personal information.

Review & Update

The policy contained within these documents will be in place for three years following approval of review and amendments. An earlier review can take place should exceptional circumstances arise resulting from this policy; in whole or in part, being insufficient for its purpose and/or if there are legislative changes that render this policy obsolete.

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Appendix 1

	Stage of Process	Coordinated by
Approval	Drafting Job Description	HR Recruitment with input from Line Manager
	Seeking approval to hire (RTF)	Line Manager
Pre – Interview	Advertising the role	HR Recruitment
	Determining the Interview Panel	HR Recruitment with input from Line Manager
	Shortlisting	Line Manager
	Interview Coordination	HR Recruitment
Post – Interview	Interview and any other selection methods, and decision	Chair Of Interview Panel
	Offer and pre-employment checks	HR Recruitment
	Confirmation of offer and contract	HR Recruitment
	Set up of appointee on HR system	HR Recruitment
	Set up of appointee for email	HR Recruitment
	Set up of appointee with additional IT requirements	Line Manager
Close	Competition Documentation complete	HR Recruitment
	Employee Commencement & Induction	HR Recruitment