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## 1. Policy Statement

Effective recruitment and selection procedures are vital in attracting and retaining high quality staff.

For recruitment and selection procedures to be effective it is essential that they are fair, rigorous and transparent. It is the Policy of University College Dublin to ensure that the best candidate for the job is selected. All decisions relating to recruitment and selection must be consistent with the criteria outlined for the post.

Commitment to this principle of appointment on merit reflects the University's Policy on Equal Opportunities.

## 2. Scope of the Policy

These recruitment and selection procedures apply to all recruitment activity with the exception of Research Funded recruitment. These procedures should be consulted by all members of staff involved in any aspect of the recruitment and selection process. Advice and assistance can be obtained from UCD HR (Resourcing).

By order of the Governing Authority, no College, School or Unit will be entitled to seek derogation on grounds of claimed special circumstance from these procedures.

For information and guidance on the recruitment and selection of Research Funded positions, Principal Investigators (PI's) should refer to the Research Funded Recruitment and Selection Policy.

## 3. Establishing a Post

The recruitment and selection process is initiated once a vacant post is identified. This can be either:

- Creating a new position or
- Backfilling a vacant existing position.

The first task is to clarify exactly what the post holder will do, and then prepare a job description. If it is an existing position, consider whether the job has changed, and whether the job description needs to be changed to accurately reflect what the person in the post will now be required to do.

## 4. Job Description

The job description can be used for a variety of purposes, including:

Recruitment	Job Grading
Clarification of roles and responsibilities	Developing and reviewing performance

A clear description of exactly what is required of the position will enable the University to select the most suitable candidate for the post.

## ***4.1 Drafting the Job Description***

The job description should focus on the purpose of the post and the principal responsibilities. This means identifying what the position needs to achieve but not the exact method by which the work is done.

The University's recruitment and selection policy states that the Job Description will outline as a minimum:

- Position information such as title and subject area (where relevant), school, grade and reporting relationship;
- A position summary, or statement, summarising the nature and purpose of the role;
- A list of the principal duties and responsibilities;
- Selection criteria (both essential and desirable);
- Links to other supporting information relevant to perspective candidates;
- You will need to specify if the position will require Garda Vetting.

A job description template has been developed to help you compile this information. The supporting Guidelines for Development of Job Descriptions should also assist you in completing each area of the template.

## ***4.2 Regular Review of Job Description***

The job description is a snapshot of the post at the time it was written and should be reviewed for accuracy on a regular basis. While job descriptions are usually future focused, they still become outdated as the duties and responsibilities of the job change. At a minimum, Job Descriptions should be reviewed in all instances where the post becomes vacant and before any recruitment action is initiated.

Where significant change has occurred to a post over time, an application can be made to the Job Grading Committee to consider the post and determine the appropriate grade. Further advice should be sought from UCD HR (Resourcing) in these instances.

## **5. Job Grading**

Job grading is the process by which the remuneration band, or job grade for a particular post is established. It is an assessment of a position, not a person.

Job grading occurs:

- When a new post is created;
- Where a vacancy arises in a post that has never been graded and for which no comparable posts exist in the University structure;
- Where the responsibilities and accountabilities of an existent graded post have changed;
- For other vacant posts as required.

Information on the grading process for EA to SAO4 is detailed in UCD HR guidelines for Job Grading & Promotions for Administrative Staff.

Information on the grading process for SAO4 and above is detailed in UCD HR guidelines for Job Grading of roles above SAO4.

Job Grading is not necessary for a post of less than 12 months however the post cannot be extended and so a School or Unit will need to consider whether it would be better to complete the job grading process in the first instance. Posts of 12 months or more cannot be advertised until Job Grading has been completed.

## 6. Authorisation of a Post

All posts must be authorised before being submitted to UCD HR (Resourcing). The Head of School or Unit should fully complete a Post Authorisation Form (PAF).

Particular care should be taken in the case of new or renewed Fixed Term or Temporary Posts where objective grounds for the post will be required in order to comply with the terms of relevant legislation. UCD HR (Resourcing) will be happy to advise you on this section.

The Post Authorisation Form requires the following approvals (signatures):-

1. Head of School/Unit
2. College Finance Manager (where applicable)
3. HR Partner (where applicable)
4. College Principal/College Officer/Vice-President

A post cannot proceed until the completed PAF be fully signed by all members mentioned above.

Some posts, such as Post Retirement Contracts may require additional approval such as the HEA.

You will be advised by UCD HR (Resourcing) if any additional approvals are required.

For Research Funded posts, Principal Investigators (PI) must complete a Research Authorisation Form as opposed to the aforementioned Post Authorisation Form. In

which case, the signatories include: - the PI, Head of School and College Principal/Vice President without exception. Please visit the Research Funded Recruitment and Selection Policy for further details.

## 7. Recruitment Advertising

UCD HR (Resourcing) is responsible for the placement of all recruitment advertisements. In exceptional circumstances, where executive search consultants are engaged by UCD HR (see section 8), the executive search consultants may advertise in additional locations and all applications may be directed to them to create a single collection point for applications. Independent recruitment advertising by Colleges/Business Units is contrary to University Policy.

Our policy is to advertise all vacancies (both temporary and permanent) in line with our equal opportunities policy and to ensure that equality of opportunity is afforded to all staff and potential staff of the university.

Under the Internal Mobility and Development Programme which applies to professional, administrative and technical staff, all positions from SEA to SAO2 Senior Technical Officer internally first. In the event of a specialised role where the skill set might not be readily available, units can use an [Advertising Exception Form](#) for approval to advertise both internally and externally in the first instance.

Entry level grades such as Executive Assistant or Lab Attendant are excluded from this programme and can be advertised both internally and externally.

Posts covered by the Internal Mobility and Development Programme which are not filled internally following the shortlisting and interview process will then be advertised externally. Completed shortlisting and interview documentation must be returned to UCD HR before the external advert can be placed.

In some exceptional circumstances advertising may not be necessary, but in all cases this will only be with prior agreement from UCD HR (Resourcing).

In general, a formal offer of employment will not normally be made unless a post has been advertised for a minimum of 2 weeks.

To advertise your post you must submit a fully completed and authorised Post Authorisation Form and a detailed Job Description (which has been graded appropriately) to UCD HR (Resourcing).

UCD currently utilises a “signpost” style advertisement for external websites and publications. This style of advertisement contains basic information and directs the candidate to the UCD website for full details of the post. In addition to the UCD website, UCD HR (Resourcing) have access to a number of national and international websites covering both Academic and Non Academic posts, where we can advertise as appropriate on your behalf.

UCD HR (Resourcing) will discuss with you any additional advertising requirements you may have. Specialist Advertising over and above the standard websites noted above will be charged back to schools and units. All print media must be paid for directly by the School or Unit.

Further details on UCD's advertising process are outlined in Appendix 1 of this Policy. The detailed guidelines provided will assist you with advertising your Job.

## 8. Selection Process

The primary method of selection in UCD is by means of an Assessment Board. An Assessment Board is established in respect of each post and is asked to recommend a candidate for each post. The Assessment Board assesses all applications against the selection criteria.

For the majority of UCD's vacancies, written or on-line applications, short listing, interviews and reference checking will form the basis of the Selection Process. In the case of academic and senior administrative posts, these are typically supplemented with a presentation or seminar.

Some of the other techniques or tools available to supplement and assist with the Selection Process include:

- Work Samples - a piece of work completed by the candidate in the course of their previous experience that demonstrates skills or abilities relevant to the selection criteria;
- Work Related Tests - simulate a scenario or activity that the candidate may expect to encounter in their day-to-day work. *The academic presentation is one example of a work related test*
- Search consultants/committees & recruitment agencies – whose external expertise can be sourced in consultation with UCD HR (Resourcing), and in accordance with University policy.

Importantly, any additional assessment methods used must accurately and specifically test essential or desirable knowledge and/or skills, as expressed in job descriptions, advertisements and selection criteria to ensure that they are neither directly nor indirectly discriminatory.

## 9. Assessment Board

The purpose of the Assessment Board is to assess the merit of each applicant and to recommend for appointment the applicant with the greatest merit in relation to the criteria as specified for the post. The deliberations of the Assessment Board should at all times remain confidential. Please refer to **Appendix 2**, UCD HR's Guidelines for Assessment Boards for further details.

## 9.1 Composition of the Assessment Board

Shortly after a position is advertised, the Recruitment Administrator will issue the Head of School/Unit with a Board of Assessors (BOA) form, along with accompanying guidelines appropriate to the vacant position i.e. guidelines particular to Academic or Non-Academic appointments. The hiring manager (College Principal/Vice President, Head of the School, Centre or Unit) will then nominate a Chairperson and other members of the Assessment Board depending on the category of position.

1. Non-Academic Vacancies: Head of School or Unit, or nominee, will chair the Board and confirm the remaining composition of the Board
2. Academic Vacancies: Head of School normally chairs the Board and confirms the remaining composition of the Board including external representatives. In the case of Senior Lecturer Posts the Board must include a member of UCAATP.
3. Full Professor and Professor vacancies (Snr. Academic posts): The President or nominee will Chair the Board with remaining composition of the Board being confirmed by the Head of School in consultation with the College Principal/Vice President this includes details of external representatives.

Note: The early appointment of an Assessment Board is recommended to ensure adequate time to develop a planned approach to the selection process as per the Guidelines for Assessment Boards in Appendix 2. This will also allow Board members to review applications through their ESS account, as they are received on line.

### Recommended levels of representation on Assessment Boards:

Type of Post	Assessors	
	Internal	External
UMT / Full Professor and Professor	4	1
Academic (including Associate Professor)	3	1
Administrative (SAO4 and above)	3	N/A
Administrative (up to and including AO1A)	3	N/A
Technical/Other	3	N/A

- Although minimum numbers are specified in the above proposal, the Chair can choose to increase the size of the Board of Assessment at their discretion.
- External Assessors must be “external” to UCD and not to the College/School/Unit.

\* Notes:

- All boards will have gender representation and the Chair should consult the Gender Balance on Committees Policy which sets out the University's commitment to achieving a minimum gender balance target of 40% women and 40% men on all committees across the University.
- In such cases where the gender balance target of 40% women and 40% men on committees cannot be reached based on the above guidelines, the Boards of Assessment should consist of at least one representative of each gender.
- Members of the Board of Assessment panel for faculty posts should normally be at the same level of the vacancy or above, however, the inclusion of junior faculty on a Faculty Board of Assessment is encouraged on an exceptional basis.
- The Chair of the Board of Assessment has the discretion to include Senior Staff (normally defined as SAO4 or above), on a Faculty Board of Assessment in some circumstances for example to draw on specialist expertise.
- In the case of administrative and technical posts, all board of assessments should be operating at a comparative level to the vacancy except in some instances where specialised expertise may be required or an equivalent administrative responsibility exists.

## **9.2 Conflict of Interest**

To avoid any real or perceived conflict of interest UCD staff involved in recruitment and selection should avoid interviewing and/or making hiring decisions on immediate family. If these circumstances arise then it is expected that the Assessment Board member will resign from the board and the Chairperson will identify a replacement.

Assessment Board members may also have a friendship or other form of relationship, positive or negative, with one or more of the applicants for a position. In these circumstances, they should inform the Chairperson and other Assessment Board members prior to commencement of the short listing and interview processes.

If the member of the Assessment Board feels that the relationship may make it difficult for her/him to apply the merit principle, or feels that her/his participation may compromise application of the merit principle, then the Assessment Board should decide whether it is appropriate for the Assessment Board member to be part of the selection process.

The Assessment Board may seek advice on this matter from UCD HR (Resourcing). If the Assessment Board member continues in the selection process, then her/his opinion should be canvassed last in any discussion to avoid any perception of them influencing the outcome.

## 9.3 Changes to Assessment Board membership

While changes to Assessment Boards are generally to be avoided, if it is necessary to vary the membership the following procedures apply:

- Notify UCD HR (Resourcing) regarding the change of Assessment Board membership.
- Where changes in the Assessment Board membership impact the gender representation, every effort must be made to try and ensure the replacement identified will restore the appropriate representation although this might not be possible at short notice.
- A replacement member must be given the opportunity to review all applications, and may add any applicants to the shortlist for interview or consideration.
- Assessment Board members must be present for all interviews. If, in exceptional circumstances, a Board member cannot be present for all interviews he/she should withdraw from the Board and cannot make a case for any of the short listed applicants or vote for the appointment of any applicant. A substitute may be invited to participate on the Board in order to cover a particular area of expertise and this substitution must be clearly documented.

If a new College Principal/Vice President or Head of School takes up duty during the interview process the former College Principal or Head will remain on the Assessment Board in his or her original role as chair, if still a member of staff.

- If the Assessment Board composition drops below the minimum requirements, the Assessment Board must be reconstituted at a later date.
- Recommended levels may vary however this should be discussed in advance with UCD HR (Resourcing)

## 10. Shortlisting

Shortlisting is the process whereby candidates are assessed by the Assessment Board against the agreed criteria, on the basis of information provided in the application documentation, in order to eliminate unsuitable candidates and identify those candidates who meet the criteria for further assessment.

Once the application deadline has closed, UCD HR (Resourcing) will create and make available relevant shortlisting documents which will be available on line to each member of the Board of Assessment through their ESS accounts. UCD HR (Resourcing) will email or courier a pack to the external assessor (where appropriate). Shortlisting documents will include the job description and advertisement, a list of all applicants, a pack of merged applications shortlisting scoresheets and Board of Assessment guidelines.

Scoresheets are now available in either MS Word or in MS Excel as preferred by the panel.

The Assessment Board members will then assess applications\* to determine who will be invited to interview.

\* Note: On occasion, the members of an Assessment Board may only have to review a reduced set of applications (*see section 10.3 for further details*).

## **10.1 Shortlisting Process**

Ideally all members of the Assessment Board should attend a short listing meeting arranged by the Chairperson.

Where this is not possible he/she must forward their draft shortlist, together with the applicant ratings to the Chairperson in advance of the short listing meeting. The Chairperson will consult with them before the final shortlist is agreed.

In the case of academic appointments, including a Full Professor or Professor level appointment, the nominated External Assessors will not normally attend the short listing meeting. They will be provided with a copy of the draft shortlist agreed by the internal members of the Assessment Board, and will be allowed to add applicants on the basis of a rating form approved by the Chairperson.

It is not necessary to score candidates against all criteria at this stage, as long as the same criteria are scored for all candidates (for example, you may agree at the outset that 3 or 4 criterion cannot be assessed at shortlisting and record these as N/A (“not assessed”).

If there is a very small applicant pool and the Assessment Board decide they will interview all candidates then it is not necessary to complete the shortlisting score sheets.

Each Assessment Board member will:

- Log into ESS to access their on line shortlisting documentation.
- Read each application and rate applicants according to the essential and desirable selection criteria only. Where a candidate clearly scores a “1”(meaning “inadequate”) for an element of the essential criteria then it may not be necessary to score the remaining criterion. In the first instance, shortlist all applicants who possess the essential criteria stated in the Job Description.
- Note any additional information required either before or at interview.
- Note briefly the reasons for not short listing each unsuccessful applicant.

When shortlisting, members should not:

- Make negative assumptions or decisions on the basis of perceived over-qualification.

- Make negative assumptions or decisions about overseas qualifications with which they are unfamiliar.
- Recommend for interview any applicant, whether internal or external, who does not meet the essential criteria.
- Predetermine the number of applicants to be interviewed.

If it is not possible for the Assessment Board to meet, the Chairperson is responsible for contacting all members about their individual shortlists, drawing up a final shortlist acceptable to all Assessment Board members.

The Assessment Board will:

- Agree on and record a final shortlist if unanimous.
- Include in the shortlist all applicants about whom there is dispute if unanimity cannot be achieved.
- Consider re-advertising the position if no applicants meet all the essential criteria.
- Shortlist further, where a substantial number of applicants possess all the essential criteria, to either remove those applicants who do not possess the desirable criteria, and/or rank those candidates who best meet the essential criteria. This may include a structured phone screen to finalise the short list.
- Agree on a set of questions based on the selection criteria, which will form the basis of the Interview Plan.

## **10.2 Shortlisting Documentation**

The Chairperson must complete a definitive selection scoresheet in order to verify and record the Board's decisions. These reports will facilitate any subsequent feedback requests from candidates.

Where the Assessment Board have not scored a criterion on the shortlisting form, the Chairperson should insert N/A ("not assessed") against this criterion.

Following confirmation of the candidate shortlist and receipt of the completed score sheet, UCD HR (Resourcing) will email all non short-listed applicants to inform them of this outcome. Non shortlisted applicants will be provided with their shortlisting scores on request from UCD HR (Resourcing).

On occasions as stated above where all prospective applications are to be short-listed, individual scoring is not required. The chair should confirm the recommended status for each applicant before returning the agreed record to UCD HR (Resourcing) by email copying all members of the Board of Assessment. Signatures of individual Board members are not required.

## **10.3 Screening Process for competitions attracting a large number of Applicants (Optional)**

The Chairperson may request that UCD HR (Resourcing) undertake a screening process' whereby all applicants will be assessed prior to the aforementioned short-listing stage of recruitment.

Screening of applications is not mandatory and is an optional step within UCD's recruitment process.

When deemed appropriate by the University, the Recruitment Administrator (in conjunction with a Recruitment Officer) will undertake an initial assessment using a selection of requirements which should be clearly referenced in the Job Description.

Applicants should ordinarily be required to meet at least one or more of the nominated requirements to a significant level in order to be considered as having satisfied the requirement.

The selection process may include the completion of a questionnaire by the candidate and an interview which can be in person or remotely as agreed by the University.

The selection process will be applied fully and fairly in assessing all applications received.

UCD HR may engage an executive search consultant who will assist with the screening process. The executive search consultant will carry out the screening process in accordance with this section 10.3.

Where an applicant fails to meet the nominated requirements they will be informed in writing by email that they have not progressed to the next stage of the recruitment process and have not been short listed as a candidate. \*

\* Notes:

- In instances where the Head of School or Unit is not chairing a particular Assessment Board, the Chairperson must ensure that the screening process by UCD HR (Resourcing) is supported by the Head of School or Unit.
- Chairpersons should be aware of the likely impact a decision to apply pre-screening will have on previously defined recruitment dates & times i.e. the short-listing meeting etc. may be delayed whilst UCD HR (Resourcing) undertake an assessment.

## **11. Interviews**

Interviews are the most commonly used assessment tool enabling you to:

- Assess the personal attributes, past performances, technical skills, strengths and weaknesses
- Gain insight into attitudes and values
- Probe for inconsistencies and contradictions
- Provide candidates with more detailed information about the position

## **11.1 Interview Preparation**

At the short listing stage, the Assessment Board (under the direction of the Chair) should draft an Interview Plan with specific areas of questioning identified for each Board Member.

The Assessment Board should:

- Log into ESS to print out their individual interview documentation.
- Agree a set of core questions which will form the basis of the interview and will be asked of all applicants. Supplementary or clarifying questions can be used in addition to the agreed core questions
- Base their questions on selection criteria as specified in the Job Description
- Focus on the skills, experience and knowledge required for the job
- Determine in advance how they will rate each of the applicants against the answers they give to each question.

The Chairperson must ensure that the questions asked are relevant to the position and based on the agreed criteria. The Chairperson must also ensure that questions could not be construed as discriminatory under any of the nine areas covered by the Employment Equality Act, 1998 (Gender, Sexual orientation, Disability, Marital status, Religion, Race, Family status, Age or Membership of the Travelling Community).

### **Other forms of assessment**

For some posts it may be necessary to supplement the interview with other forms of assessment. The Assessment Board should notify UCD HR (Resourcing) who will advise short-listed candidates in advance of any alternative forms of assessment.

The University reserves the right to use a variety of assessment techniques such as:

- Giving a brief presentation on a particular subject.
- Demonstrating the safe use of a basic piece of equipment.
- Completing an assessment of computing skills, for example Office Applications
- Writing/drawing on a particular topic.
- Psychometric testing.

In the case of academic appointments short-listed candidates may be required to present a seminar and provide copies of published material to the Assessment Board.

## **11.2 Interview Scheduling**

The Chairperson is responsible for identifying and booking a suitable location for the interviews to take place.

UCD HR (Resourcing) are responsible for scheduling all interviews except in cases where devolved procedures have been agreed with specific schools or units.

UCD HR (Resourcing) will contact short-listed candidates and invite them to attend for interview in accordance with previously proposed interview dates.

It is essential that candidates receive sufficient notice of an approaching interview so as to allow them ample time to prepare for interview, and if necessary, prepare for seminars or gather any requested work samples. In many cases candidates will often have the added requirement of co-ordinating travel arrangements.

Minimum notice requirements are:

Non Academic Posts – Local Candidates	1 week
All other posts	2 weeks

UCD HR (Resourcing) will contact short-listed candidates and confirm their willingness to attend interview, followed by a formal invitation via email. Whenever possible, the interview schedule will be finalised taking into account a candidate's current commitments and availability. Should the candidate not be able to attend on the allotted date, the Board will decide whether or not an alternative interview date can be facilitated. This might not be possible particularly where an external assessor is included on the Board of Assessment.

## **11.3 Conducting the Interview**

Prior to the first interview (ideally one week in advance) the Chairperson should:

- Allow time to discuss, and decide the order in which the questions will be asked and allocate specific areas of questioning to each member;
- Identify any member of the Assessment Board who has prior knowledge of any of the applicants (conflict of interest);
- Advise Assessment Board members of the procedures for documenting the assessment of each candidate and final decision.

At the start of each interview, the Chairperson should:

- Introduce each applicant to the Assessment Board
- Explain the purpose and structure of the interview to the applicant

Indicate to the Applicant that Assessment Board members may take notes.

Detailed guidelines on conducting an interview including sample questions are contained in [Appendix 2](#) of this document.

## **11.4 Determining the recommended candidate**

The selection decision should be made based on the outcome of all selection tools and consideration should be given to how candidates rated across all of the areas of the job's requirements, be that research, publications, teaching, leadership or administrative factors. The best person for the job will not necessarily be the person who performed best in the interview.

Detailed guidelines on determining the recommended candidate are contained in [Appendix 2](#) of this document.

If the Assessment Board cannot reach agreement on the nominated candidate, the final decision rests with the Chairperson.

If the Assessment Board determines that no candidate is deemed to fulfill the criteria for appointment, no appointment will be made.

## **11.5 Documenting the selection decision**

The selection decision and any supporting evidence must be documented.

Scoresheets should comment on the relative merit of recommended applicant(s) on the basis of the selection criteria only. Clear and detailed documentation including qualitative feedback should be agreed by all board members on the scoresheet which will assist if post-interview feedback is requested.

The recommendation sheet is completed and signed by all members of the Assessment Board and returned by the Chairperson to UCD HR (Resourcing) along with any other relevant documentation including notes taken during interviews. The Chairperson also collects all copies of application documents for disposal by UCD HR (Resourcing).

Assessment Board members should be aware that any notes that they make about any of the candidates may be discoverable under \*Freedom of Information legislation.

Again, Appendix 2, UCD HR's Guidelines for Assessment Boards outlines further information on both the formation and responsibilities of Assessment Boards and Assessment Board members.

## **12. Referee Reports**

Referee reports provide another source of information about the candidate(s). They should be seen as one part of the selection process.

Candidates are required to authorise the University to seek references. No offer of appointment will be made unless satisfactory references have been received by UCD HR (Resourcing).

Referees should be provided with information about the position and be requested to address the selection criteria, whether in a written report or by phone. UCD HR may obtain verbal referee's report(s) using the selection criteria as the basis of the request.

Where a member of the Assessment Board is a referee for a short-listed applicant it is essential that the remaining referee reports come from a non-panel member.

- **Academic Posts**

In the case of Academic posts, 2 references will be sought from all short-listed candidates in advance of interview and copies of those received will be made available to all members of the Assessment Board.

The Assessment Board may validate the references for each of the short-listed candidates. This should preferably be completed before the interviews so that any points of misunderstanding can be clarified.

Where the candidate's PhD is described as in progress or submitted, the candidate's PhD Supervisor must be contacted as one of their referees.

- **Non Academic Posts**

The practice of requesting references in advance of interviews may also be applied to certain senior support posts however in general, references will only be requested for the recommended candidate(s) following interviews.

At a minimum 2 references will be sought for non-academic posts. In order of preference, nominated referees should begin with the candidate's current employer or a manager or colleague who meets the criteria below and worked with them at their current employer for a minimum 12 months. The second reference should be your previous employer.

If a candidate(s) is less than six months in his or her current post, s/he may nominate a second previous employer.

All nominated referees must be able to comment on a candidate's skills, knowledge and abilities relevant to the position on offer, and therefore, should have had responsibility at some point for co-ordinating or managing those individual(s).

Character based references (Chaplin, School Principal or nominated peers etc.) may be taken in addition to the above, but not in place of an employer based reference.

The Hiring Manager may choose to waive references for an internal candidate moving within the same unit. For an internal candidate moving to a new unit the requirement may be reduced to one reference.

## 13. Verification of Qualifications

All candidates applying for a job where a qualification is a mandatory criterion will be requested to provide **original** academic transcripts to HR Recruitment. An academic transcript lists your complete academic history: programmes attended, courses studied, overall result at the end of each year examination (1H, 2H1, etc.), the degree and conferring date. A breakdown of marks for each subject can also be provided. No other form of verification will be accepted (e.g. degree certificate) and if received will cause a delay in the recruitment process until the correct documentation is received. The cost incurred by an applicant for requesting an academic transcript will not be covered by UCD. For qualifications obtained in UCD, please notify HR Recruitment who can verify these at source.

No appointment will be made unless the UCD HR is satisfied that a candidate's academic qualifications are bona fide.

## 14. Pre-employment Medical Assessments

The primary purpose of the pre-employment medical checks is to assess an individual's fitness for a particular position or occupation with regard to the requirements of that post.

Pre-employment medical assessments can:

- Help ensure the individual can perform the tasks effectively.
- Detect an infirmity that may be of danger to the worker or co-worker.
- Help determine if the job poses a health risk.
- Advise if any job restrictions or accommodations are required.
- Assistance in the facilitation of a good person/job match.
- Health and safety best practice.

UCD requires that candidates (*for appointments equal to or greater than a year*) undertake a pre-employment medical assessment as part of its Recruitment and Selection processes.

All information provided is treated in the strictest confidence and will only accessible by our nominated Occupational Health Vendor (OHV). When necessary, the Recruitment Administrator will contact each candidate and outline the relevant steps to follow in accessing and completing the above process. All medical assessments are initially conducted via the online questionnaire, but on occasion, a further telephone or person to person consultation with the OHV may also be required.

Confirmation that an individual is “Medically fit for the proposed position” must be received prior to UCD issuing a contract of employment.

## 15. Other Pre-employment Activities

A number of posts in UCD, particularly in the areas of medicine, health, social work and education, require staff to undertake activities that will bring them into contact with children or vulnerable adults.

All recommended candidates who are intended to be employed in an area where they will have access to children and/or vulnerable adults in the course of their employment/engagement must complete the Garda Vetting Form and authorise UCD to conduct a background check via the National Vetting Bureau of the Garda Síochána (Vetting Bureau). The vetting process will be carried out by UCD HR. UCD HR has an Authorised Liaison Person who is the liaison between UCD and the Vetting Bureau (see **Garda Vetting Policy** for more information).

## 16. Offering Appointment

The Chair of the Board of Assessment Board may congratulate the successful candidate however they should not commit the University to an appointment at a specified salary. Candidates may be told only that salary will be within the advertised range and that a number of pre employment actions need to be completed before a contract can be issued. The salary recommendation will be made by UCD HR (Resourcing) in consultation with the Head of School or Unit.

Assessment Board members other than the Chairperson should not contact the successful applicant until after a formal offer has been made by UCD HR (Resourcing).

## 17. Advising unsuccessful candidates

UCD HR (Resourcing) will advise unsuccessful applicants within (3 days) of receipt of the Assessment Board's Report.

Assessment Board Members should not contact the unsuccessful applicants after the interview process.

## 18. Reserve candidature and eligibility

Where the Assessment Board recommends a reserve candidate, that person, should the recommended candidate decline acceptance of the post, would automatically be offered the position. The Chairperson is immediately notified when a reserve candidate based appointment is proposed.

The University reserves the right to appoint a reserve candidate should the recommended candidate decide not to take up the appointment or should they resign within 6 months of their commencement in post.

## 19. Panels

In some cases a post will be advertised on the basis that a panel is being formed.

The reserve candidates on a panel will usually be eligible for appointment for up to 12 months after the interview date.

All rules applying to a panel will be communicated to reserve candidates at the time of their appointment to the panel.

## 20. Post Shortlisting and Interview Feedback

As previously outlined, a written record of the decision making process is maintained by UCD HR (Resourcing) throughout the relevant stages of UCD's recruitment and selection process. These records are essential to support the likelihood that candidate(s) will often request feedback at either the post Shortlisting or Interview stages of recruitment.

Formal feedback must be provided in either instance when requested, and in the majority of cases, this feedback will be provided by the Chairperson; unless a suitable alternative is nominated on the basis of their specialist knowledge (particularly in Academic appointments).

It is University policy that the Board will give feedback to unsuccessful candidates when requested. The purpose of feedback is to provide factual and accurate information on the selection and decision making process, however, feedback on areas where a candidate(s) may improve on interview skills and interview preparation might also be discussed; of course, it is important to confirm if this level of supplementary feedback is desirable before offering constructive advice.

Feedback can be given verbally or in writing. The conversation or email/letter must provide qualitative feedback to a candidate that is both informative and helpful towards the candidate's development. In addition to the feedback above, a candidate may also be given a copy of his or her shortlisting / interview scoring form.

Under the Internal Mobility and Development Programme which applies to professional, administrative and technical staff the majority of applicants will be internal. It is particularly important that these applicants are provided with feedback which will assist them when applying for future opportunities.

Advice and assistance on preparing and delivering candidate feedback is available from UCD HR (Resourcing).

## Other Related Areas:

### **21. Adjunct staff and Visiting Academic appointments within UCD**

#### ***21.1 Adjunct Staff***

The title is recognised as an honour bestowed upon an individual by the University. The positions are reserved for individuals of superior achievement and distinction in their primary professional endeavours and who have been recognised by peers as outstanding in their fields. Normally, Adjunct appointees will be either fully employed elsewhere or retired from such employment.

For information on appointment of Adjunct Staff please see the HR website for Policy and Procedures for appointment of Adjunct Staff.

#### ***21.2 Visiting Academic Staff***

It is recognised that the University will regularly host visiting academics from other higher education institutions. It may be desirable especially for recurrent visitors or visits of long duration, to recognise these individuals with a formal University title. Visiting Academic Staff are individuals whose appointment to the academic staff will enhance the teaching or research profile of a School, Research Institute or College and contribute to the intellectual life of the University.

For information on appointment of Visiting Staff please see the HR website Policy and Procedures for appointment of Visiting Staff.

### **22. Funded Research Appointments in UCD**

The Research Funded Recruitment and Selection Policy outlines details on setting-up Research Funded Employees with assistance from Human Resources.

UCD HR's role in the Funded Research area is currently centred on supporting Grant Holders / Principal Investigators in preparing contracts, acquiring employee's payment details and facilitating the acquisition of Work Permits for non EEA Nationals.

### **23. Tutors and Demonstrators (including Research Demonstrators)**

The appointment of Tutors/Demonstrators is made on an annual basis.

For information on appointment of Tutors and Demonstrators please see the HR website for the Tutors and Demonstrators Policy.

## 24. Temporary Agency Staff and Executive Search Services

The use of Temporary Agency Services is an exception and should only be considered after all of the typical channels for Recruitment within UCD have been exhausted. Equally, the services of Executive Search Agents should only be used in exceptional circumstances and only to support the recruitment of Senior Staff to the University.

The use of temporary Agency Staff and Executive Search Services may require the approval of the College Principal and College Finance Manager. Schools and Units are advised to check the current approval process with the Bursar's Office in advance particularly in relation to procurement rules.

Please note: An agency fee may apply, where a temporary employee is initially introduced to the university through an Agency and subsequently secures a further contract with UCD through open competition. This fee must be paid by the hiring school or unit.

## 25. General Employment Permits, Critical Skills Permits, Dependant/Partner/Spouse Permits & Hosting Agreements

UCD operates a policy of strict compliance with current employment legislation; specifically the Employments Permits (Amendment) Act 2014.

It is currently an offence under the above Act for either a UCD Employer (Head of School/Unit) or employee (if a non-EEA national) to engage in an employment based relationship within UCD without previously having acquired appropriate authorisation to do so. UCD HR (Resourcing) currently co-ordinates the application and renewal processes for either, General Work Permits, Critical Skills Permits, Dependant/Partner/Spousal Permits and Hosting Agreements, where necessary.

UCD's Policy on Work Permits outlines clear guidelines on who will require a work permit in order to take up employment in UCD, as well as, the steps to follow in order to ensure UCD meets the requirements laid down by the Department of Jobs, Enterprise and Innovation.

## 26. Additional Regulations

There are some additional regulations in relation to Academic Appointments such as the approval of the UCAATP (University Committee for Academic Appointments, Tenure and Promotions). Please discuss with your Recruitment Administrator who will advise you of any additional actions you need to take.

## 27. Appendices

### 27.1. Appendix 1 – Guidelines for advertising your Post

#### Introduction:

With the following information we hope to offer you a straightforward guide on how to advertise any vacancy you may have.

- The University has a commitment to openly advertising career opportunities as part of its strategy of attracting top quality staff. The advertising strategy for any particular post will give due consideration to:
  - the duration, grading and employment category of the post;
  - candidate availability and interest;
  - cost effectiveness.
- Recruitment advertising is coordinated on behalf of the University by UCD HR (Resourcing).
- UCD HR (Resourcing) will review all advertising related documentation prior to the promotion of a vacancy in order to ensure that they conform to current policy, agreed University format and relevant legislation. Where serious queries arise as a result of this review, documents will be referred back to the relevant Head of School or Unit.
- It is important to note that UCD HR (Resourcing) is not able to facilitate any advertisement requests until a fully completed Post Authorisation Form (PAF) and Job Description (graded as appropriate) are received.
- Completed and authorised documentation should be sent directly to your Recruitment Team Lead within UCD HR (Resourcing).

#### Cost of Advertising:

- **Core Funded Posts:**

UCD Human Resources holds a limited central fund for the cost of advertisements. Costs associated with standard internet/web advertising will generally be met from this fund. Dependent on the level of additional advertisement costs incurred, all or a portion of these costs will be charged to the relevant College/School/Unit.

All print media costs must be funded directly by the school or unit.

- **Research Funded Posts:**

All costs incurred in advertising posts funded by research grants are to be met by the research fund. For further information on filling your funded vacancy, you should go to the Research Funded web pages.

## Advertising Options:

When requesting that a post be advertised, the Head of School/Centre or Unit should discuss their media preference with a member of UCD HR (Resourcing). UCD HR (Resourcing) will look to target the most appropriate press and/or web-based advertising sources likely to produce the best quality candidate pool for your vacancy.

The following media are used where appropriate for the advertisement of University posts:

University Web Page;

National/ International Press;

Professional/ Academic Journals;

Specialist internet web sites;

In some instances, it may be necessary to engage the assistance of an Executive Search firm or Employment Agency to supplement the recruitment process. This is exceptional and advice on the use of such firms should first be sought from UCD HR (Resourcing).

Note: Under the Internal Mobility and Development Programme which applies to professional, administrative and technical staff, some posts are advertised internally only in the first instance. Further information on this programme is available at: [Internal Mobility and Development](#)

## Internet Advertising:

All posts will, as a minimum, be advertised on the University's web page. The University's web site is the primary site from which candidates will access and download information regarding a particular job opportunity. If advertising externally, supplementary media will be used where appropriate to alert candidates to vacancies arising and to point prospective candidates to the web site for comprehensive details.

The University also has a reduced rate negotiated contract with [www.irishjobs.ie](http://www.irishjobs.ie) for advertisement of job vacancies. This web site is a useful alternative to full press advertising where timelines are tight or for generic type jobs where there is a competitive employment market and no concerns regarding securing an appropriately sized candidate pool. It is a valuable supplement to any advertising campaign.

[www.jobs.ac.uk](http://www.jobs.ac.uk) is a UK based web site that specialises in academic posts. Good results have been achieved by using this web site in the past to supplement press

advertising. UCD HR (Resourcing) also have a reduced rate for advertisements on the THES website.

Candidates should be directed to the UCD web page to peruse the correct application procedures.

## **Press Advertising:**

Press Advertising will only occur in exceptional circumstances where it is determined that a significant return on investment is likely. Where approval is granted for a stand-alone advertisement to be placed, the relevant Head of School is responsible for the providing the draft content to UCD HR (Resourcing) who will review and edit prior to placement.

### **o Journal Advertising**

Where an advertisement is to be placed in a particular professional journal, a more comprehensive advertisement will be required. The production of a suitable journal advertisement will be finalised in consultation with UCD HR (Resourcing).

The following list the detail generally included in a journal advertisement:

- the job title and subject area;
- salary rate;
- the nature of the position (permanent, temporary etc)
- a summary of the principal duties and responsibilities of the position;
- an indication of the essential skills, qualifications and experience necessary to successfully perform the duties of the position;

UCD HR (Resourcing) will automatically insert the vacancy reference number, salary, closing date, and instructions on how to access the Job Description / Further Particulars and Application Form, prior to placing the advertisement.

## **Advertising and Recruitment Timelines:**

Web advertisements are updated weekly and more frequently where possible.

For press and journal advertisements, UCD HR (Resourcing) request that relevant draft advertising documentation is submitted at least 2 weeks prior to the date of publication. This time is necessary to allow for lead in times for different press based publications, and also to ensure that all advertising documentation is finalised in accordance with University policy.

Publishing deadlines vary significantly for journal and magazine advertisements - you should therefore liaise with UCD HR (Resourcing) for further information on press/web sources and related publication lead in times.

## **Competition closing dates:**

All posts will normally be advertised for a minimum of 2 weeks. Any exceptions must be agreed in advance with UCD HR (Resourcing). A longer closing date may be appropriate for Academic or Senior Administrative posts. UCD HR (Resourcing) will discuss this with you in advance of advertising your competition.

## **27.2. Appendix 2 – Guidelines for Assessment Boards**

### **Introduction:**

The University's Strategic Development Plan recognises the critical role that the attraction and retention of high quality staff will make to our future. Effective recruitment and selection assists us to attract, retain and maintain our employees and to recognise the value of our people.

This guide has been developed to support you in your role as a member of an Assessment Board. It should be read in conjunction with UCD's Recruitment and Selection Policy.

### **The Assessment Board:**

The Assessment Board is responsible for undertaking a selection process that achieves a selection decision based on the principles of equity and merit. Every candidate should have the opportunity to compete in a fair and open competition.

### **Composition of the Assessment Board:**

Individual members of an Assessment Board are selected on the understanding that they meet the following requirements:

- adequate knowledge of the requirements of the job;
- an understanding of the recruitment and selection process;
- are of an equal or higher grade than the vacant position although sometimes an exception is appropriate here where specialist knowledge may be required;
- are free from bias in relation to any candidate;

Assessment Board members should ensure that they are available to participate in all aspects of the selection process, including presentations where these are being used.

### **The Chairperson:**

The Chairperson is normally nominated by the Head of School that 'owns' the vacant position. In the case of a Full Professor or Professor level appointment, the Chair is nominated by the President.

#### It is the role of the Chairperson to:

- Liaise with the Recruitment Administrator regarding the scheduling of interviews;
- ensure all board members are kept informed of any changes affecting the boards composition;

- ensure the overall integrity of the recruitment and selection process;
- lead the short-listing and interview process - including the introduction of candidates to the Assessment Board and explanation of procedures;
- ensure that a Selection Report and recommendation is prepared and recommendation form signed by all Assessment Board members;
- ensure that all Interview Notes generated during the interview process are collated at the end of the process for retention by UCD HR (Resourcing);
- agree qualitative feedback for each candidate with all board members;
- co-ordinate the provision of feedback to unsuccessful candidates;
- advise unsuccessful candidates by telephone (Professorships only).

## **Change in Assessment Board Membership:**

Changes to Assessment Boards should generally be avoided. However unforeseen circumstances may make it necessary to replace some members. In these instances you should:

- notify UCD HR (Resourcing) of the change of Assessment Board membership;
- afford the new member the opportunity to review all of the applications and add candidates to the short-list, if deemed appropriate.

If a new College Principal/Vice President, Head of School or Unit takes up duty during the interview process the former College Principal/Vice President or Head of School will remain on the Assessment Board in his or her original role if still a member of staff.

A member who leaves an Assessment Board before the interview process has concluded cannot advocate for the appointment of any candidate.

## **Personal Knowledge and Bias:**

It is not uncommon for an Assessment Board member to have personal knowledge of a candidate(s). However, close personal or professional relationships may cause a conflict of interest and could ultimately lead to claims of bias and discrimination. It may be appropriate in such instances to voluntarily withdraw from the selection process.

If you have personal knowledge of a candidate that you feel does not present a conflict of interest risk you should:

- disclose this to the other members of the Assessment Board;
- document your knowledge so that it can be confirmed with a source external to the Assessment Board.

## **Selection Strategy:**

The Assessment Board's plan is referred to as the Selection Strategy and it involves determining:

- what tools you will use to assess the relative merit of candidates;

- what process you will use to rank/score candidate's performance against each of the tools.

Your decision on a selection strategy decision should give due consideration to:

- the requirements of the position;
- the size and quality of the candidate pool (it may not be possible to differentiate candidates by application, interview and reference check alone);
- the availability of time and resources.

The strategy the Board of Assessment adopts must be:

*Transparent* – i.e. it is conducted in a way that would stand up to external scrutiny;

*Reliable* – i.e. it provides a consistent measurement process for the assessment of each candidate;

*Valid* – i.e. it is appropriate given the requirements of the job;

*Merit* - Supports appointment on the basis of merit.

In most cases written applications, interviews and reference checks will form the basis of the selection process. In the case of academic and senior administrative posts, this may be supplemented with a presentation or seminar.

Some of the other techniques or tools available to supplement any Selection Process include:

- Work Samples
- Work Related Tests
- Search consultants/committees & recruitment agencies

## **Work Samples:**

A work sample is a piece of work completed by the candidate in the course of their previous experience that demonstrates skills or abilities relevant to the selection criteria.

It is important that the Assessment Board have clear agreement as to how the sample will be assessed. The chairperson, in co-ordinating the selection strategy, should ensure the entire Board understands fully which aspect(s) of the criteria a particular work sample relates to.

The results of all work sample assessments must be documented as part of the individual selection report completed for each candidate.

## Work Related Tests:

Work related tests simulate a scenario or activity that the candidate may expect to encounter in their day-to-day work. The academic presentation is one example of a work related test. It is imperative that a work related test is:

- valid for the purpose for which the test is to be used;
- reliable, so that it will accurately measure the required factors;
- fair and equitable;
- directly related to the selection criteria of the position.

The use of work related texts should be considered early on in the formation of a selection strategy following consultation with UCD HR (Resourcing).

## Rating Scales:

It is necessary to agree a rating scale that will be used consistently for shortlisting, interview and any other selection exercise by each member of the Assessment Board.

The Assessment Board can develop its own rating scale to meet their specific requirements, however, the scale below is provided as a guide.

<b>RATING:</b>	<b>DESCRIPTION:</b>
<b>1</b>	Inadequate - the candidate's response was determined as unsatisfactory in meeting the minimum requirements of the job and the candidate was deemed by the Assessment Board to have an inadequate level of skill in this area.
<b>2</b>	<b>Marginal</b> - The candidate shows some ability however was deemed as not having met the required level of skill, knowledge or ability for the position; and/or the candidate was assessed as not meeting the criteria to the minimum level and requiring further development.
<b>3</b>	<b>Acceptable</b> - the candidate's response indicated that they were able to meet the minimum requirements of the criteria.
<b>4</b>	<b>Good</b> - the candidate's capability was assessed by the Assessment Board as demonstrating full competence in respect to the criteria, and was able to back this up with some examples that demonstrate ability. Examples reflected a lower level of skill, knowledge and ability than was considered excellent.
<b>5</b>	<b>Excellent</b> - the candidate's capability was assessed as excellent by the Assessment Board in respect to the criteria. The candidate demonstrated a comprehensive ability against all aspects of the criteria and was able to back this up with excellent examples. The candidate is deemed by the Assessment Board to have an exceptional level of skill, knowledge or ability in respect to the criteria.

## Review of Online Applications and Shortlisting:

All applications (UCD's on line application form, applicant's cover letter and curriculum vitae) are distributed on line to designated Board members within 72 hours of the application deadline passing. Once received, the Board should convene at a pre-arranged date and time to discuss the applications and decide collectively which candidates will be short-listed for interview.

Shortlisting is a process used to:

- determine those applications that meet the selection criteria to an appropriate level;
- ensure that candidates meet any mandatory selection criteria;
- commence the assessment of a candidate's competitiveness and relative merit.

Should a candidate's written application fail to demonstrate sufficient evidence of skills, knowledge and abilities relevant to the selection criteria, their application may at this point be excluded from further consideration. The Chairperson must complete a selection report in order to verify and record the Board's decisions. These reports will facilitate any subsequent feedback requests from candidates and should provide clear and comprehensive reasoning as to why candidates were excluded.

In the case of Academic recruitment (including Full Professor and Professor level appointments) the participating External Assessors may not be able to attend a short-listing meeting in person. They will subsequently be provided with a copy of the proposed shortlist, as agreed by the participating members of the Assessment Board, and they will be allowed to add applicants on the basis of a rating form approved by the Chairperson.

Following confirmation of the candidate short-list and receipt of the completed selection report, UCD HR (Resourcing) will email to all non short-listed applicants to inform them of this outcome.

## **Interviews:**

Interview is the most commonly used assessment tool. The key advantages of interviewing include the opportunity to:

- assess the personal attributes, past performances, technical skills, strengths and weaknesses
- gain insight into attitudes and values
- probe for inconsistencies and contradictions
- provide candidates with more detailed information about the position.

## **Contacting shortlisted candidates:**

UCD HR (Resourcing) will contact short-listed candidates and invite them to attend for interview in accordance with previously proposed interview dates.

It is essential that candidates receive sufficient notice of their interview to allow them ample time to prepare and if necessary to gather any requested work samples. In the case of senior positions, candidates will often have the added requirement of co-ordinating travel arrangements. Minimum notice requirements are:

Non Academic Posts – Local Candidates	<u>Minimum</u> of 1 week
All other posts	<u>Minimum</u> of 2 weeks

UCD HR (Resourcing) will telephone short-listed candidates and verbally confirm their willingness to attend interview, followed by a written invitation via email. Whenever possible, the interview schedule will be finalised taking into account a candidate's current commitments and availability. Should the candidate not be able to attend on the allotted date, the Board will decide whether or not an alternative interview date can be facilitated.

## Planning the interview:

The Assessment Board should pre-plan the interview including the process to be used and the questions to be asked. The Assessment Boards should allocate sufficient time well in advance of the interview date for this to occur. The short-listing meeting is a useful opportunity to undertake this task.

## Planning the interview environment:

The Chairperson (or their nominee) is responsible for arranging a suitable location for interviews. The following should be taken into consideration:

- adequate lighting and heating
- comfortable seating
- no noise distractions
- appropriate reception facilities – i.e. someone not on the Assessment Board to meet and acknowledge candidates
- appropriate waiting space for candidates
- appropriate literature to review while waiting for interview i.e. a copy of the Job Description.

## Designing interview questions:

Interview questions should be designed to elicit the desired responses from candidates and to assess their level of knowledge, skills and abilities in relation to the selection criteria.

It is essential that you use the same base structured questions for all candidates. You can use additional or probing questions to clarify points and to clarify claims made in their application.

## Conducting the Interview:

At the start of each interview, the Chairperson should:

- Introduce each applicant to the Assessment Board

- Explain the purpose and structure of the interview to the applicant
- Indicate to the Applicant that Assessment Board members may take notes.

The following guidelines may be used in conducting the interviews:

- The applicant should be put at ease so that he/she can answer questions to the best of their ability. This may involve asking simple introductory questions designed to relax the candidate i.e. How was your journey; any problems finding our location? Etc.
- The relevant details of the application may be reviewed to give the applicant an opportunity to add information.
- The Assessment Board must ask all applicants the same core questions to ensure a consistent and fair approach. Ask supplementary questions if required to clarify issues, obtain further information or to explore areas that arise in the interview.
- Only questions relevant to evaluating an applicant's ability to fulfil the requirements of the job should be asked.
- The Assessment Board must question all applicants against the same selection criteria.
- The Assessment Board should actively listen and actively seek clarification.
- Members of the Assessment Board should obtain sufficient information from applicants to make accurate decisions. Assumptions must not be made about an applicant's capabilities to perform various aspects of the position under consideration.
- Applicants may be asked if they wish to discuss matters that may not have emerged in response to questions raised during the interview, to add any information, or to ask any questions.
- Applicants should be advised about the timing of decision-making and notification of the outcome of the process.

## **Video Conferencing:**

Many of UCD's vacancies attract international applicants. For some of these candidates an interview via video conference can prove to be a suitable alternative to international travel.

Please refer to your Recruitment Team Lead for more information.

## **Telephone Interviews:**

Some circumstances will necessitate conducting interviews by telephone however this is only recommended in exceptional circumstances.

Please refer to your Recruitment Team Lead for more information.

## References Checks:

References are obtained by UCD HR (Resourcing) and without exception, must be conducted before a candidate is offered appointment to a position.

In the case of academic appointments (and certain senior support staffing posts) confidential written referee reports for short-listed candidates will be requested by UCD HR (Resourcing) in advance of the interview. All references received before the scheduled interview date(s) are made available to the Assessment Board on the day. In the case of applications for academic posts where the candidate's PhD is described as in progress or submitted, the candidate's PhD Supervisor must be contacted as one of their referees.

## Determining Your Preferred Candidates:

The selection decision should be made based on the outcome of all selection tools and consideration should be given to how candidates rated across all of the areas of the job's requirements, be they research, publication, teaching, leadership, or administrative factors. The best person for the job will not necessarily be the person who performed best in the interview.

Each Assessment Board member should initially make rankings on the basis of their own notes and assessment of each applicant's performance in relation to the criteria.

Applicants should be ranked suitable/unsuitable for appointment based on:

- Performance at interview(s).
- The written application.
- Further evidence (for example, alternative forms of assessment such as publications, skills testing).
- Referee reports, where provided in advance.

The Chairperson should seek initial rankings from all members without discussion. Differences and reasons should then be discussed, at which time the Chairperson should ensure that Assessment Board members confine the discussion to relevant information.

The discussions should not include rumour, "general opinion", "the grapevine says", or unsubstantiated gossip.

Effort should be made to reach a unanimous decision, however if a unanimous decision is not reached a majority decision is acceptable. Where the Assessment Board vote is tied, the Chairperson has a casting vote.

If the Assessment Board determines that no candidate is deemed to fulfil the criteria for appointment then no appointment will be made. The Chair of the Assessment Board and/or relevant Head of School/Unit should liaise with UCD HR (Resourcing) regarding appropriate strategies to either re-advertise, or re-design the role to better meet the University's needs and the skills available in the job market.

In certain cases the Assessment Board may name a reserve candidate. A reserve candidate should only be identified if the Assessment Board is satisfied that the candidate is appointable without reference back to the Board, if the recommended candidate declines to accept the offer. In all other instances where a successful candidate declines appointment, the Post Administrator will refer back to the Chairperson for further instruction.

## **Documenting Your Selection Decision:**

The selection decision and any supporting evidence must be documented. This document is called the Selection Report and consists of the signed recommendation and completed score sheets for each candidate.

The definitive interview documentation outlines the process that the Assessment Board undertook and their rationale for the appointment of the nominated candidate(s). The Selection Report also provides a useful reference to demonstrate that the appointment is being made consistent with the principles of merit, transparency, validity and reliability.

## **Feedback and Grievances:**

The Recruitment Administrator will notify all unsuccessful candidates in writing on the result of their application and that they can request feedback.

Feedback is normally given by the Chair of the Assessment Board, but may be delegated to other members of the board with their consent. The purpose of feedback is to provide the candidate with factual and accurate information on:

- the process used by the Assessment Board;
- the reasons why they were unsuccessful in being appointed to the position, relevant to the selection criteria;
- areas for future development.

The discussion should be confined to comparing the candidate's abilities, knowledge and skills against the selection criteria and genuine job requirements. The qualitative feedback agreed by the board at interview should be relayed to the candidate to assist their development. Boards are required to always provide qualitative feedback to internal candidates, not just when requested by them.

## **FOI and Record Management:**

The University's recruitment and selection procedures are subject to the provisions of the Freedom of Information Act 1997 and 2003 and the Data Protection Acts 1998 and 2003. It is important that your decision making process is clearly and comprehensively documented, and that all assessment records, including any individual notes of panel members are retained and returned to UCD HR (Resourcing) for storage in accordance with the University's records management producers. If in doubt about the status of assessment records contact UCD HR (Resourcing).

# Recruitment and Selection Policy

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## Support Documents:

### 1) CHECKLIST FOR CHAIRPERSON

<i>Stages:</i>	√	<i>Activities:</i>
<b>Assessment Board</b>		Board created in accordance with guidelines
		Board has gender balance, externs as appropriate
<b>Selection Strategy</b>		Assessment Board has collectively agreed on Selection Strategy
		Rating Scale is agreed
<b>Shortlisting</b>		Board members have reviewed all applications
		Short-listing matrix and notes completed
		Applicant assessment applied fairly in line with Selection Strategy
<b>Pre Interview</b>		Interview Dates agreed and communicated to UCD HR (Resourcing)
		Seminar and Interview locations confirmed
		Interview Questions prepared
<b>Interviews</b>		Location is suitable, seating, lighting, no noise
		Administrative support to meet/greet candidates
		Board members are briefed on the structure of the interview and appropriate questions have been assigned to all
		Board members are aware of the risks associated with inappropriate questions or probing.
		Academic Referees reviewed and verified along with publications (Full Professor and Professor level appointments only)
		Selection reports fully completed and are signed by all the Assessment Board members.
		Board members understand the need for confidentiality during the remainder of the appointment process. Recommendations are not communicated outside of UCD HR (Resourcing) until References, Transcripts and Medicals are completed.
<b>Post Interview</b>		Completed Selection report returned to UCD HR (Resourcing) Administrator
		Chairperson or nominated Assessment Board member is agreed for feedback requests

### 2) INTERVIEW GUIDELINES

The following principles are provided as a guide to support your interview process:

- begin by exchanging a few pleasantries and introducing the candidate to the members of the Assessment Board;
- proceed to ground familiar to the candidate, such as current work responsibilities (to reduce nervousness and help establish rapport with the Assessment Board);
- ensure that all questions are relevant to the job requirements, even those used to

open the interview;

- probe each content area completely before moving on. For example, in determining the supervisory experience of the candidate it is not enough simply to know whether or not he/she has had supervisory experiences. Interviews should determine how much experience in terms of the number and level of persons supervised;
- if the candidate cannot answer a question (after a reasonable pause) try rephrasing it;
- spread the task of posing questions evenly among members of the Assessment Board;
- use the same base structured questions for all candidates;
- use additional or probing questions to clarify points and to clarify claims made in their application;
- don't make assumptions about candidates or question in a way that infers unfair or biased attitudes such as gender, marital status, age, disability, race, colour, religious belief, ethnic origin or sexual orientation. These are factors which have no bearing on the selection criteria or an applicants ability to perform the role;
- maintain individual interview notes that will be useful in supporting your assessment and rating of the candidate; these are retained by UCD HR (Resourcing) along with a definitive assessment record for each candidate for the provision of feedback and in compliance with current Freedom of Information Legislation;
- do more listening than talking – ideally, the ratio of listening to talking should be around 70% to 30%.

### 3) DESIGNING INTERVIEW QUESTIONS

There are a range of different question types that can be used in interviews. However what is most important is that all questions are relevant to the selection criteria and job requirements.

A summary of each type and use is outlined below as a guide:

Question Types	Purpose	Examples
<i>Open</i>	Encourage candidates to talk Provide space for candidate to expand his/her thoughts Relax the candidate at start of	Please tell us what you know about this School or Unit.

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	interview, need to be framed succinctly	
<i>Closed</i>	<p>Encourage specific, short responses</p> <p>Typical answers are yes/no, true/false</p> <p>Tactfully 'slow' a talkative candidate, but need to ensure that flow of interview is not interrupted</p> <p>Obtain clarification</p> <p>Check technical knowledge</p>	<p>Have you had experience managing people?</p> <p>Do you find problem solving difficult?</p>
<i>Probing</i>	Seek clarification, expansion or more detail	You mentioned having some time off. What did you do between September 1997 and January 2000?
<i>Problem Solving</i>	<p>Simulates a situation and enquires how a candidate would respond</p> <p>Can be used to preface a behaviour-based question</p>	What would you do if one of your staff members was late for work several days in a row?
<i>Reflecting</i>	Clarifies the Assessment Board's understanding of the candidate's response and probes for more information	You say you enjoy minimum supervision. Do you see any drawbacks to this?
<i>Focusing</i>	Focus the discussion back onto position-related criteria	Let's return to organisational skills. How do you actually organise your work?
<i>Self-Appraisal</i>	To have the candidate appraise him/herself	<p>How well do you think you can manage deadlines?</p> <p>What did you learn from your experience in that position?</p>
<i>Statement Questions</i>	To present a point of view and ask for an opinion and justification.	Decentralised, accountable management. What does this mean to you?

## 28. Policy Revision History

Version	Date	Description	Author
3.0	March 2012	Policy Versioning Implemented	UCD HR
4.0	December 2012	Updated to reflect changes following the launch of the Internal Mobility and Development Programme	UCD HR
5.0	October 2013	Updated to reflect responsibility of a Board to provide qualitative feedback	UCD HR
6.0	Sept 2014	Updated policy to remove reference to Executive Head of School	UCD HR
7.0	Aug 2015	Removed the term Budget Review Committee (BRC), replaced to College Principal and College Finance Manager Removed the term (AOIA), replaced to SAO2	UCD HR
8.0	Feb 2016	Added section 15 "Other Pre-employment Activities" to highlight the new Garda Vetting Policy	UCD HR
9.0	Aug 2016	Academic Titles updated. Changes as a result of Agile Phase 1, Shortlisting & Interview Documentation available in multiple formats, new sign off. Updated Work Permit Section. Updated advertising section in Appendix 1 to include THES.	UCD HR
10.0	Dec 2016	Reference to Executive Search Consultants updated.	UCD HR
11.0	Jan 2017	Executive Search Consultants process updated.	UCD HR
12.0	May 2018	Guidelines for Boards of Assessment updated.	UCD HR
13.0	Sept 2018	Section 11.5 amended by UMT.	UCD HR