

Policy Name: Recruitment Policy

Policy Title:	Recruitment Policy
Description:	To document the MIE recruitment policy and procedures for the authorisation of appointments and the policy to be followed in making appointments to the staff of MIE.
Author (Position):	Director Human Resources
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Recruitment Policy

1. Context

Marino Institute of Education (MIE) prides itself on its ability to attract outstanding, world class staff and is committed to ensuring that the quality of the recruitment process reflects favourably on MIE, proving professional and cordial at every stage. These Recruitment Procedures outlined in this policy cover all appointments to the staff of MIE.

2. Purpose

To document the MIE recruitment policy and procedures for the authorisation of appointments and the policy to be followed in making appointments to the staff of MIE.

3. Principles

Human Resources (HR) support MIE's objective of recruiting and retaining the best staff. It is specifically responsible for ensuring that recruitment is conducted:

- i. In a manner which attracts and identifies the most talented staff and
- ii. In compliance with all employment legislation and MIE policy. This policy covers Academic, Administrative and Professional appointments.

4. Definitions

Human Resources' responsibilities include:

- i. Liaison with the "Hiring Lead" (e.g. President, Head of Department etc.) to plan and prepare the recruitment process
- ii. Advertising and circulation of vacancies
- iii. Management of the recruitment process
- iv. The composition of the Selection Committee and the job advert, in liaison with the Hiring Lead
- v. Provision of professional support and advice to the Selection Committee to ensure that the most suitable and qualified candidate(s) is(are) identified
- vi. Scheduling appropriate recruitment activities, including the appointment of specialist recruitment consultants where and when required
- vii. Interpreting terms and conditions of employment for both candidates and Selection Committees
- viii. Providing guidance to the Selection Committee on MIE procedures and fair employment practices

- ix. Maintaining appropriate records of the recruitment process.

5. Policy

5.1. Approval of Recruitment

- i. Each Head of Department must submit requests to hire to the Leadership Team for approval.
- ii. Following a review of the budget and the submission of a detailed description of the requirements of the post to be filled, the President, following a consultation with the Head of Department and the Leadership Team, will make a decision on whether or not the suggested recruited position is appropriate and approved. Maternity cover and leaves of absence are discussed with Leadership Team and decision of cover is agreed as appropriate. If the position is an increase in headcount or a newly created post approval is sought from the Finance Committee and Governing Body for that position. Successful recruited positions to full-time, long-term positions or senior positions are noted to the Finance Committee and Governing Body.
- iii. Decisions to recruit temporary staff to cover short, unplanned periods of absence by existing staff may be taken by the Head of Department, following discussion with HR and the President, provided that the post itself is within the Department's budget.
- iv. Staffing decisions are to be made according to a set of strategic recruitment principles designed to align Department plans with the [MIE Strategic Plan](#). The recruitment principles will reflect the necessity to recruit excellent staff, suitably qualified to work in MIE - with PhD level qualifications and post-doctoral experience, where appropriate, expected as the norm for academic staff.
- v. The recruitment principles must take into account the financial position of MIE.

5.2. Composition of Selection Committees

- i. The composition of Recruitment Selection Committees will be approved by the President, will consist of not fewer than 3 persons, and will comprise the most suitable and qualified people available to assess applicants in the discipline.

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- ii. In the case of all academic appointments, the President or their nominee will chair the recruitment panel, and a representative from Trinity College Dublin, the University of Dublin, where available will also join the Selection Committee.
- iii. In the case of all permanent Professional Services appointments, the President or their nominee will chair the recruitment panel.
- iv. A representative from HR may assist Selection Committees in carrying out their function.
- v. Selection Committees must represent both genders and as far as possible should reflect the diversity of MIE staff.

5.3. Principles Governing the Work of Selection Committees

- i. All members of the Selection Committee, as agents of MIE, are bound to act in accordance with the MIE [Staff Equality Policy](#) and in what they believe to be the best interests of MIE, and to nominate without fear, favour or prejudice that candidate whom they believe is best qualified to meet the requirements of the post.
- ii. Only members of the Selection Committee should be invited to participate in the shortlisting process. The shortlisting should be led by the Chair of the Interview Panel or Hiring Lead who is a member of the Selection Committee.
- iii. All members of the Selection Committee should ideally attend presentations and the interview process.
- iv. All information gained from the nomination process, which is not part of the public domain, is to be treated with complete confidentiality by members of a Selection Committee.
- v. No person is permitted to continue as a member of a Selection Committee if a candidate applying for an appointment has a close personal relationship with that person, such as might give rise to a conflict of interest or create bias in the selection decision making. Members of the Selection Committee must disclose if they have knowledge of the candidates.
- vi. HR or Chair of the interview panel will brief each interview panel member at the outset of the interview process to ensure that they are aware of the procedures to be followed.

5.4. Prior to Recruitment Commencement

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Prior to the commencement of any recruitment activity, the following must be received by HR from the Hiring Lead for the appointment:

- i. **Job Advert:** a complete job advert must be provided by the Hiring Lead, which will form the basis of the advertisement and from which the selection criteria will be defined. Any other information by way of background information to attract suitable candidates should also be supplied. All job adverts must be drafted by the Head of Department. Job adverts must be approved in advance by Leadership Team.
- ii. **Draft Advertisement:** The Hiring Lead must submit the draft advertisement text to HR. HR will be responsible for the booking of advertising space, finalising advertising copy and for posting the job advert to the MIE website.
- iii. **Proposed Selection Criteria:** in the case of administrative/professional library posts, clear criteria for appointment must be identified in the advert.
- iv. **Minimum Qualifications:** Candidates must be suitably qualified to work in MIE – with PhD level qualifications and post-doctoral experience expected as the norm for academic staff. In some instances, candidates who demonstrate evidence of work towards the completion of a PhD will be considered.
- v. **Selection Committee:** the proposed composition of the Selection Committee as approved by the President, Head of Department and HR.
- vi. **Dates:** The closing date for applications will be agreed between HR and the Leadership Team . Closing dates are generally two to three weeks after date of advertisement. The management of arranging interview date/s, presentations, interviews and/or assessment activities will be handled by the HR Office.
- vii. **Documentation:** All application forms, together with the completed shortlisting decision (with supporting documentation and marking system), signed off by the Hiring Lead, will be circulated electronically and returned to HR before interviews can be arranged.

5.5. Advertising of Appointments

- i. Whilst having due regard to advertising costs, all positions will be advertised as widely as possible, to attract the most suitable and qualified candidates.
- ii. For reasons of efficiency and effectiveness, candidates may be requested to submit a CV and covering letter, or personal information summary through e-mail.
- iii. To increase the quality of application information under review, it may be necessary to request other pertinent material such as sample publications, research plans, teaching statements etc.

5.6. Shortlisting

The Chair of Interview Panel or the Hiring Lead should lead the short-listing process. All members of the Selection Committee must be invited to participate in the short-listing process to:

- i. Ensure that fair and transparent decisions are reached and to establish a number of quality candidates.
- ii. A complete and accurate record of the Committee's short listing decisions will be required to support the MIE [Staff Equality Policy](#) and for the purposes of satisfying feedback if requested.
- iii. Where a third party such as a specialist recruitment consultancy is responsible for generating candidates, MIE must follow its appointment procedures thereafter.
- iv. Where external Selection Committee members are not available to attend shortlisting process applications are shared with them and they are asked for feedback.

5.7. Interview Dates and Notice to Candidates

- i. In order to ensure availability of candidates based internationally, adequate notice of the interview date should be provided.
- ii. On an exceptional basis, if a candidate is unable to attend for face to face interview on the stipulated date(s), an interview may be conducted via telephone or video conference.

5.8. Selection Procedures and Confidentiality

- i. In the case of all academic appointments, and some administrative posts, candidates will be required to make a presentation prior to their interview. The

Selection Committee may request a candidate(s) to attend for a subsequent interview.

- ii. The Selection Committee for Administrative/Support posts has discretion, under the direction of HR, to use any selection tools or techniques that are valid and fair to all candidates.
- iii. The approved procedure for Academic appointments is presentation and interview. Candidates shall be provided with the following information:
 - a. The venue for the presentation, interview or selection process
 - b. The composition of the Selection Committee
 - c. The time allotted for the presentation
 - d. The facilities that will be available on the day (e.g. overhead/slide projector, computer)
 - e. The subject of the presentation.
- iv. Identifying criteria for assessment will assist the Selection Committee in evaluating the presentation. The purpose of the presentation, the subject matter of which is generally the candidate's research, should be clearly defined by the Selection Committee in advance e.g. "a presentation on your research as might be presented to an undergraduate audience".

5.9. Roles of the Selection Committee Members at Interviews

The Chair is responsible for the following:

- i. Confirming and agreeing the selection criteria on which applicants will be scored.
- ii. Ensuring that no panel member has a candidate bias and disqualifying the panel member if this exists.
- iii. Deciding the order of questioning by the Selection Committee members.
- iv. Ensuring that every candidate receives the same opportunity (and time) to explain their experience, ability and potential to the Selection Committee.
- v. Introducing the Selection Committee members to the candidate.
- vi. Opening and closing the interview with the candidate.
- vii. Ensuring that discriminatory questions are recalled i.e. intervening and "striking out" any potentially discriminatory questions posed by the Committee.
- viii. Keeping interviews on time so that all candidates receive the same time to make their case.

- ix. Ensuring that all areas of a candidate's application have been sufficiently explored throughout the interview so that an evaluation judgement can be made.
- x. Reminding the Selection Committee that the selection process is confidential.
- xi. Noting that interviews are stressful 'life experiences' and that all representatives of MIE treat the candidate in a professional manner by ensuring that the Selection Committee demonstrate interest in the candidate's application, maintaining eye contact, switching off mobile phones or other electronic devices (e.g. PDA's), refraining from doodling etc.
- xii. Advising the Selection Committee that MIE must also 'market' itself to prospective candidates and be prepared to impart information that will 'sell' MIE, but, at all times being cognisant of not 'over-selling' MIE or creating unfair expectations in the candidate's mind.
- xiii. Advising the Selection Committee that the same core questions must be asked of each candidate.

5.10. Interviews and Selection Criteria

- i. Interviews must be conducted in accordance with the MIE [Staff Equality Policy](#). Candidates must be assessed against the job advert provided for the vacancy and ranked in order of suitability for appointment.
- ii. Each member of the Selection Committee will receive an interview pack containing the applications, the job advert containing the selection criteria, and a timetable.
- iii. For reasons of confidentiality, references will be taken up only for the nominated candidate. Each candidate will be asked to provide 2 referees.

5.11. Records

- i. It is a requirement that the Selection Committee record factual notes on each candidate's interview and submit them to the recruitment file at the end of the appointment as part of MIE's official record of the appointment. These records must be retained for a minimum of 12 months by HR¹.
- ii. The Chair is responsible for ensuring that the Selection Committee adequately records its evaluation of each applicant against the selection criteria and its reasons for rating and ranking each individual.

¹ See [Record Management Policy](#) and [MIE Records Retention Schedule](#)

- iii. A Form noting all those deemed appointable and in rank order shall be signed by each member of the Selection Committee. The nomination of the successful candidate will be forwarded by the Selection Committee, through the President, to the MIE Governing Body² for final decision.

5.12. Responsibility of HR.

- i. HR will handle all of the MIE recruitment communications with prospective candidates, including acknowledging receipt of applications, organising interviews, negotiating offers (in consultation with the President/Head of Department, as appropriate), issuing employment contracts, etc. and with all agencies engaged in the recruitment process such as Advertising and Recruitment consultants.
- ii. Candidates must provide MIE with the necessary authority to validate their cited academic qualifications, and to seek Garda Vetting for appropriate positions (see [Vetting Policy \(Staff\)](#)). Candidates will be commenced on payroll upon the return of their signed contract, with accompanying documentation.

6. Responsibility

The responsibility for maintenance of this policy rests with HR.

7. Related Documents

- 7.1. [MIE Staff Equality Policy](#)
- 7.2. [MIE Employment of People with Disabilities](#)
- 7.3. [MIE Gender Identity and Gender Expression \(Staff\) Policy](#)
- 7.4. [Vetting Policy \(Staff\)](#)
- 7.5. [Record Management Policy](#)
- 7.6. [MIE Records Retention Schedule](#)
- 7.7. [Code of Governance](#)
- 7.8. [Matters Reserved for the Governing Body of MIE](#)

² See [Code of Governance](#) and [Matters Reserved for the Governing Body of MIE](#)

Appendix 2



Flow-Chart Summarising Recruitment process at The Marino Institute of Education.

