

ORGANISATION: Central Remedial Clinic	REFERENCE NO: PPORG 39
TITLE: Recruitment & Selection Policy	VERSION NO: Version 2
REVIEWED BY: Gerry Fallon, Head of HR	EFFECTIVE FROM: 25 th June 2021
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TITLE: **Recruitment & Selection Policy & Procedure**

AREA: **CRC Organisation**

REFERENCE NO: **PPORG 39**

VERSION: **2**

REVIEWED BY: **Gerry Fallon, Head of HR**

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1.0 Policy Statement

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Recruitment and selection of staff in the Central Remedial Clinic (CRC) forms a crucial aspect of service delivery by ensuring that the highest quality of service is being delivered.

The continued success of CRC depends on its ability to recruit and select high quality staff at all levels. CRC is committed to ensuring that only people who endorse our values and demonstrate genuine commitment to working in partnership with people with disabilities are employed.

These procedures will be implemented and reviewed to ensure CRC compliance with Children First: National Guidance for the Protection and Welfare of Children 2011 and the HSE Safeguarding Vulnerable Persons at Risk of Abuse National Policy & Procedures.

2.0 Purpose

The purpose of this policy document is to outline the procedures for recruitment and selection in the CRC. The emphasis is on implementing best human resources practice to ensure that the highest calibre of staff are recruited.

3.0 Scope

This policy applies to CRC employees that are involved in the recruitment and selection of new staff into the organisation. The policy is also applicable to external interview panel members.

4.0 Legislation/ Other Related Policies

Employment Equality Acts 1998 – 2015
Employment Permits Acts 2003 -2014
Protection of Young Persons (Employment) Act, 1996
Protection of Employees (Fixed Terms Work) Act, 2003
Protection of Employees (Part Time Work) Act, 2001
General Data Protection Regulations, 2016
Irish Data Protection Act, 2018
The Freedom of Information Acts, 1997 and 2003
CRC Probation Policy

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5.0 Glossary of Terms and Definitions

Zoom – a digital application that allows for virtual interviews to be conducted.

MS Teams – a digital application that allows for virtual interviews to be conducted.

6.0 Roles & Responsibilities

A strong working relationship is required between the recruiting manager and the HR Department to ensure the appointment of the most suitable candidate. Whilst it is a joint approach, particular responsibilities in the process can be identified as follows:

6.1 Role of the Recruiting Manager

It is the responsibility of the recruiting manager to;

- a) identify and assess the vacancy.
- b) complete the business case form to forward to HR.
- c) review the job description and person specification in line with the template.
- d) prepare the content of the job advertisement in line with the template.
- e) set up interview dates and the interview panel.
- f) manage the short-listing process.
- g) ensure the interview panel prepares questions.
- h) ensure interview notes and candidate scores are completed.
- i) secure a venue for interview.
- j) arrange for refreshments and lunch as required.
- k) liaise with the HR department regarding post interview recruitment documentation.
- l) contact the first preferred candidate by phone to make provisional offer.
- m) sign off job references and qualifications as required as part of a dual sign off process.

6.2 Role of Human Resources department

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It is the responsibility of the HR department to;

- a) review the vacancy and business case with the recruiting manager
- b) submit documentation to PMCG for recruitment approval decision
- c) provide an advisory service on recruitment and selection best practice
- d) review the job advertisement
- e) arrange for publication of advertisement
- f) acknowledge job applications prior to the competition closing date
- g) send information pack to interview panel members
- h) Invite candidates for interview
- i) notify unsuccessful candidates after short-listing
- j) issue provisional letter of offer for successful candidate
- k) notify unsuccessful candidates following interview
- l) process post interview recruitment documentation
- m) sign off job references and qualifications as part of a dual sign off process
- n) decide on salary level
- o) prepare employment contract

The HR department will also process employment reference checks, pre-employment medicals and Garda vetting. Where required, the HR department will also verify a candidate's right to work in Ireland, check professional registration status and ensure qualifications are validated.

Only when satisfactory reference checks, Garda Vetting and appropriate registrations and validations have been confirmed and signed off by both HR and the recruiting manager can a start date be identified. From this a contract of employment will be issued to the preferred candidate.

7.0 Procedure

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7.1 Equal opportunity is about treating people in a way which prevents discrimination in access to employment and in the workplace. There are two types of discrimination - direct and indirect.

Discrimination is taken to have occurred where on any of the nine grounds, one person is treated less favourably than another is, has been or would be treated.

The nine grounds set out in the Employment Equality Acts 1998–2015 are as follows;

- Gender
- Civil Status
- Family Status
- Sexual orientation
- Religion
- Age
- Disability
- Race
- Membership of the Traveller community.

7.2 Identifying & Assessing the Vacancy

The relevant manager must review the vacancy to assess the requirement to recruit as a result of any change in their department. This review can include the following:

- Impact on services
- Team skill mix
- Possible reconfiguration of resources
- Time period for change in staffing, e.g. length of leave

It may be helpful to consider the questions set out below before progressing to the post approval stage:

- Has the job content or workload changed since the current employee was recruited?

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- Can the role be distributed between other members of the team or replaced with a different grade staff member?

7.3 Recruitment Approval Process

Approval to recruit staff in the CRC is controlled by a two-tier process; local level within the CRC and approval from the HSE as required.

7.3.1 Category of Post

To commence the approval process, the type of post that is needed must be identified.

New Post – This is a new post approved and funded by the CRC or the HSE in line with the Service Agreement and arising from a service development. This post requires “HSE Approval to Hire, Form A” to be completed and a detailed business case form

Replacement Post – This post is a replacement of an approved and funded vacancy and requires “HSE Approval to Hire, Form B” to be completed and a detailed business case form

Senior Category Posts – This post is to be filled at a Senior Category, Grade VIII and higher and requires completion of a “HSE Approval to Hire, Form A(1)”. HSE approval at divisional and national level is required to fill Senior Level posts. and a detailed business case form.

7.3.2 Internal Approval Process

The CRC has an internal recruitment approval process known as the Payroll Management Control Group (PMC Group). This group amongst others consists of the CEO, Head of Finance, Head of HR and Head of Operations. The purpose of this group is to review the business cases as submitted through HR. Meetings are held at regular intervals as recruitment demands require.

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The recruiting manager must set out their business case for submission on the designated forms . The information in this business case must include:

- Post/job title and location
- Clinical or critical need and/or development initiative
- Impact on frontline services if not approved
- Full year costs of the post
- Organogram of where post sits within department

The business case is submitted to the HR Department for initial assessment on the appropriate form. The corresponding Approval to Hire Form A/B/A1 is prepared by the HR Department in conjunction with the recruiting manager and signed by the relevant Line Manager. Both documents are reviewed in the PMCG meeting.

All approved “Approval to Hire Forms” must be signed by the CEO.

7.3.3 External Approval Process

Where required, the relevant approval to hire forms and business cases will be forwarded to the HSE Service Division for approval. The outcome of the approval decision is communicated directly to the CEO with further requests for information if necessary.

7.3.4 Approval Outcome

The recruitment process can commence on receipt of approval to hire. If the approval is not granted, the recruiting manager is informed of the reasons why with detail of the decision or advice to resubmit with an amended business case.

7.3.5 Record of approval

A copy of the approval form and corresponding documentation will be kept in the HR Department. A record of each CRC PMCG meeting will be documented and signed by relevant parties.

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7.4 Job Description & Person Specification

The recruiting manager will review and prepare a job description and person specification to reflect any change to the role.

7.4.1 Job Description

The objective of the job description is to set out the main duties and responsibilities of the position, including reporting relationships and the overall aim and purpose of the job. It will describe the job and not the person. The job description will be based on the role and should be sufficiently flexible to take account of the expected developments of the job and the department.

The recruiting manager is responsible for drafting and finalising the job description which is included as part of the pack for job applicants.

7.4.2 Person Specification

The person specification sets out the agreed criteria to be used in candidate selection and is prepared after the job description has been finalised. It is essential that all of the criteria are clear, relevant and lawful.

The criteria can be set out in terms of "essential" and "desirable" and will generally cover the following area; Qualifications, Skills, and Relevant Experience. The person specification will be used throughout the process when shortlisting, interviewing and evaluating the candidate. Care should be taken to ensure that the criteria are clearly defined and capable of being assessed and evaluated.

The recruiting manager is responsible for drafting the personal specifications. A copy of each person specification will also be made available to the HR department for retention. The person specification is included as part of the application pack and will be forwarded to all candidates prior to interview.

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The job description and person specification can be a combined document.

7.5 Job Advertisements

The purpose of advertisements is to attract the best pool of candidates to apply for a position whether internally or externally. It is the responsibility of the HR department to place recruitment advertisements.

The content of the advertisement will link directly to the job description and person specification. The advertisement should set out the overall purpose of the job along with a number of key duties of the role and essential selection criteria.

The purpose of advertising vacancies is to attract the widest possible pool of suitably qualified candidates. CRC will sometimes place advertisements on Irishjobs and some national websites. There may be occasions when a vacancy is approved for internal advertisement only within the CRC e.g. a part time, temporary post. Circulation of adverts internally can include a global email and poster notices on all local CRC notice boards.

Employees on statutory and non-statutory leave such as maternity leave and sick leave should be made aware of the vacancy by their Line Manager to afford them the opportunity of applying for a suitable vacancy.

Recruitment agencies may contact the CRC with details of suitable candidates. In the first instance the CRC will carry out its own recruitment process and review the use of employment agencies on a case by case basis. Recruiting managers must receive the approval of the HR department to use a recruitment agency.

7.6 Creating a Panel of Candidates

You may wish to consider the use of panels. The decision to create a 'panel' should be made prior to the placement of the recruitment

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advertisement. Where a decision has been made to set up a panel the advertisement should contain the following sentence, “An active recruitment panel may be created as part of this recruitment process”

Candidates should be placed on the panel in order of merit, as a result of their interview performance. Panelled candidates must be informed in writing of their placement on the panel.

7.7 CV’s and Application Forms

7.7.1 Curriculum Vitae’s (CVs)

Job applications should be made by sending a letter of application and up to date Curriculum Vitae. Applications for posts should be made through Irish Jobs or direct to the Human Resources Department through recruit@crc.ie for posts advertised on other national websites. Incomplete applications will not be accepted.

7.7.2 Use of Application Form

The CRC Application Form is accessible on the CRC Website and at present is used mainly for unsolicited applications. The CRC application form facilitates the collection and review of information about a potential employee’s work history, educational background, and qualifications in a standardised way.

The application form will help ensure that the same information is reviewed from each applicant and that consistent criteria are used when making selection decisions.

The application form will obtain the individual’s signature to confirm that all statements on the application are true and will also provide consent, under the General Data Protection Regulations, 2016, to retain information for the purposes of recruitment and/or employment.

Individuals can submit their application by email or post however by email is preferable for ease of internal processing.

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7.7.3 Reviewing an Application Form or Curriculum Vitae

It is very important to carry out a detailed review of the application form or Curriculum Vitae to assess an applicant's employment history, skills and accomplishments and to establish if the applicant meets the selection criteria. When reviewing the application be vigilant in terms of the following;

- Frequently changing jobs
- Missing or incomplete sections of the CV or application form
- No explanations for break in work history
- Regressive work history without good reason

7.8 Shortlisting Applicants

Short listing involves a review and assessment of the applicants' information against the essential and desirable criteria set out in the person specification, for the purposes of progressing or eliminating the applicant from the process. The following guidelines should be adhered to when short listing;

- At least two people must be complete the short-listing process.
- Short listing is to completed within 5 working days of the closing date.
- Information must be assessed against the criteria as set out in the person specification.
- Applicants who fail to meet the essential criteria will not be progressed to the next stage in the recruitment process.
- If the number of applicants needs to be reduced further, the desirable criteria will be applied.

The criteria for short listing must be uniform and applied systematically and consistently for all applicants. Each application is to be dealt with on its merits. This process is merely selecting the most suited candidates for interview and further selection cannot be made until additional information has been gathered at interview.

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The Applicant Shortlisting Form is to be completed, setting out the reasons for applicants being eliminated and progressed and this should be signed off by all those involved in the shortlisting process.

In the event that no suitable candidates have been identified at either short listing or interview stage the post may need to re-advertised. The advertisement will need to clearly state that “previous applicants need not apply”.

7.9 The Interview Panel

The interview panel must be made up of a minimum of at least two people and ideally three people from the following areas;

- A member of the senior management team
- The relevant line manager
- A qualified and experienced practitioner from the relevant discipline or work area.
- A member of the Human Resources department
- An external nominee with the appropriate skills and or qualifications.

All internal members of the panel must have undergone interview training in advance of participating in the recruitment process. The interview panel will include relevant operational and specialist personnel and it is essential to ensure that the panel is gender representative.

Once the interview panel is set up and has conducted even one interview the membership of the panel cannot be changed. This is to ensure continuity and consistency of interviewing.

7.10 Setting a Date for the Interview

The date for the interview is to be agreed in advance of the position being advertised and will be indicated in the advertisement.

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Interviews should be arranged within a two/three-week time frame of the closing date of the advertisement.

7.13 Information for Interview Panel Members

In advance of the interviews the HR department or the Recruiting Manager will prepare and send the following information to each member of the interview panel the:

- interview schedule to include the names of the interview panel members
- job advertisement
- job description/person specification relevant to the post
- CV's or application forms for the candidates attending for interview
- Candidate Score Form
- Candidate Recommendation Form for Chairperson

7.11 Preparation for Panel Members

The interview panel will need to be well prepared for the interviews and the recruiting manager must ensure that the process is agreed in advance of the interviews. Areas for consideration include;

- Ensuring that all panel members have received the relevant documentation.
- Agreement on the format and structure of the interview.
- Clarifications on each member's role on the panel.
- Agreement on the areas and scheduling of interview questions.
- Agreement on evaluation process.

7.12 Conflict of Loyalty

It is essential that the recruitment process is fair and is seen to be fair. In situations where a member of the panel has a potential conflict of loyalty, (e.g. if a candidate is related to or a personal friend of a

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panel member), this conflict must be made known to the chairperson of the interview panel at the earliest opportunity.

A decision can then be made with regard to the panel member continuing to play a role on the interview panel or being replaced by an alternative panel member.

7.13 Canvassing

The canvassing of a panel member by a candidate will automatically result in that candidate's exclusion from the interview process.

Candidates must be excluded from the interview or recruitment process if they;

- a) knowingly provide false information,
- b) canvass any person involved in the recruitment and selection process, with or without inducements,
- c) impersonate a candidate at any stage of the process,
- d) interfere with or compromise the process in any way.

7.14 Scheduling Interviews

Candidates shortlisted for interview will be asked to notify the CRC if they have any specific requirements in relation to attending for interview. This will enable the organisation to put into place any reasonable accommodation that a candidate may require. HR will provide each candidate with a copy of the relevant job description when they are invited to interview.

When scheduling times for interviews, it is important to allow adequate time to assign a score and complete post interview administration. Interviews should typically take between 45 minutes and 60 minutes per candidate.

For some positions a job-related assessment may form part of the selection process. Depending on the position this assessment may take the form of a presentation or case study.

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7.15 The Interview Venue

There should be appropriate access, light, heat and ventilation in this room and appropriate steps should be taken to prevent interruptions and noise. All mobile phone devices should be switched off. Ensure that water is made available for panel members and for candidates and an 'interview in progress' sign will be placed outside the interview room door.

The candidate waiting area will not be within earshot of the interview room and try and avoid candidates having to queue in corridors. It is important that the interview room is accessible for all panel members and candidates attending for interview.

7.16 Interview checklist can be found in the appendices section.

7.17 Changes to the Interview Process during COVID-19 Pandemic

The way we conduct our interviews is changing due to COVID-19. In order to minimise footfall into buildings the interview process may change to reflect the current COVID-19 environment and government guidelines.

Where there are three or less candidates shortlisted for interview face to face interviews may take place with the appropriate social distancing measures in place in the interview room. There should only be two persons on the interview panel conducting face to face interviews.

Where there are four candidates or more shortlisted for interview, the interviews are to take place virtually via Zoom or MS Teams.

One virtual interview is sufficient to make a job offer and an appointment. Managers do have the option to have a second interview where required or deemed necessary.

The notable exception to this are posts at the senior management team level which will require two interviews.

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7.17.1 Organizing a Virtual Interview

Each interviewer should perform a video interview test run, checking the software is working, that a good network connection is available, and you know how the video and audio work. Plan for unexpected technical difficulties. All interviewers are to be individually logged into the call from separate devices.

7.17.2 Scheduling Virtual Interviews

Schedule more time in your calendar for a virtual interview than you typically would for a face to face interview. Allow for logging in/out time for each interview and also for unexpected technical difficulties that may arise.

HR will issue email interview invitations to each candidate and individual members of the interview panel. HR will enable a waiting room system on the platform to allow the Chairperson control admissions.

7.17.3 Conducting Virtual Interviews

Pre-interview meetings to plan the interview are critical to ensuring the smooth running of the virtual interview. It's important to have the interview questions based on the competencies required for the role planned ahead of time.

At the start of the interview, the chairperson should confirm with the candidate that s/he is alone in the room with no prompt material other than a CV?

Following completion of the virtual interviews, same procedure follows i.e. marking returned to HR Recruitment Officer with notes and audio file if recorded.

HR will arrange for face to face interviews or second round zoom interviews, depending on the government restrictions at the time.

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Once both rounds of interviews have been completed all paperwork should be returned to HR.

7.17 Interview Guidelines

7.17.1 Purpose of Interview

It is essential that all interviews are conducted in a professional manner. Those with responsibility for conducting interviews on behalf of the CRC need to ensure that each stage of the interview process is both effective and fair. The purpose of the interview process is to

- Gather information to assess each candidate.
- Ensure that interviewees are treated fairly.
- Identify the most appropriate person for the job.
- Establish adequate records.
- Create a positive image of CRC.

Each panel member will evaluate and rate and separately score candidates according to the selection criteria as outlined in the person specification.

7.17.3 Candidate Identification

Candidates will be asked to bring photographic identification to the interview or virtual interview, for the purpose of verifying their identity. There is no requirement for the interview panel to take a copy of this identification.

7.17.4 Interview Questions.

As part of interview preparation, it is essential that the interview panel agrees on the areas and sequencing of questions. This will ensure that all of the relevant selection criteria are examined and that the questions are asked in a logical sequence that is clear to the candidates.

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To ensure fairness, consistency and compliance with the legislation, the same criteria should be explored with all candidates. This will also assist the interview panel in the evaluation of the merits of each candidate.

7.17.5 Note Taking

After each interview, all panel members will complete their note taking. Panel members will work together for note taking purposes.

It is important that notes are kept in order and taken for all candidates. It is the responsibility of the Chairperson to collate and return, all recruitment competition documents, including interview notes, to the HR department.

7.17.6 The Scoring System

All members of the Interview Panel are to use an agreed marking system based on the objective selection criteria. This is to be agreed prior to the commencement of interviews. The following table illustrates how the marks for each criterion should be arrived at:

	Display of Competency/Knowledge	Scoring
1	Excellent Many examples of high level of competency	Assign more than 75% of allocated marks.
2	Good Showed clear evidence of competency	Assign between 60% and 75% of allocated marks.
3	Average Showed adequate indicators of competency	Assign between 40% and 60% of allocated marks.

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4	Marginal Some positive indicators but not sufficient to be judged fully competent	Assign between 20% and 40% of allocated marks.
5	Poor Showed little evidence of competency	Assign less than 20% of allocated marks.

7.17.7 Post Interview Evaluation of Candidates

Each member of the interview panel has full candidate scoring rights. Each candidate will be scored against the criteria set out in the job description and person specification. Scoring will be applied in a consistent and fair manner. A minimum pass rate should be agreed to be achieved by each candidate for each scoring section.

A score is to be assigned to each candidate based only on the evidence gained during the interview and before the next candidate is interviewed. Each member of the interview panel will complete and sign off on the Candidate Score Form for each candidate.

Candidates will not be compared against each other until all interviews have been completed and all assessment sheets are completed. Marks will be awarded first and their outcome discussed afterwards.

While each panel member has equal input into the decision making process there may be in exceptional circumstances the need for a casting vote to be made. This casting vote will be the responsibility of the Chairperson of the interview panel.

All members of the interview panel will sign off the Candidate Recommendation Form.

7.17.8 Feedback to Candidates after Interviews

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If it is requested, candidate feedback should be handled with sensitivity. The responsibility for providing feedback to unsuccessful candidates will be assigned to the Chairperson of the panel and another panel member if required. Candidate feedback should not be dealt with outside this format.

Feedback will be constructive and focus on the candidate's performance in relation to the selection criteria. Feedback is to be confined to the candidate only and there should be no discussion or comment on the performance of other candidates. This information will be given on the Candidate Feedback Form.

7.18 The Job Offer

Once the first preferred candidate has been selected a provisional verbal offer of employment may be made by the recruiting manager. The provisional offer must be made subject to receipt of satisfactory employment references, Garda Vetting and other checks as appropriate.

This provisional offer conversation can be used to identify the current salary level and to advise the successful candidate, if currently employed, not to hand in their notice until such time that that CRC confirm that all recruitment documentation is of a satisfactory nature.

Following the verbal offer of employment made by the recruiting manager, HR will issue a written, provisional offer of employment, subject to documented satisfactory checks being received in the following areas:

- A minimum of three written employment references
- Garda/Police clearance from all countries the candidate has resided in since birth
- Pre-employment medical
- Verification of candidate's right to work in Ireland
- Validation of qualifications (dependent on post requirements)

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The employment references must be signed off by the recruiting manager and a member of the HR department.

7.18.1 References

It is the responsibility of the HR department to obtain work related references using the CRC reference request template documentation.

A minimum of three written workplace references are required. One of the references must be from the current or most recent employer. If the candidate has not been employed, personal referees may be accepted with prior approval with HR.

The referee should ideally be the manager or supervisor of the candidate. In cases where the referee has subsequently left the company HR will establish the employment record of the candidate. References are to be reviewed and signed off by the recruiting manager and the HR department.

7.18.2 Pre-Employment Medical

HR will provide the successful candidate with details of the medical provider to carry out a pre-employment medical. The pre-employment medical report will assist CRC to establish the candidate's medical fitness for employment in the job.

An individual will not automatically be refused a position if they have a health issue. Similarly, a disability will not preclude full consideration for the job. Knowledge of any existing conditions or disability will allow CRC to make reasonable accommodations for the individual.

7.18.3 Garda Vetting (e-vetting)

All prospective employees of CRC must undergo Garda Vetting prior to taking up employment. Garda Vetting is an on-line process. All candidates will be required to complete an e-vetting form and provide identification in order to commence the e-vetting process.

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An employee cannot commence employment without full satisfactory Garda vetting disclosure having being received by the CRC.

7.18.4 Qualifications

Offers of employment are made subject to verification of qualifications. The HR department will follow up on verifying qualifications with candidates where the person specification identifies a requirement for a qualification.

The offer letter will advise candidates of the requirement to obtain validation of qualifications at the earliest opportunity as this can be a prolonged process.

A copy of the qualification(s) of the successful candidate will be retained on the main employee file. Qualifications are to be reviewed and signed off by the recruiting manager and the HR department.

7.18.5 Professional Registration

Certain categories of employees are may be required to register an associated professional body. Some health professionals are required to register with CORU and will be requested to provide proof of registration in advance of any job offer.

If the person specification identifies a requirement for registration, it is essential that the HR Department is provided with the original documents. A copy of the registration will be retained on the successful candidate's HR file.

7.18.6 Employment Permits

If the successful candidate is a non-EEA national, they will be required to provide a copy of their permit documentation which is normally in the form of a GNIB card (Stamp 4). The offer letter will advise the candidate of the requirement to provide us with documentation.

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If the candidate has not resided in Ireland, it is the responsibility of HR to make an application for an employment permit. Information on the various types of permits available can be found at <http://www.djei.ie>

7.18.7 Employment Contract

On receipt of satisfactory recruitment documentation, HR will liaise with the recruiting manager who will contact the candidate to identify a start date. The contract of employment will be issued to the successful candidate in advance of a start date.

7.19.0 Unsatisfactory Pre-employment Checks

It may happen that one or more of the pre-employment checks are unsatisfactory. It is important that you consider the relevance of the information received. An opportunity should be provided to the candidate to clarify any issues or to provide further information.

Any decision not to appoint due to unsatisfactory checks should be made with due consideration being given not only to the information received but also with consideration to employment equality legislation, protocol around national protection and welfare protocol and guidelines and any other CRC operational requirements.

The decision to withdraw an offer of employment must be done in consultation with the HR department. If the decision is made to withdraw the offer of employment, this should be confirmed in writing with the candidate with the assistance of HR.

8.0 Revision and Audit

In light of the Covid-19 pandemic this policy is the subject of an ongoing review process.

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9.0 References and Bibliography

Not applicable

10.0 Appendices

Appendix 1

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Appendix 1 Interview Summary Checklist

The following checklist can be referred to prior to the planning and conduct of interviews;

- a) Has the interview date been set?
- b) Has an interview panel been confirmed accounting for expertise and gender representation?
- c) Have all interviewers received interview training?
- d) Is there an appropriate accessible venue for the interview?
- e) Does the receptionist have a list of candidate names?
- f) Is there a suitable waiting area for candidates?
- g) Is there appropriate heating, lighting and seating in the interview room?
- h) Will the process be un-interrupted by noise during the interview?
- i) Has a realistic number of interviews been scheduled for in the one day?
- j) Are there planned 'comfort breaks' for panel members between interviews?
- k) Have refreshments been arranged?
- l) Is all the relevant documentation ready for the interview panel?
- m) Has the interview Chairperson been clearly identified?
- n) Has a pre-interview meeting been scheduled for the interview panel?
- o) Have all panel members received their interview packs?
- p) Have panel members prepared and agreed on the interview questions?
Do all panel members understand their individual roles during the interview?

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CENTRAL REMEDIAL CLINIC – Applicant Shortlisting Form

Post: _____

Essential Criteria:

- (i) _____
- (ii) _____
- (iii) _____

Desirable Criteria

- (i) _____
- (ii) _____
- (iii) _____

NAME OF APPLICANT	INTERVIEW		REASONS FOR <u>NOT</u> INTERVIEWING
	Yes	No	

Signed: _____ **Date:** _____

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Signed: _____ **Date:** _____

Individual Candidate Score Form

Post: _____ Interview Date: _____

Category	Criteria	Maximum Score
A		
B		
C		
D		
E		
F		
	TOTAL:	

Minimum Category Pass Score: _____ %

Candidate Name:		
Category	Score	Summary Comment
A		
B		
C		
D		
E		
F		

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TOTAL:	
---------------	--

Signed: _____ **Date:** _____
Panel Member

Candidate Recommendation Form

(To be completed by the Chairperson of the interview panel)

Post: _____ **Interview Date** _____

Ranking Order	Candidate Name	Scoring Category							Next Stage
		A	B	C	D	E	F	Total	

Next Steps

Interview panel members are reminded of the need for confidentiality prior to the issuing of official results.

Signed:
Chairperson: _____
Panel Member: _____

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Panel Member: _____

Date: _____

Individual Applicant/Candidate Feedback Form

(To be completed by the Chairperson of the interview panel)

Candidate: _____

Post: _____

Interview Date: _____

	Subject	Maximum Score
Category A		
Category B		
Category C		
Category D		
Category E		
Category F		
Total		

Scoring Category						
A	B	C	D	E	F	Total
Comments						

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Signed: _____ Date: _____
Chairperson