

Recruitment and Selection Policy

KARE POLICY DOCUMENT				
Policy Owner: HR Manager				
<i>Rev. No.</i>	<i>Approved by Heads of Units/OMT</i>	<i>Approved by KARE Board</i>	<i>Launched Heads of Units</i>	<i>Operational Period</i>
Rev 1		July 2003		Jul 2003 -Aug 2009
Rev 2	April 2009	May 2009	Sept 2009	Sept 2009 – Aug 2010
Rev 2.1				Sept 2010 – Oct 2013
Rev 3	May 2013	July 2013 - approved Guidelines for Transparency in Decision Making	Nov 2013	Nov 2013 – Feb 2017
Rev 4	February 2017	March 2017	March 2017	March 2017 -

Section 1: Policy

1.1 Background to this Policy

This policy has been developed to ensure an effective and fair Recruitment and Selection process where there is transparency in decision making regarding the appointment of candidates to positions in KARE. This policy is under pinned by the Employment Equality Acts 1998 and 2004, Freedom of Information Act 2007 and the Data Protection Act 2009.

1.2 Aim of this Policy

The aim of this policy is to outline KARE's recruitment and selection policy, process and procedures and to ensure that all those who are involved are aware of their roles and responsibilities.

1.3 Scope of this Policy

This policy relates to the recruitment of all employees to KARE services.

It covers from when a vacancy is notified to the Human Resources Department to when the new person commences working with KARE including:

- Notification of a Vacancy
- Application Process
- Interviewing process
- Post interview screening
- Post interview administration
- Garda Vetting

1.4 Policy Statements

1.4.1. Recruitment

- 1.4.1.1 Staff will be recruited based on the requirements of the job, without bias on the grounds of the candidate's Sex, Marital or Family status, Age, Disability, Religion, Sexual Orientation, Race or Membership of the Travelling Community.
- 1.4.1.2. KARE will recruit people to vacant positions as soon as possible following the identification of an impending vacancy and the approval to fill same.
- 1.4.1.3 The job description will be reviewed/developed for the position and this will define the functions of the role and the specific conditions pertaining to it.
- 1.4.1.4 All vacancies will be advertised internally within KARE and vacancies may also be advertised externally in the local/national press, on-line, professional journals and magazines.
- 1.4.1.5 The closing date for receipt of applications will normally be no later than three weeks after the date the position was advertised.
- 1.4.1.6 All applicants to KARE will be required to declare on the KARE applicant declaration form if they have an immediate family/household member or anybody with whom they have a close relationship/friendship.
- 1.4.1.7 All applications for a position will be assessed against the agreed criteria for the position using the information provided in the application documentation. Based on this assessment

candidates will be shortlisted for interview. Applicants not shortlisted for interview will be notified in writing.

1.4.2 Selection

- 1.4.2.1. The selection process will involve the relevant Line Manager/s from the area where the vacancy exists and a representative for the H.R. department. Where appropriate, a member of the KARE Board of Directors, KARE Service Users and/or a suitably qualified internal/external person will also participate in the process.
- 1.4.2.2. No staff member, board member, service user or external person shall be involved in any aspect of the selection process where an immediate family/household member or anybody with whom they have a close relationship/friendship is an applicant. See Appendix 1, Guidelines for helping ensure transparency in decision making.
- 1.4.2.3. The selection process will always involve an interview but may also include meetings with service users, group exercises, psychometric testing, specific skills tests and/or other suitable methods of selection.
- 1.4.2.4. Interviews will be held within one month of the closing date for applications. Where necessary, interview dates will be arranged prior to advertising and the dates included in the advertisement.
- 1.4.2.5. Prior to offering a candidate a position in KARE, the following should be in place:
- Two acceptable written references on KARE's Reference Form, both of which meet regulatory requirements.
 - Satisfactory Garda vetting
 - Two forms of I.D., one of which must be a photographic I.D.
 - Satisfactory Pre-employment medical examination.
 - Completed Applicant Declaration Form
 - Proof of required qualifications
 - Proof of their right to work in Ireland

Only in very exceptional circumstances will a job offer be made subject to the above but employment cannot commence with KARE until the above are in place.

- 1.4.2.6. All decisions made as to the suitability of a candidate as a result of any disclosures received will be done with a commitment to fairness. The decision making process will consider if the disclosure has a potential bearing on the suitability of the candidate for the position for which they have applied. It will not be a forum to pass judgement on the candidate's behaviour as a member of society.
- 1.4.2.7. The successful candidate will be issued with a contract of employment which complies with the Terms of Employment (Information) Acts 1994 and 2001, and the Unfair Dismissals Acts 1997-2007. The contract will be signed by all parties.
- 1.4.2.8. Unsuccessful candidates will be notified within 3 weeks of interview either verbally or in writing.
- 1.4.2.9. An unsuccessful candidate may request feedback from their interview/tests. Requests for feedback will be co-ordinated by HR department and appropriate members of the interview panel may be involved in giving the feedback. The interview assessment form and where

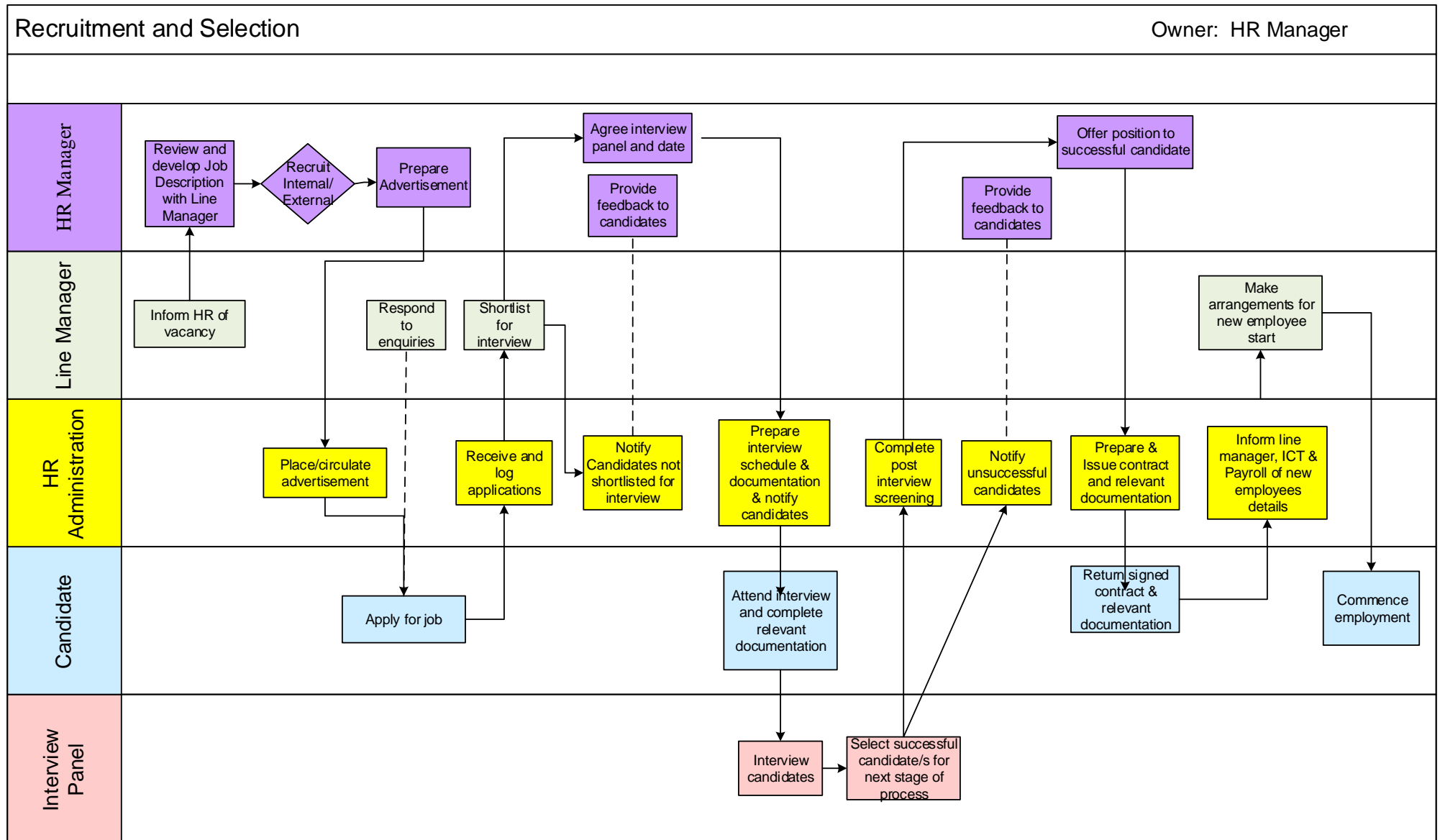
appropriate, results from psychometric/skills tests will be used as a basis for the feedback discussion.

- 1.4.2.10. The H.R. department will ensure that all documentation relating to the recruitment process is filed in a manner that complies with the relevant Freedom of Information and Data Protection legislation.

1.4.3. Garda Vetting

- 1.4.3.1 All applicants, including volunteers will be informed as part of the interviewing process that it is KARE's policy to carry out Garda Vetting.
- 1.4.3.2 KARE will apply directly for Garda Vetting and employment/volunteering will not commence until satisfactory vetting is received.
- 1.4.3.3 All new employment contracts will contain a paragraph stating that Garda vetting/re-vetting will be carried out as per the legal requirements.
- 1.4.3.4 KARE will have one Garda Vetting Unit Authorised Signatory, this person will be a member of the Human Resources Department and will be responsible for the processing of all Garda Vetting forms within KARE.
- 1.4.3.5 The Garda Vetting Unit will only correspond with/disclose information regarding the prospective employee/volunteer to the authorised signatory.
- 1.4.3.6 In the event of a disclosure on the candidate from the Garda Vetting Unit the Authorised Signatory in consultation with the HR Manager will make a decision on the suitability of the candidate for the position.

Section 2: Process



Section 3: Procedures

3.1. Notification of Vacancy

- 3.1.1 The Line Manager will notify the Human Resources Department of the impending vacancy, following receipt of a written resignation or the approval of a new position.
- 3.1.2. The Representative for the H. R. Department will agree the timeframe for filling the position with the Line Manager, prior to the commencement of the recruitment process.
- 3.1.3. The Line Manager will develop a job description for the position or review the existing one in consultation with the Human Resources Manager and will agree the methods to be used for selection, e.g. skills test, presentations interview, etc.

3.2. Advertising Vacancy

- 3.2.1. The Line Manager will write the advertisement for the vacancy in consultation with the Representative for the H.R. Department.
- 3.2.2. The H.R. department will advertise all vacancies internally. Where the vacancy is only advertised internally the following may apply:
 - Current staff
 - CE Participants who meet the qualifications and experience requirements of the jobs
 - Volunteers who meet the qualifications and experience requirements of the job
 - LTI graduates, college placement students and people who have sent in their CV's to HR and who meet the qualification and experience requirements outlined in the advertisement.
- 3.2.3. Where relevant the H.R. department will place an advertisement in the local and national newspapers, journals, on-line, etc. as appropriate.
- 3.2.4. The H. R. department will receive and log all applications received.
- 3.2.5. The Line Manager/s will shortlist candidates for interview based on the requirements for the role as outlined in the advertisement. Shortlisting should be completed within one week of the closing date.

3.3. Interviewing Candidates.

- 3.3.1. The Representative for the H.R. Department, in conjunction with the other members of the interview panel will define the criteria for selection in preparation for the interviews including questions and assessment documentation. The profile and the number of members to sit on the interview panel will be agreed in advance and will take into consideration the type and level of the position/s for which the interviews are being held.
- 3.3.2. The Human Resources Department will organise the interviews including a venue and inform the interview panel.
- 3.3.3. The Human Resources Department will write to the unsuccessful applicants to inform them that they have not been shortlisted for interview.

- 3.3.4. Each member of the panel will make notes on each person interviewed during the interview using the interview notes sheet.
- 3.3.5. The H.R. representative on the interview panel will co-ordinate the completion of an interview assessment grid for each candidate interviewed.
- 3.3.6. The H.R. representative will ensure that the Garda Vetting and Applicant Declaration forms are completed by each interviewee on the day of the interviews.

There is an easy to read version of Interviewing and Selecting Staff in Appendix 2

3.4. Post Interview Screening

- 3.4.1 The HR department will request two written references, using the KARE Reference Form on the successful candidate/s following completion of the interview process. If the reference form is received by email, a copy of the email from the referee must be attached to the reference form
- 3.4.2 The HR department will invite the successful candidate to apply for Garda Vetting. When the authorised signatory received notification of a completed application s/he will review and submit the application to the Garda Vetting Unit for completion.
- 3.4.3 The HR department will organise a pre-employment medical for the successful candidate/s.
- 3.4.4 The HR department will verify academic qualifications for the preferred candidate/s and follow up on work permits or other such documentation, as appropriate.

3.5. Post Interview Administration

- 3.5.1 On receipt of all post interview screening documentation, the H. R. department or line manager will contact the successful candidate/s to agree a start date.
- 3.5.2 The HR department will agree salary details and where appropriate relocation expenses with the successful candidate/s.
- 3.5.3 The H. R. Department will issue the contract of employment to the successful candidate/s, including a copy of the Staff Handbook, pension and PHI details.
- 3.5.4 The H.R. department will ensure that all unsuccessful candidates are notified either in writing or where appropriate, verbally.
- 3.5.5 When requested, the HR Department/Line Manager will provide feedback to unsuccessful candidates based on the interview assessment form.
- 3.5.6 On receipt of the signed contract from the successful candidate/s, the HR Department will forward all relevant information to the Line Manager, ICT and Payroll departments with regard to the new employees starting details.
- 3.5.7 The Line Manager is responsible for ensuring the New Starters checklist is completed.

3.6 Garda Vetting

- 3.6.1 Each applicant completes a Garda Vetting Invitation Form (Appendix 1) and a KARE Applicant Declaration form (Appendix 2) and submits these to the Authorised Signatory/Clerk, together with two forms of ID as per the guidelines issued by the Vetting Unit (Appendix 3).
- 3.6.2. The Authorised Signatory/Clerk for KARE will verify the authenticity of the Vetting Invitation Form and ensure that it is legible and completed correctly.
- 3.6.3. The Authorised Signatory/Clerk will then process the Vetting Invitation Form through the Garda Vetting Unit on-line service. The applicant will then receive a link (to their email) inviting them to complete the application online. Once completed, the National Vetting Bureau forwards the completed application to the Authorised Signatory/Clerk for review. Upon review; the Authorised Signatory/Clerk submits the form to the Garda Vetting Unit for processing. Online vetting takes approximately one week to process an application. All communication, either verbal or written to or from the Garda Vetting Unit will be handled by the Authorised Signatory only.

In the event that an applicant is unable to complete the Garda Vetting Invitation form (e.g. due to literacy problems, no computer/internet access, etc.) the Authorised Signatory/Clerk will accept a long version of the Garda Vetting Form (Appendix 4) and submit this form to the Garda Vetting Unit on their behalf.

- 3.6.4. On receipt of the Vetting form from the Garda Vetting Unit online service, the Authorised Signatory will take note of any disclosures and, in consultation with the HR Manager, make a decision as to the suitability of the candidate for the position. If an applicant has committed petty crimes before they were eighteen years of age and have not reoffended for three years, these convictions will not be disclosed to KARE. If however, these convictions were against children, these will be disclosed to KARE.
- 3.6.5. If the candidate has been the subject of previous (or pending) criminal charges or has previous convictions the H.R. Manager and the Authorised Signatory will meet with him/her to discuss the disclosure and they will be given the opportunity to respond to it. The candidates response will be recorded in writing.
- 3.6.6. The decision on whether or not to offer the candidate a position will be based on the following:
- KARE's duties in law
 - Whether the offence was disclosed at application stage
 - The nature of the crime
 - Relevance of the conviction(s) to the post
 - When it happened
 - The circumstances involved
 - The type of sentence received
 - The age of the candidate at the time of the conviction
 - Pattern and number of convictions
 - Efforts to avoid re-offending
 - Safeguards against offending at work

- Possible reactions of employees, families, funders, etc.
- 3.6.7. With the candidates consent, the H.R. Manager may contact the relevant Gardaí for further information on the disclosure to assist in determining his/her suitability for the post in question.
- 3.6.8. If the candidate disputes the content of the disclosure in any way, the matter will be referred back to the Garda Vetting Unit via the Authorised Signatory with a view to establishing its accuracy.
- 3.6.9. The relevant Line Manager will be informed of the final decision and all original documentation will be kept in a secure file in the HR Department in Central Services.

APPENDIX 1

**DRAFT GUIDELINES FOR HELPING ENSURE TRANSPARENCY IN DECISION MAKING
IN KARE**

These guidelines have been developed to help ensure transparency in decision making in KARE and to ensure that staff, board members and the people who use our service are not placed in the position of having to make evaluations/decisions which could have an impact on somebody that is:

- a) An immediate family or household member of a staff member, board member or a person who uses our service, (i.e. husband, wife, partner, son, daughter, parent including stepparent and stepson/daughter, grandparent, father-in-law, mother-in-law, bother, sister, including stepbrother and stepsister, brother-in-law, sister-in-law)
 - b) An individual who regularly shares their residence.
 - c) Any other person with whom they have a close relationship/friendship.
1. The Recruitment & Selection Policy has a number of requirements to help ensure that the most suitable person is selected for the job and that there is transparency in the decisions made.

These include:

- All future applicants to KARE will be required to declare on the applicant declaration form if a), b) or c) above applies to them.
 - No staff member, board member or a person who uses our service will be involved in any aspect of the selection process where an applicant is covered under a), b) or c) above.
2. No staff member will report directly to or manage an individual who is covered under a), b) or c) above
 3. Staff members, board members and the people who use our service will be required to excuse themselves from any discussion and/or decision making process where there could be a perceived conflict of interest for them relating to a), b) or c) above.

These guidelines will be incorporated in the Staff Handbook and in the KARE Corporate Governance manual.

May 2013

APPENDIX 2

INTERVIEWING AND SELECTING STAFF

