



**UNIVERSITY OF
LIMERICK**
OLLSCOIL LUIMNIGH

POLICY FOR THE RECRUITMENT OF STAFF

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1 Introduction

1.1 Purpose

The University of Limerick aims to attract and select excellent staff through fair, transparent and effective policies and procedures.

1.2 Scope

1.2.1 *To whom does the policy apply?*

The Policy for the Recruitment of Staff applies to all recruitment competitions for roles of 12 months or more in duration. This includes competitions for Academic, Research and Professional/Support staff.

This policy and respective procedures do not apply in the case of Joint Academic Appointments resulting from competitions managed by the Public Appointments Service. Such appointments will be submitted to the Governing Authority for noting.

1.2.2 *In what situations does the policy apply?*

The recruitment and appointment of all substantive roles of 12 months or more in duration.

Governing Authority will be provided with a list of all contractual appointments of less than one year.

1.2.3 *Who is responsible for ensuring that the policy (and any associated procedure) is implemented and monitored?*

Within the University of Limerick, the Human Resources Division has overall responsibility for managing the recruitment process.

Unless previously approved at Executive Committee level, the Recruitment Sub Committee (a Sub Committee of Executive Committee) are required to approve all core funded competitions of 12 months or more that are not contained in the signed off department budget, before the recruitment process can commence.

The Governing Authority are then required to approve the appointment of successful candidates from competitions for all substantive roles of 12 months or more in duration before employment contracts can be issued.

2 Context

2.1 Legal and Regulatory Content

2.1.1 *Public Sector Procedure and Norms*

The University of Limerick Recruitment policies and procedures are in compliance with public sector recruitment and appointment procedures and norms.

2.1.2 *Employment Equality Act*

All stages of the Recruitment process will be in compliance of the Employment Equality Acts 1998-2015 and other relevant legislation. No candidate shall be discriminated against on any of the nine grounds mentioned in legislation, i.e. Gender, Marital Status, Family Status, Race, Religion, Sexual Orientation, Age, Disability, or Membership of the Traveller Community.

3 Policy Statements

3.1 Principles for the Recruitment of the University of Limerick Staff

3.1.1 *Recruitment Pack*

Prior to the commencement of any recruitment activity, the Competition Owner will arrange for the completion of a recruitment pack.

The Competition Owner must provide a Job Description. The Competition Owner, if required, can liaise with HR to ensure that the Job Description is accurate with respect to the correct professional level and scale point. Before the Competition Owner selects the professional level of the post, they should refer to the appropriate document from the following list for guidance:

- I. The UL Academic Role Profile document for Academic posts
- II. The UL Competency Framework document for Support posts
- III. The Research Staff Role Profile document for Research posts
- IV. ITD Introduction to Competency Framework
- V. Teacher Career Framework & Role Profiles

For newly created posts, the Job description must be sent to the Recruitment Manager, who will provide guidance on appropriate Job Description details, gender proofing and recommended salary scale to be applied.

Where the Online Recruitment Tool is unavailable, the Competition Owner must complete a hard copy of the recruitment pack. The Competition Owner must ensure that all fields in the pack are completed to proceed in a timely manner. Failing to do so may cause a delay in the advertisement of the post.

To proceed with the recruitment process, the Competition Owner must receive authorisation for the post from relevant managers. The level of authorisation required for each post is outlined in the below table:

If the recruitment pack has been completed through the Online Recruitment Tool, it will automatically transfer to the HR Recruitment Office. During the transition to Online Recruitment packs, completed Manual Packs should continue to be forwarded to the HR Recruitment Office by the Competition Owner.

| | Project Leader | Head of Dept./ Dept Manager/ Institution Director | Faculty Manager | Dean/Division Head | Finance | VPAA& SE/Nominee | HR Director/Nominee | |
|----------|----------------|--|-----------------|--------------------|---------|------------------|---------------------|--|
| Academic | | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | |
| Support | | ✓ | ✓ | ✓ | ✓ | | ✓ | |
| | | | | | | | | |
| Research | ✓ | ✓ | | ✓ | ✓ | | | |

For Research roles the Faculty Manager must receive a copy of the approved pack before it is sent to HR

An individual involved in the preparation of a recruitment pack may not be a candidate for that post. Conflict of professional or personal interest (as specified in Code of Conduct for Employees) should be declared to the Director, Human Resources & Communications or their nominee prior to the preparation of the recruitment pack.

3.1.2 Advertisement of Post

All advertisements will be placed on the University of Limerick's website and will be available through the University of Limerick E-Recruitment portal and the Universities Vacancies portal.

In addition, the vacancies may be circulated to selected universities, research institutes or other appropriate bodies nationally and internationally. Other print and online media may also be used where appropriate.

All advertisements will make it clear by their wording and presentation that the position is open to suitably qualified candidates, by stating so specifically. All advertisements must carry the statement of the University's commitment to equal opportunities.

Regardless of advertisement medium used, all applicants must complete their applications online through the E-Recruitment Portal.

3.1.3 Screening and Shortlisting

After the date for the submission of applications has passed, the HR Recruitment Team will communicate with the Competition Owner to confirm dates for the screening and shortlisting meeting. The Competition Owner, assisted by a HR Representative will be responsible for screening all applications to ensure that suitably qualified candidates are brought forward for shortlisting. Only candidates who meet the minimum stated essential criteria are considered for shortlisting.

The shortlisting meeting will be held in person or virtually and will be attended by the competition owner and at least 2 others from the interview board (one of which must be the Dean for academic roles and gender balance must be taken account of) and will be assisted by the HR rep. This meeting will ideally happen within 2 weeks of the closing date for the competition.

The Competition Owner in collaboration with the shortlisting panel will make a recommendation regarding the number of candidates to be shortlisted. In the event all screened candidates are to be interviewed no shortlisting meeting will take place. The HR Representative will notify the HR Recruitment Team of the outcome of the shortlisting.

The Competition Owner should strive to have gender balance in their final pool of candidates for all competitions. For appointments of all roles where the salary scale reaches or exceeds €76,000, if the final pool of candidates does not comprise of a minimum 30% gender representation, the Selection Board must account to the Governing Authority for why this was not possible.

Consideration will be given to lack of experience due to family-related leave.

The onus is on all applicants to make themselves available for interview (if shortlisted) on the date specified and to make whatever arrangements are necessary to ensure that they receive communications sent to them at the address specified on their application form.

All candidates who are not shortlisted (those screened out who did not meet the criteria and those who met the criteria but were not selected for interview) will receive written notification to that effect on completion of the shortlisting process.

The Competition Owner may invite shortlisted candidates to visit the campus before interview where appropriate. The invitation must be extended to all shortlisted candidates.

3.1.4 Screening and Shortlisting - Research Roles Only

After the date for the submission of applications has passed, the HR Recruitment Team will provide the Competition Owner a list of applicants and their respective application documents. The Competition Owner will organise a Screening/Shortlisting meeting at which the Competition Owner, a HR Rep and the second Selection Board member will attend. At least 30% gender balance will apply.

All applications will be screened to ensure that suitably qualified candidates are considered for shortlisting. All candidates who have met the minimum stated essential criteria are then considered for interview.

The Competition Owner in discussion with the second panel member will make a recommendation regarding the number of candidates to be shortlisted for interview at this stage or may determine that all candidates who meet the minimum stated qualifications will be interviewed.

The Human Resources Division will have responsibility for administering the recruitment process, ensuring full compliance with this policy and related procedures and will provide advice on the process as required.

3.1.5 References

References for Academic roles must normally be provided in advance of interviews.

For other competitions, references are only requested for successful applicants.

The HR team will provide a template that can be used to satisfy this requirement where requested to do so although generic references are still acceptable.

Two references are required for Teaching Assistants and roles up to and including Senior Executive Administrator level for Professional and Support teams. All other roles require three references.

If a referee is a member of the Selection Board, applicants will be asked to provide an alternative referee.

Where the President and/or the HR Director or their nominees deem it necessary and having advised the candidate, additional references may be sought from individuals not named by the candidate.

3.1.6 *Conflict of Interest*

If at any stage during the recruitment process, a party becomes aware of a conflict of interest (as specified in Code of Conduct for Employees), they must report this to the Director, Human Resources & Communications or their nominee.

Each contributor to the recruitment process must be asked to confirm at the outset of their respective involvement to outline any potential conflict of interest they may have.

3.1.7 *Composition of the Selection Board*

The President has the right to be a member of any Selection Board or to nominate an individual to any Selection Board.

The composition of each Selection Board will differ based on the role in question. However, panel members must be at the same level as the grade being recruited or above.

The HR Division will provide training on the best practices that should be employed during the interview process and encourage all Selection Board members to familiarise themselves with these principles in advance of the interview. The Competition Owner should ensure that all Selection Board members have completed online unconscious bias training and all Chairpersons have completed Chairperson training in advance of interview. Effective from April 2021, all internal Selection Board members must have completed interviewer training.

The composition of each Selection Board, based on job title and grade is outlined below. For job titles not included in list below, use the composition of closest comparative available:

| RESEARCH ROLES | Post Doctoral Researcher | Senior Research Fellow/ Research Fellow | Research Assistant | |
|-----------------------|--------------------------|--|--------------------|--|
| Project Lead | ✓ | ✓ | ✓ | |
| Project Lead Nominee | ✓ | ✓ | ✓ | |
| Dean Nominee | | ✓ | | |
| Minimum Board Size | 2 | 3 | 2 | |

| Composition of Selection Board | | | | |
|---|--------------------------------|--------------------------------|-------------------------|--------------------------------------|
| PROFESSIONAL & SUPPORT ROLES | Senior Administrative Officers | Senior Executive Administrator | Executive Administrator | Administrator - Senior Administrator |
| External to the University | 1 | 1 | | |
| External Member to Division/ Department | 1 | | 1 | |
| Relevant Manager | 1 | 1 | 1 | 1 |
| Manager's Nominee | 1 | 1 | 1 | 1 |
| Minimum Board Size | 4 | 3 | 3 | 2 |

| | Professor/Assoc Professor | Head of Dept | Senior Lecturer | Lecturer Below the Bar/Above Bar | Teaching Assistant | Associate Teacher |
|----------------------------------|---------------------------|--------------|-----------------|----------------------------------|--------------------|-------------------|
| ACADEMIC ROLES | | | | | | |
| President (or Nominee) | Optional | | | | | |
| Head of Dept (or Nominee) | 1 | | 1 | 1 | | |
| Dean (or Nominee) | 1 | 1 | 1 | 1 | | |
| Provost (or Nominee) | Optional | 1 | Optional | Optional | | |
| VPR (or Nominee) | Optional | | Optional | | | |
| External Subject Specialist | 1 | | 1 | 1 | | |
| Internal Academic level or above | 1 | 1 | 1 | 1 | | |
| Relevant Manager | | | | | 1 | 1 |
| Manager's Nominee | | | | | 1 | 1 |
| Minimum Board Size | 5 | 3 | 4 | 4 | 2 | 2 |

For Professor/Associate Professor competitions, the Selection Board must consist of at least one of the three optional Selection Board members.

| Composition of Selection Board | | | |
|---|-------------------|--------------------------|-------------------------|
| TECHNICAL ROLES | Technical Officer | Senior Technical Officer | Chief Technical Officer |
| External Member to Division/ Department | 1 | 1 | 1 |
| Relevant Manager | 1 | 1 | 1 |
| Manager's Nominee | 1 | 1 | 1 |
| Minimum Board Size | 3 | 3 | 3 |

There must be gender representation on every Selection Board with a minimum of 40% gender representation on any Selection Boards of greater than 3 members.

3.1.8 Unavailability of a Selection Board Member

In the event of a Selection Board member(s) becoming unavailable, the Competition Owner will request the Dean or Divisional Director, for permission to either allow the replacement of a Board Member or proceed with a reduced Selection Board. The

decision will be communicated to Human Resources. Recruitment team. Interview boards of 2 are excluded and cannot proceed without a replacement.

In the event that the President's nominee is the unavailable Board member, the President will identify a replacement.

3.1.9 *Chairperson of the Board*

When acting as a member of the Selection Board, the President can choose to either chair the Board or nominate a member of the Selection Board to act as Chairperson of the Board.

Where the President is not a member of a Selection Board, the Dean or Divisional Director will select the Chairperson of the Board.

3.1.10 *Presentations*

Where applicable, candidates selected for interview may be required to make a presentation to the Selection Board members.

All Selection Board members will be required to attend the presentation. Other candidates for the role may not attend the presentation.

Academic presentations will be open to the campus community.

3.1.11 *The Interview and Appointments*

In advance of the interview, the Selection Board will agree a format, criteria and scoring for the interview in line with the criteria outlined in the recruitment pack.

Interviews may be conducted via video conferencing and web camera facilities as appropriate.

For all appointments with a duration of 12 months or more, the Selection Board report(s) will be forwarded to the Governing Authority to sanction the appointment. Governing Authority decisions on appointments are final.

3.1.12 *Additional Selection Methods*

The recruitment procedure may be augmented by additional assessment techniques including, but not limited to, the use of assessment centres and psychometric testing. Candidates will be advised in advance of proposed additional assessment techniques.

3.1.13 *Single Candidate Procedure*

In the event that there is a one-applicant candidate pool, the Director, Human Resources & Communications or their nominee must be informed. The Director, Human Resources & Communications or their nominee may authorise a competition to go ahead with one candidate.

For researcher roles in the event that there is a single applicant, the Competition Owner may proceed with the competition if the Dean has approved the competition to continue with a single candidate.

The submission for noting of the successful candidate to Governing Authority must clearly outline it was a single candidate competition.

3.1.14 *Search Committee*

The process of inviting applications for the filling of posts may be augmented by a search procedure. The identification of candidates by search procedure may be undertaken by a Search Committee appointed by the relevant Competition Owner or their nominee in consultation with the Human Resources Division. The services of recruitment specialists both internal and external maybe engaged to assist in the search but must have prior approval from the Director, Human Resources & Communications or their nominee.

3.1.15 *Notification of the Results of the Selection Process*

The Chairperson of the Selection Board, as determined by 3.1.9 of the Policy for the Recruitment of Staff must ensure that all interview candidates are notified of the outcome of the interview process. The Chairperson may delegate this task to HR or a member of the Selection Board. Such notification in the case of the successful candidate(s) will indicate that the recommendation is subject to approval by the Governing Authority.

Where a Selection Board has deemed other candidate(s) suitable for appointment, the name(s) will be held on file for a period of 12 months from the date of interview. Should the position or a comparable position become vacant for any reason during this period, other candidate(s) deemed appointable will be considered for appointment in ranking order. Subject to approval by the Director, Human Resources & Communications or nominee, recommendations for appointment would be forwarded for Governing Authority approval.

3.1.16 Governing Authority Review

A candidate may request the Governing Authority to review a recommendation of a Selection Board on grounds of manifest departure from these operating procedures, which it is claimed has affected the outcome for the candidate.

To seek such a review the candidate will indicate in writing to the Corporate Secretary their intention to seek a review within one week of notification of the outcome of their application. All recommendations for appointments submitted to Governing Authority must take account of this timeframe in order to facilitate a review if required.

The candidate will make a written submission setting out the entire grounds for their review request to the Corporate Secretary within two weeks of the notification of the outcome of their application. If the Corporate Secretary feels the grounds for review are sufficient, they will refer the request to Governing Authority

The Corporate Secretary will inform the Director, Human Resources & Communications that a review has been requested. The Director, Human Resources & Communications will inform the Chair of the Selection Board that a review has been requested.

Upon notification of a request for a review, the Governing Authority will appoint a Review Committee comprising of three of its members (none of whom will be a senior officer of the University), one of whom will chair the Committee. The Review Committee must not be comprised of single gender. The members of the Committee will exclude themselves from a Governing Authority decision on an appointment that has been subject to a review by them.

The Review Committee, if satisfied the appeal falls within the terms above, will determine the conduct of the review. Any such review will be completed within a reasonable timeframe. The reasoned determination of the Review Committee will be submitted to Governing Authority and will be provided subsequently to the candidate, HR and Chair of the Selection Board.

Related Procedures

4 Related Documents

- 4.1 Procedure for Recruitment – University of Limerick Staff (PRUL)
- 4.2 Procedures for Recruitment and Appointment of Externally Funded Academic Staff
- 4.3 Procedures for the Recruitment/Appointment of Academic Staff in Exceptional Circumstances

5 Document Control

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