



**msletb**

Bord Oideachais agus Oiliúna  
Mhaigh Eo, Shligigh agus Liatroma  
*Mayo, Sligo and Leitrim*  
*Education and Training Board*

# **Mayo, Sligo and Leitrim Education and Training Board**

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## **RECRUITMENT AND SELECTION PROCEDURE**

MSLETB,  
Human Resources Department,  
Newtown,  
Castlebar,  
Co. Mayo  
F23 DV78

## DOCUMENT CONTROL SHEET

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## 1. Statement

- 1.1 It is the policy of MSLETB that the recruitment and selection procedure shall be operated in an open and fair manner, in line with good practice recruitment and selection standards, employment legislation and free from discrimination.

## 2. Purpose

- 2.1 The purpose of this recruitment and selection procedure is to provide a robust framework, based around core recruitment and selection principles outlined below, within which to facilitate the recruitment and selection of high calibre employees.

## 3. Scope

- 3.1 This recruitment and selection procedure applies to candidates for all competitions (internal/external) i.e. employees of MSLETB and any external candidates. This procedure covers all activities that form part of the recruitment and selection process.

## 4. Legislative Requirements and Guidance

- 4.1 To this effect, MSL ETB base our recruitment and selection procedures on the job description and the objective requirements of the job without bias on the grounds of the applicant's sex, marital or family status, age, disability, religion, sexual orientation, race, or membership of the travelling community.
- 4.2 These procedures are governed and informed by the following National and European Union Legislation;
1. Articles 48 & 49 (re: Free Movement of Workers) and Article 119 (re: Equal Pay) of the Treaty of Rome, 1957, as Amended by Subsequent Treaties.
  2. Employment Equality Acts, 1998-2021
  3. Employment Permits Acts, 2003 - 2014
  4. European Communities (Aliens) Regulations, 1977
  5. Aliens Act, 1935
  6. Data Protection Acts, 1998-2018
  7. Freedom of Information Acts, 1997 - 2014
  8. Disability Act, 2005
  9. Department of Education Circular Letters/Collective Agreements
  10. Public Service Management (Recruitment & Appointments) Act, 2004
  11. Protection of Employees (Fixed-Term Work) Act 2003
  12. Protection of Employees (Part-Time Work) Act 2001
  13. Other relevant Collective Agreements.
  14. Department of Further and Higher Education, Research, Innovation and Science Circular Letter/Collective Agreements
  15. Education and Training Board Act 2013

## 5. Core Principles

5.1 This recruitment and selection procedure (and any relevant procedures) sets out the commitment by MSLETB to comply with standards of best practice and integrity in its recruitment and selection procedures. This procedure outlines the obligations and responsibilities of applicants who apply for employment with MSLETB. The MSLETB's recruitment and selection procedure is based on the following principles:

- Probity (integrity, impartiality, fairness, reliability, ethical conduct and confidentiality).
- Merit (a transparent, competitive recruitment process where the criteria for judging suitability of candidates can be related directly to the qualifications, attributes, skills and competencies required to fulfil the duties and responsibilities of the post).
- Best practice (adhering to good practice recruitment and selection procedures extends to all aspects of the appointment process).
- Consistency and transparency (treating candidates fairly, to a consistent standard and in a consistent manner providing for transparency and open and active communication with candidates during the recruitment and selection process).

## 6. Equal Opportunities Statement

6.1 MSLETB shall work to promote a culture of equality and to develop equality and recruitment policies and procedures to ensure that all candidates are selected on merit. MSLETB shall endeavour to ensure that the selection process does not provide unjustifiable advantage or disadvantage to any particular candidate or group of candidates. The recruitment and selection process shall embrace genuine equality of opportunity, and this will be integral to the process by which appointments are made.

6.2 It is MSLETB's intention to have recruitment and selection processes and procedures which are open to all, irrespective of a candidate's background, personal beliefs or circumstances. MSLETB shall therefore provide appropriate assistance and accommodation wherever possible, unless to do so would be to unlawfully disadvantage another candidate. This may include providing easily accessible interview facilities, agreeing an appropriately timed interview, arranging an alternative medical examination location or time, supplying or arranging appropriate equipment.

## 7. Responsibilities

### 7.1 *Human Resources Department*

MSLETB's Human Resources Department has overall responsibility to manage the recruitment and selection process in a confidential manner, in accordance with the

core principles of recruitment and selection and shall assist line management in this respect.

## 7.2 **Line Managers**

Line Managers have the responsibility to work with the HR Department on recruitment and selection in accordance with the core principles of recruitment and selection. Key responsibilities include identifying the job and person specifications, shortlisting applications, attending interview skills training and participating in interview boards internally and/or in other ETB's.

## 7.3 **Candidates**

Candidates in the recruitment process shall not:

- knowingly or recklessly provide false information
- canvas any person, with or without inducements
- interfere with or compromise the process in any way.

7.4 Candidates have the responsibility to provide verification of the education qualifications deemed necessary for the post. Candidates have the responsibility to provide verification of their identity.

7.5 Candidates should note that canvassing (representations being made on or behalf of the candidate) will disqualify them and will result in their exclusion from the appointment process.

7.6 A third party shall not personate a candidate at any stage of the process.

## 7.7 **Conflict of Interest**

Any person involved in a selection process who has a personal or familial relationship with an applicant shall immediately bring this to the attention of the Human Resources Department.

## 8. **Vacancy**

8.1 The recruitment and selection process begins when a vacancy exists, arising from either;

- a new post
- a vacant existing post
- a substitute post.

8.2 The initial steps taken are as follows;

- Determine the nature of the contract i.e. permanent whole-time, CID, fixed term, specific purpose.
- Clarify the exact nature of duties and prepare a job description.

8.3 If the vacancy is an existing post, the following must be considered;

- Whether the job has changed, and

- Whether the job description needs to be changed to accurately reflect what the person in the new job will do.

## 9. Job Description, Person Specification and Competencies

9.1 A job description/person specification and competency profile will be developed or updated for any vacant post that is to be filled.

### 9.2 Purpose

The job description has a variety of purposes, including:

- Recruitment - A clear description of exactly what is required of the post enables the selection board to select the most suitable applicant for the post,
- Clarification of roles and responsibilities,
- Performance Management and Development.

### 9.3 Job Description

The job description should accurately reflect all elements of the post and qualifications.

The job description should describe

- the purpose and objectives of post
- scope,
- key activities,
- expected outputs,
- standards for the job
- Post title
- Location
- Hours of attendance
- Duration including Contract type
- Key responsibilities and duties
- Lines of supervision and reporting relationship
- Extent of communication and liaison

A job description's wording should not include every task but should focus on the principle accountabilities of the job. As it is not an exhaustive list it will usually contain a phrase like 'such other duties as may be required and which fall within the general ambit of the post'. provide sufficient flexibility for the allocation of new duties relevant to the core functions of the post.

A job description must not be discriminatory or make explicit or implicit reference to the age, gender, marital or family status, sexual orientation, religion, disability, race, membership of the travelling community, or any other irrelevant characteristics of the post holder.

#### 9.4 **Person Specification**

The person specification shall state both the essential and desirable criteria in terms of skills, aptitudes, knowledge and experience that are required for the job, all of which shall be directly related to the job and applied equally to all applicants.

The person specification is drawn up on the basis of the job description. It outlines the qualifications, skills, experience, knowledge and competencies required for successful performance in the role. Issues such as qualifications and experience should be examined carefully, and should only be stated in the person specification if they are essential requirements for the job.

- What educational standards are required?
- What work experience is necessary?
- Are any special aptitudes necessary? E.g. manual dexterity, languages, verbal or numerical skills
- What personal characteristics are needed? E.g. leadership, dedication, creativity
- Have any special circumstances been identified? E.g. willingness to travel.

These are the criteria against which applicant(s) will be assessed and provide a transparent means of measuring an individual's suitability for appointment. The more accurate the criteria are, the more likely that the best applicant will be selected for the job.

The Person Specification assists the recruitment and selection process by providing:

- A consistent and objective set of standards for all applicant(s) which can be observed/measured, and
- A framework against which feedback can be provided.

#### 9.4 **Competencies**

For the ETB sector, competencies have been defined as the behaviour, skills and attitudes that underpin effective performance. Competencies provide a practical menu of the critical skills and visible on the job behaviours that underpin effective on the job performance and make an explicit link between the behaviour of employees in a role and the level of service that is provided.

#### 9.5 **Review**

At the time of writing, the job description is a snapshot of the post. Bear in mind that it may become outdated as the duties and responsibilities of the job evolve and should be reviewed for accuracy on a regular basis. Given the pace of change in most work areas, it would be unusual for the duties and responsibilities for a post to remain static. As a minimum, job descriptions should be reviewed in all instances where the post becomes vacant and before any recruitment action is initiated.

## 10. Communication of Vacancies

- 10.1 MSLETB is committed to ensuring that vacancies are communicated openly to afford equality of opportunity. The appropriate methods of communication for vacancies are selected which offer value for money and are appropriate to the vacancy under consideration.
- 10.2 Advertisements should be drawn up advising of the vacancy and indicating where the relevant information can be accessed. Full details and particulars should be made available.
- 10.3 To encourage diversity of applicants, vacancies are advertised using one or more of the following:
- National Press
  - Local Press
  - HR and Vacancies section of the MSL ETB website: [www.msletb.ie](http://www.msletb.ie)
  - Educationposts.ie for teaching posts/SNA posts.
  - Publicjobs.ie
  - LinkedIn
  - Westernjobs.ie
  - other appropriate sources

Internal vacancies such as Posts of Responsibility will be forwarded to the relevant school for display on notice boards.

## 11. Applications

- 11.1 MSLETB shall specify the method of application in the job advertisement. Applications are received in the manner nominated (currently, mainly by email in a specific format which is detailed on the advertisement and application form; in certain circumstances, applications may be received by post) up to the advertised closing date/time. Applications sent by post must be posted in sufficient time to ensure delivery by the closing date for receipt of completed applications. Late applications shall not be accepted by the MSLETB.
- 11.2 The Application Pack will be prepared by the Human Resources Department and will include inter alia the following:
- Job Advertisement
  - Job Description
  - Person Specification/Selection Criteria
  - Application Form

## 12. Selection Board



12.1 The primary method of selection in MSL ETB is by means of interview. A Selection Board is established in respect of each post. The purpose of the Selection Board is to assess the merit of each applicant and to recommend for appointment the applicant with the greatest merit, in relation to the criteria as specified for the post. The deliberations of the Selection Board should at all times remain confidential. The recommendation of the Selection Board is forwarded to the Human Resources Department and then forwarded to the CE for ratification.

### 12.2 **Composition of the Selection Board**

The composition of the selection board is dependent on the nature of the vacancy, for example,

- Appointment and promotion of second level teaching staff is currently subject to the terms and conditions of Department of Education & Skills circular letter 43/00. The typical composition of such a board is three members, including an educationalist, a personnel expert and a member of the Board.
- In respect of academic appointments in the ETB Adult Education area, a three person board typically composed of an AEO, an Adult Education Expert and a member of the ETB Board is utilized.
- Support staff interviews will be conducted by a three person board typically composed of the Principal/Centre Manager of the relevant school/centre, a member of the ETB Board and a personnel expert.
- Administrative appointments are subject to the terms and conditions of Department of Education & Skills Circular letters.

The composition of the Selection Board will be consistent at all times. The gender balance of a Selection Board should reflect the gender balance of the candidates invited to interview.

### 12.3 **Conflict of interest**

There may be times when a member of a Selection Board has a family relationship, well known friendship or other form of relationship, positive or negative, with one or more of the applicant(s) for a post.

Upon examination of the interview file, should a member of the Selection Board be unsure whether such a conflict of interests exists, she/he should inform the HR Manager if she/he feels the relationship may make it difficult for her/him to apply the merit principle, or feel that her/his participation may compromise application of the merit principle.

The HR Manager will decide whether it is appropriate for the Selection Board member to be part of the selection process. If the Selection Board member continues in the selection process, then her/his opinion should be canvassed last in any discussion to avoid any impression of conflict of interest.

All members of selection boards will be required to complete a Conflict of Interest form certifying that their participation in the selection process will not create a conflict of interest.

## 13. Selection Procedure

The following are the key steps in the selection procedure

### 13.1 **Screening**

In the first instance, all applications will be screened for eligibility using the principles of the eligibility criteria, where appropriate. Applicants who possess the required eligibility criteria will be progressed to the next stage of the selection process. MSLETB may request verification of education qualification (for example result transcripts) at this stage of the selection process.

### 13.2 **Shortlisting**

MSLETB reserves the right to shortlist as required. Once the application deadline has closed, the Human Resources Department will provide all members of the shortlisting board with a full shortlisting pack including: job description, selection criteria, and advertisement, together with a list of all applicant(s) and copy of their application forms. The shortlisting board members will then assess all applicant(s) against the agreed selection criteria on the basis of information provided in the application documentation and identify those who will be invited to interview. An applicant(s) must meet all essential criteria to be eligible to progress to the next stage of the selection process.

### 13.3 **Other Selection Methods**

The selection process may involve additional assessments, tests or interviews. Applicants will be notified of these additional stages, if applicable.

### 13.4 **Interview Procedure**

Interviews shall be carried out in line with the agreed interview board procedures. At the start of each interview, the Chairperson should introduce the applicant to the members of the Selection Board, explain the format of the interview to the applicant, and indicate that Selection Board members will be taking notes.

The Selection Board must question all applicant(s) against the same selection criteria. Only questions relevant to evaluating an applicant's ability to fulfill the requirements of the job should be asked.

The Selection Board must ask all applicant(s) the same core questions to ensure a consistent and fair approach. Supplementary questions may be asked, if required, to clarify issues, obtain further information or to explore areas that arise in the interview.

Members of the Selection Board should obtain sufficient information from applicant(s) to make accurate decisions. Assumptions must not be made about an applicant's capabilities to perform various aspects of the post under consideration.

## 14 Interview Board Recommendation

- 14.1 When the interviews are completed, the board should review the marks of all applicants. If the interview board is going to place someone on the Selection Board Report they must be absolutely satisfied that the person can fulfil the requirements of the post. Only where the applicant demonstrates an agreed level in all competencies required for the post and reaches an overall agreed mark will appointment be recommended. All applicants who meet these criteria should be placed on the Selection Board Report. Where the Selection Board fails to reach unanimous agreement, the decision of the Chairperson/nominee of the Head of HR, will be final. The Selection Board Report must be signed by all members of the Selection Board.
- 14.2 For some competitions, a panel of successful candidates may be formed as a result of the interviews. The interview board may recommend a panel of successful candidates to the Chief Executive (or delegated official) for approval. The placement on a panel does not necessarily lead to a job offer. The selection process will not be concluded until such time as references have been sought and clearance checks, i.e. Garda vetting, occupational health, verification of education qualifications and experience have been carried out.

## **15 Notification of Outcome of the Selection Procedure**

- 15.1 Candidates shall be notified of the outcome of any shortlisting procedure as soon as possible.
- 15.2 Candidates shall be notified of the outcome of their interview at the earliest possible date after the interview. If a candidate has been placed on a panel, the candidate shall be informed of their position on the panel. The lifetime of any panel will be one year from the date it is formed, but may be extended for a further period of up to one year at the Chief Executive's discretion.

## **16. Appointment**

- 16.1 Offers of employment will only be made by the Human Resources Department.

Offers of employment are made on a provisional basis subject to the following conditions being satisfied:

- Satisfactory Garda Vetting
- Registration with the Teaching Council (applies to those being employed as teachers in recognised schools)
- Verification of Qualifications
- Positive assessment of Medical Fitness
- Receipt of two satisfactory references.

- 16.2 MSLETB reserves the right to withdraw a provisional offer of employment should the applicant fail to comply with the above conditions.

## 17. Employment Checks

The following employment checks shall be completed for successful candidates:

### 17.1 *Verification of Education Qualifications*

Verification of education qualifications, i.e. results transcripts, shall be required from candidates before any job offer can be made. Successful applicant(s) are required to submit original documentary evidence of their academic qualifications from the awarding institution with their acceptance of the provisional offer of employment. No appointment will be made unless the Human Resources Department is satisfied that an applicant's academic qualifications are bona fide.

### 17.2 *Garda Vetting*

As part of the Board's recruitment and selection process, every offer of employment, is conditional on the satisfactory outcome of the National Vetting Bureau process before commencement of employment.

### 17.3 *References*

MSLETB reserves the right to seek both written and verbal references from current and previous employers, educational institutions or any other organisations with which the candidate has been associated. MSLETB reserves the right to determine the merit, appropriateness and relevance of such references and referees. Information sought from referees shall be structured around the requirements of the job and the job description, person specification and/or competency profiles should be provided. Referees shall only be contacted with the candidate's consent. The information provided shall be treated as confidential and shall be used to verify information collected through the selection process. Documents relating to all applicants will be treated with the utmost confidentiality and in accordance with the Data Protection Acts.

- 17.4 A minimum of two written referee reports will be requested by the Human Resources Department in respect of the recommended candidate, post interview.

- 17.5 Referees will be provided with a Reference Request Form to complete and requested to address a set of questions relevant to the post.

- 17.6 Where a member of the Selection Board is a referee for a shortlisted applicant it will be necessary to obtain at least one additional referee report from a non-board member.

- 17.8 Referees reports will include inter alia the following elements:

- capacity in which the referee knew the applicant
- employment dates

- nature of duties
- standards of performance
- the referee will be asked to rate the applicant(s) abilities in relation to the skills/attributes identified in the selection criteria.

#### 17.9 ***Pre-employment Medical Assessment***

MSL ETB requires all successful applicant(s) to complete a pre-employment medical examination prior to issuing a contract of employment.

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

The purpose of the pre-employment medicals is to:

- Help ensure the individual can perform the tasks effectively
- Help determine if the job poses a health risk to the applicant
- Advise if any job restrictions or accommodations are required
- Facilitate health and safety best practice.

### 18. **Interview Notes and Post Interview Feedback**

18.1 It is important that a record of the interview is kept. The primary purpose of taking notes during the interview is to assist in the assessment of the applicant at the end of the interview. The notes taken should reflect the areas covered during the interview, the key points of the applicant's responses and a note of the questions asked.

Feedback will be constructive and phrased in terms of the selection criteria. Any discussion of comparative skills and abilities of applicant(s) will be avoided so that specific information about other applicant(s) is not disclosed.

18.2 MSLETB is committed to offering feedback to candidates and to responding to requests for feedback in a timely and efficient manner.

### 19. **Teaching Council of Ireland**

19.1 The Teaching Council was established on a statutory basis in March 2006 to promote teaching as a profession at primary and post-primary levels, to promote the professional development of teachers and to regulate standards in the profession.

#### 19.2 ***Registration***

Registration is a mark of professional recognition as a teacher and ensures that standards of entry to the profession are maintained. It is solely the responsibility of the candidate to ensure that their Teaching Council registration is in order.

- 19.3 In accordance with Section 30 of the Teaching Council Act, 2001, a person who is employed as a teacher in a recognised school but is not a registered teacher, will not have his or her salary paid from Oireachtas funds.
- 19.4 Registration as a teacher at primary or post-primary (including further education) is governed by Section 31(5) of the Teaching Council Act 2001.
- 19.4 MSL ETB requires that all applicants for teaching posts are registered with the Teaching Council and possess a relevant teaching experience qualification.
- 19.5 For details of how to register and other information, please refer to the Teaching Council of Ireland website, [www.teachingcouncil.ie](http://www.teachingcouncil.ie)

## **20. Infringements of the Recruitment and Selection Procedure**

- 20.1 If a candidate is found to have breached this procedure, then
- Where he or she has not been appointed to a post, he or she will be disqualified as a candidate
  - Where he or she has been appointed subsequent to the recruitment process in question, he or she shall forfeit that appointment.
- 20.2 Any breach of this recruitment and selection procedure may result in disciplinary action for MSLETB employees, up to and including termination of employment, in line with MSLETB's Disciplinary Policy.

## **21. Freedom of Information and Data Protection**

- 21.1 Records created, maintained and stored by MSLETB as part of the recruitment and selection process are subject to a range of legislation, including Freedom of Information and Data Protection. MSLETB shall comply with the National Records Retention Policy (2001) and any other relevant records retention policies.
- 21.2 Subject to the provisions of the Freedom of Information Acts, 1997 - 2014; applications will be treated in strict confidence.

## **22. Employee Awareness**

- 22.1 All employees of MSLETB are obliged to familiarise themselves with MSLETB's recruitment and selection procedure. Employees may be required to acknowledge receipt of the recruitment and selection procedure.

## **23. Monitoring and Review**

- 23.1 MSLETB shall monitor the implementation of and compliance with the recruitment and selection procedure and will review it on a regular basis.