Trinity College Dublin
Coláiste na Tríonóide, Baile Átha Cliath
The University of Dublin

Procedure: No 7 | Revision: 11 | Date Approved: 11 Sept 2019

Human Resources Recruitment Policy

1. Purpose

To enable the University to attract and identify the most talented staff and in compliance with employment legislation and University policy.

This policy covers appointments to Academic, Professional, Administrative, Library, and Technical posts of all durations and from all funding sources. Recruitment for posts at Buildings and Services grades are managed locally whilst adhering to recruitment principles below. Recruitment for Research posts is managed within Schools or Research Centres. Recruitment for Professor Chairs is set out in a separate document.

2. Recruitment principles

Recruitment will be carried out in accordance with the following principles:

Merit

Fair and robust role-related criteria are used. Selection is competitive.

Fairness

Processes are fair, consistent and accessible to all, reflecting Trinity's commitment to equality and diversity.

Transparency

Recruitment processes are open and transparent, whilst retaining candidate confidentiality and privacy.

Responsiveness

Recruitment aims to make appointments in a timely manner, whilst adhering to university policies and governance requirements.

Business need

The decision-making process aligns with Trinity's strategic plan and organisational structures.

3. Recruitment Process Steps and responsibilities

Recruitment of staff is the responsibility of line management within Faculties and Divisions supported by Human Resources (HR). To ensure an efficient process the ownership of each element of the process is assigned to either the Hiring Lead or HR staff.

The Hiring Lead is normally the line manager of the post. However, the line manager may choose to devolve the administrative tasks associated with the role of Hiring Lead to another person within the School/area.

All recruitment competitions will generally follow a 12-step process.

Senior positions may have additional elements; junior positions may combine or omit steps; but in all cases the recruitment principles must be applied.

		12 key stages in the Recruitment Process	Co-ordinated by
Approval	1.	Drafting Job Specification, sizing of role if required	Hiring Lead with input from HR Partner
	2.	Gaining approval to hire	Hiring Lead
Pre-Interview	3.	Advertising the role	HR Recruitment
	4.	Determining the Selection committee	Hiring Lead
	5.	Shortlisting	Hiring Lead
	6.	Interview preparation	HR Recruitment
Post-interview	7.	Interview and any other selection methods, and decision	Chair of Selection Committee
	8.	Offer and pre-employment checks	HR Recruitment
	9.	Confirmation of offer and contract	HR Recruitment
	10.	Set up of appointee on HR system	HR Recruitment
Close	11.	Competition documentation complete	HR Recruitment
	12.	Employee commences and induction	Hiring Lead

Throughout the process, the Hiring Lead and HR will work together to ensure that the process is followed resulting in the successful appointment of the most meritorious candidate.

Further detail on the process and sequence of events within each of the above steps is set out in the Recruitment Process document as a standard operating procedure.

4. Approval of Appointments

Formal approval to fill a post is required prior to commencing recruitment. Approval of posts is devolved to the Faculty Executive Committee chaired by the Dean of the Faculty, or to the to the relevant Chief Officer for posts in Central divisions. Approval is subject to budgetary availability, the financial position of the University, and any restrictions imposed by Government policy.

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5. Job Description

The job description sets out the selection criteria for a recruitment competition, informs potential applicants of the requirements of the post and is a mechanism to promote the university and yield a high level of interest from applicants.

A job description is required for every role prior to recruitment. The job description comprises:

(i)   **a description of the role:** the purpose of the role, the tasks of the role, and the context within which the role sits in the university. This is provided by the Hiring Lead.

(ii)   **the person specification** for the role: the qualifications, knowledge, experience and skills required to successfully carry out the role. A template is provided by HR.

(iii)   **any additional requirements** related to eligibility or terms and conditions associated with the role. This is provided by HR.

Additional information on competency framework, research themes, background information on the Faculty/School/Unit may be added as preferred by the Hiring Lead.

Job descriptions are reviewed by HR to ensure the recommended grade is commensurate with the level of skill and responsibility required for the complexity of the tasks of the role.

6. Selection Committees

Recommendations for appointment are decided by Selection Committees. Detail on committee composition is set out in Appendix 2.

The membership of the Selection Committee will be identified by the Hiring Lead and is subject to prior approval by the Dean/Chief Officer or their nominee.

To ensure consistency of process, the following applies:

▶   Having regard to the University's targets for gender representation on decision making bodies and the University's Athena Swan action plan, appropriate gender representation must be reflected as far as possible on the Selection Committee to reflect the diversity of the University's staff.

▶   Requests for additional members or alternative members on the Selection Committee are subject to advance approval by the relevant Dean/Chief Officer.

▶   Training for Selection Committee members is mandatory to ensure members are familiar with selection techniques, equality legislation and University policy. External participants will be provided with appropriate guidelines.

▶   All information must be treated with complete confidentiality by Selection Committee members. No discussion or debate on candidates should take place outside the selection process.

▶   No person is permitted to continue as a member of a Selection Committee if a candidate has a close personal relationship with that person giving rise to a conflict of interest or creating bias in the selection process.

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7. Advertising of Appointments

All posts must be advertised to ensure transparency and for equal opportunity.

▶ Generally, posts are advertised internally and externally simultaneously. Exceptions exist where posts at certain grades are advertised internally first and then externally if not filled. (Appendix 3). Posts are advertised on the university's website for a minimum of two working weeks and applications are accepted exclusively through e-recruit. By local agreement, vacancies in some buildings and services areas are advertised locally within the university premises and applications may be accepted outside e-recruit.

▶ Where a third party such as a specialist recruitment consultancy[1] is responsible for candidate sourcing, the standard recruitment procedures apply in every step thereafter. Advance approval to engage third party consultants must be obtained from HR.

8. Shortlisting

To ensure fair and transparent decisions, the following applies:

▶ Shortlisting criteria are based on the Job Description.

▶ All members of the Selection Committee will be invited to review the applications against the criteria and score each applicant. If some members of the Selection Committee are not available to participate in the shortlisting process, the Chair of the Selection Committee may proceed with the Shortlisting with a subset of the Selection Committee.

▶ The shortlisting process will align with best practice in other universities including gender targets for long lists / shortlists[2].

▶ A complete and accurate record of the shortlisting decisions is required by HR from the Hiring Lead.

▶ Shortlisted candidates will be invited to interview by HR, non-shortlisted candidates will be informed by HR.

9. Interview arrangements

Interview dates should be agreed at the earliest opportunity and ideally published in the job advertisement to ensure candidates will be available for the selection process.

Candidates must be provided with a minimum of 1 weeks' notice of their scheduled interview. In competitions where a candidate is based internationally, at least 3 weeks' notice of the interview date should be provided.

Where a candidate is unable to attend for face to face interview on the stipulated date, they may at the discretion of the Selection Committee, be offered a remote interview via videoconference/skype for the same date and time. For operational reasons Trinity are unable to offer alternative interview dates and times to candidates who are unable to attend a scheduled interview. Should a preliminary interview be conducted through videoconference/skype (with all candidates being given the opportunity to be interviewed in this manner), the preferred candidate must at some future date present before a selection committee before a decision to appoint that candidate can be reached and the recruitment competition progressed.

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1   Under Freedom of Information legislation, the records of any agency providing such a service to the University are subject to release.

2   Plan for Implementation of the HEA's Recommendations in its National Review of Gender Equality in Irish Higher Education Institutions

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10. Selection Procedures

Candidates are assessed against the job specification provided for the vacancy and ranked in order of suitability for appointment.

▶ The Selection Committee has discretion, under the direction of Human Resources, to use any selection tools or techniques that are valid and fair to all candidates.

▶ Identifying criteria for assessment must be determined in advance of interview, or any other element of the selection process. Any weightings must be determined in advance.

▶ The Selection Committee may undertake preliminary interviews with a candidate long-list or request a candidate after formal presentation and interview, to attend for a subsequent interview.

▶ The Chair is responsible for ensuring that the Selection Committee adequately records[3] its evaluation of each candidate against the selection criteria.

▶ A Selection Committee Form noting all those deemed appointable and in rank order shall be signed by each member of the Selection Committee.

11. Post-interview

On receipt of the Selection Committee Form, HR will proceed with communication with successful and unsuccessful candidates, and carry out all pre-employment checks and communication with candidate(s).

References will be provided to the Hiring Lead for review.

Members of the Selection Committee and the Hiring Lead are bound by the confidentiality requirements of the recruitment process until all candidates are notified of the outcome of the competition by HR.

12. Approval of the Appointment

The University statues state that all members of Academic, Administrative, Technical and Support Staff are appointed by Board. Academic staff are appointed by Board on the nomination of Council.

The responsibility for making appointments to Academic posts is devolved from Board and Council to the relevant Dean or nominee.

The responsibility for making appointments to Administrative, Technical and Support posts is devolved to the relevant Dean or Chief Officer or nominee.

Detail of appointments will be made available to Council and Board, as appropriate, for noting.

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3   All competition documentation including interview notes are subject to release under the Freedom of Information Act and records are retained by HR for a minimum of one year

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Appendix 1

Additional stipulations related to filling of posts

Release of Internal Staff to New Roles:
Internal candidates appointed to new roles must be released within four weeks from the date of offer (or otherwise by agreement of current and future manager). Where different working patterns exist between offices, reconciliation will be addressed on a case by case basis. Except in the case of specific fixed-term project work, in agreement with the line manager, Internal staff taking up a new role will not retain the right to revert to their previous role.

Short-term vacancies:
Arrangements for filling short-term vacancies are the same as for long term or permanent posts. Standard recruitment procedures apply in order to attract and select the best staff.

Confined Competitions and Expressions of Interest:
University policy requires all posts to be advertised to ensure equal opportunity for potential applicants. In certain cases, the Director of HR may approve the advertisement of a post to a limited pool of applicants within the university. An expression of interest is the filling of a post at the same grade as the pool of applicants. A confined competition refers to the filling of a post at a higher grade. The basis for utilisation of confined competitions or expressions of interest must be balanced with the over-arching requirement for fairness, transparency and equal opportunity.

Panels:
Where multiple vacancies are anticipated at the same grade within a limited time period, a competition may establish a panel of appointable candidates.

Reserve Candidates:
Where a Selection Committee has deemed other interviewed candidate(s) suitable for appointment, the name(s) will be held on file for a period of six months from the date of interview. Should an identical position in the area which is approved for filling or the same position become vacant within the six-month period; the Hiring Lead, in conjunction with the Head of Talent may determine that the post be offered to the next appointable candidate. The basis for offering a post to appointable candidate(s) from a previous competition supports the principles of responsiveness and meeting business need, however these must be balanced with the principles of fairness, transparency and equal opportunity. The Director of HR has the final decision.

Appendix 2: Selection Committee Composition

Academic Posts

Job Title	Members of Selection Committee	No.
Professor Chair	**Chair** - Provost[4]	8
	The Vice-Provost/Chief Academic Officer	
	The Dean of the Faculty	
	The Head of School	
	One academic member of the Discipline concerned (the Head of Discipline or nominee);	
	Professor from a Cognate Discipline	
	Two external assessors - one of which to be international	

Job Title	Members of Selection Committee	No.
Professor (non-titled) & Associate Professorships	**Chair** - Dean of the Faculty	6
	Head of School	
	Head of Discipline or in single-discipline Schools, a senior member of the academic staff	
	A Professor from outside the School	
	Two external assessors - one of which to be international	

Job Title	Members of Selection Committee	No.
Assistant Professorships (All contract types)	**Chair** - Dean of the Faculty (or nominee)	4-5
	Head of School	
	Head of Discipline, or in single-discipline Schools, a senior member of the academic staff	
	An external assessor	
	Optional: An academic member of staff from outside the School	

Job Title	Members of Selection Committee	No.
Professorial-Consultants	**Chair** - Provost	10
	Dean of the Faculty of Health Sciences	
	Head of School	
	One academic member of the Discipline concerned (the Head of Discipline or nominee);	
	Professor from a Cognate Discipline	
	CEO of stakeholder hospital(s) or nominee	
	Two THI (Trinity Health Ireland) nominees, one of whom should be from the stakeholder hospital(s)	
	Two external assessors	

Job Title	Members of Selection Committee	No.
Senior Lecturer/Consultants	**Chair** - Dean of the Faculty of Health Sciences	6-7
	Head of the Discipline	
	Member of the Hospital Board	
	Member of the Hospital Medical Board	
	Two external assessors - one of which to be international	
	Optional: Professor from outside the School	

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4   Where the Provost does not chair, the Vice Provost/CAO will chair and a Pro-Vice Provost/CAO may be appointed by the Provost.

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Administrative Appointments

Job Title	Members of Selection Committee	No.
Senior Administrative appointments in **Faculties & Schools**	**Chair** - Dean (or nominee)	4
	Head of Function or nominee (relevant)	
	Head of School (or nominee)	
	External expert from outside the university	

Job Title	Members of Selection Committee	No.
Senior Administrative appointments in Divisions (**Head of function** appointments) **SAO1**	**Chair** – Provost (or nominee)	5
	Chief Officer of relevant division	
	Director of HR	
	Member of the academic staff of the University	
	External expert from outside the university	

Job Title	Members of Selection Committee	No.
Senior Administrative appointments in Divisions **SAO1 (other) SAO2, SAO3**	**Chair** - Chief Officer of relevant division (or nominee)	4
	Head of Function or Senior Administrative member of staff from the hiring area	
	Director of Human Resources or nominee	
	External expert from outside the university	

Job Title	Members of Selection Committee	No.
Administrative appointments in Faculties & Divisions **Admin Officer 1**	**Chair** - Head of Function or nominee	3
	A Senior Administrative manager from the administrative area	
	Member from another School/Unit[5]	

Job Title	Members of Selection Committee	No.
Administrative appointments in Faculties & Divisions **AO2, AO3, SEO1, SEO2**	**Chair** - Head of Function or nominee	3
	Line Manager of the role	
	Member from another School/Unit[6]	

Job Title	Members of Selection Committee	No.
Administrative appointments at **Executive Officer**	**Chair** - Head of Function or nominee	2
	Line Manager of the role or nominee	

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5   Must be at least one grade higher than the post in recruitment
6   Must be at least one grade higher than the post in recruitment

Technical Appointments

Job Title	Members of Selection Committee	No.
Chief Technical Officer	**Chair** - Head of School or Head of Discipline	3-4 at least one of the optional members must be included
	Chief Technical Officer from another School	
	Optional: An academic member of staff	
	Optional: An external assessor (in the case of appointments greater than 1 year)	

Job Title	Members of Selection Committee	No.
Technical/Senior Technical Officer	**Chair** - Head of School or Head of Discipline	3-4 at least one of the optional members must be included
	Chief Technical Officer in the School[7]	
	Optional: An academic member of staff	
	Optional: An external assessor (in the case of appointments greater than 1 year and/or where the post is advertised Technical/Senior Technical Officer)	

Professional Library Appointments

Job Title	Members of Selection Committee	No.
Keeper, Sub Librarian	**Chair** - Vice Provost / Chief Academic Officer or nominee	4-5
	Librarian	
	Deputy Librarian and / or Line Manager (Keeper)	
	A member of academic staff	
	An external assessor (if the appointment is permanent or greater than 1 year)	

Job Title	Members of Selection Committee	No.
Assistant Librarian 1, Assistant Librarian 2	**Chair** - The Librarian (or Deputy Librarian)	3-5
	Keeper	
	Line Manager (Sub Librarian or other)	
	An external assessor (if the appointment is permanent or greater than one year)	
	Optional: A member of the academic staff	

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7   or another School if there is not a Chief Technical Officer in the School/ Hiring Area

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Appendix 3: Advertising

Posts will be normally advertised in the following manner:

Appointment	Advertising Internal / External
Academic, Senior Administrative & Keeper	Internally and Externally simultaneously.
Administrative Officer I	Internally and Externally simultaneously.
Administrative Officers 3 and 2, Executive Officer and Senior Executive Officer	Internal competition in first instance. External if not filled.
Weekly-paid staff, Secretarial,	Internally in first instance, externally if not filled.
Chief Technical Officer	Internally and Externally simultaneously.
Technical Officer	Where a promotional opportunity presents, or where an opportunity exists for a change in work structure (e.g. job-sharing) internally. Routine appointments may be advertised externally.

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