

	Policy and Procedure
	OTMR & Recruitment & Selection
Owner: Human Resources Department Policy Number	022

Revision History and Schedule

Version	Date	Revision Author	Summary of Changes
0	23/07/2020	B. Keegan	New OTMR procedures & Recruitment updates
1			

Approval

Name	Position	Signature	Date

Recruitment and Selection Policy

Policy Statement

NIBRT is an equal opportunities employer, and we appoint individuals on the basis of their suitability and future potential for the job. We recognise that our Company performance and growth is dependent on appointing and retaining the most suitably qualified candidate for every position, taking account of education, experience and expertise.

The company is at all times committed to equality of opportunity and operate our recruitment and selection procedure in full compliance with all legal requirements. At all times, applicants will be treated in a fair and consistent manner, and discrimination will not be tolerated in respect of age, gender, race, disability, family status, marital status, religion, sexual orientation or membership of the Traveller community.

Open, transparent and merit-based recruitment (OTMR)

This policy will guide Hiring Managers to ensure NIBRT are fully compliant with standards of an OTMR process as required for our HRS4R accreditation. **Appendix 1**

In order for NIBRT to be compliant with the requirements of OTMR and the HRS4R guidelines, we must:

- provide clear and transparent information to prospective candidates on the whole selection process,
- have clear and concise job advertisements with links to detailed information on required competencies and duties, working conditions, entitlements, training opportunities, career development, gender equality and salary
- ensure that the levels of qualifications and competencies required are in line with the needs of the position.

1 Recruitment Process

1.1 12 Key stages in the Recruitment Process – Overview

Approval to recruit: <ol style="list-style-type: none">1. Draft job specification2. Gaining Approval from others (RTR)	Responsibility of: <ol style="list-style-type: none">1. Hiring Manager, help from HR if required2. Hiring Manager
Attraction & Shortlisting of candidates: <ol style="list-style-type: none">1. Advertising the role2. Screening & Shortlisting	Responsibility of: <ol style="list-style-type: none">1. HR2. Hiring Manager help from HR if required
Selection: <ol style="list-style-type: none">1. Interview Preparation2. Interview and any other selection methods3. Decision	Responsibility of: Hiring Manager & if required help from HR
Offer: <ol style="list-style-type: none">1. Offer & pre-employment checks	Responsibility of:

<ol style="list-style-type: none"> 2. Confirmation of offer & contract 3. Set up appointee on HR Systems 	HR
<p>Close:</p> <ol style="list-style-type: none"> 1. HR compile complete recruitment file and close 2. Induction Plan scheduled for employee 	<p>Responsibility of:</p> <ol style="list-style-type: none"> 1. HR 2. Hiring Manager

2 Job Specification and Approval to Recruit

2.1 Job Specification

The Hiring Manager should collate the job description using the NIBRT template, outlining the responsibilities and key requirements, duties, required level of education, information on how to apply, closing date and likely interview dates **Appendix 2**

2.2 Approval to Recruit

The Request to Recruit (RTR) form, **Appendix 3**, is designed to ensure that all the necessary and relevant information required to recruit an employee to a new position within the company is mapped out clearly at the start of the process and has budget approval.

Throughout the process, the Hiring Manager & HR will work together to ensure that the process is followed resulting in the successful appointment of the candidate.

- This form must be completed and signed by the Hiring Manager before recruitment commences.
- The Hiring Manager must attach the Job Description to the RTR
- The Hiring Manager must also acquire authorisation from the Finance Director and CEO before any offer is made to any candidate.
- HR will provide the Hiring Manager with a menu of advertising options to choose which methods they would prefer to use for their recruitment. The menu can be found on the RTR form

The process for screening and reviewing applications as well as scheduling interviews will be agreed with the Hiring Manager at the start of the process, detailed in the RTR and this information will be made available to all prospective candidates.

HR, in conjunction with the Hiring Manager, are responsible for the negotiation and agreement of all terms and conditions and issuing of all contracts of employment based on the particulars as set out on this RTR form.

3 Advertising and Screening

3.1 Advertising

Having completed a thorough job description and detailed the attraction channels to be used in this recruitment campaign, HR will advertise the vacancy in line with the details as specified in the RTR. For OTMR compliance, we must include the following information in adverts:

- NIBRT website www.nibr.ie or details on how to have direct contact with the Hiring Manager offering the position.
- Have 'desirable' competencies for the role available
- Selection criteria including knowledge and professional experience (distinguishing the 'required' and 'desirable')
- Number of available positions

3.2 Screening/Shortlisting

All applications will be initially screened by HR and shortlisted **Appendix 4**, on the high-level criteria provided to them by the Hiring Manager. The applications will be sent to the Hiring Manager for shortlisting for next steps in line with the requested intervals as specified in the RTR. Depending largely on the number of applicants, the process may involve one or more of the following steps, e.g.

- pre-screening to check eligibility,
- shortlisting of candidates for interviews,
- remote interviews
- Face-to-face interviews.

While remote interviews may often be appropriate for external applicants, in particular at the first interview stage, they may not altogether replace face-to-face interviews. All candidates should be treated equally.

The selection committee is involved in all steps, although it is recognised that this may not always be feasible and that, for example, one panel may do the initial screening, and another may conduct the interviews.

3.3 Internal Recruitment

In order to provide opportunities for career development, we encourage existing employees to view and consider internal vacancies and promotional opportunities where possible. We believe that all employees and students in NIBRT should have the chance to increase their knowledge and skills.

3.4 Promotion

NIBRT views career development and advancement very positively and would encourage all staff members to consider advertised internal positions offering development and/or advancement opportunities for them. The staff member has a shared responsibility to drive their development and is encouraged to discuss any advertised roles of interest to them with their Line Manager.

4 Interview Preparation

4.1 Selection Committee

The selection committees (i.e. the interview panel and hiring decision makers) for the recruitment of candidates must be agreed at the beginning of the process and detailed on the RTR.

- The Hiring Manager can nominate and appoint the person to join the interviewing panel
- The selection committees should be independent, members should not have any conflict of interest and the decisions they take must be objective and evidence-based rather than based on personal preference. In some cases, the committee should make best use of the expertise of external experts available to them.

The composition of the committee should be appropriately diverse and at a minimum must have:

- a minimum of 2 members one to be HR
- gender balance
- where deemed necessary inclusion of external experts

4.2 Scheduling

For invite to the next interview stage and in line with the Hiring Managers direction, HR will communicate with successful (and unsuccessful) applicants to inform them of the outcome of the shortlisting process i.e. if they are invited to participate in the next stage or their application has not been shortlisted.

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.

In campaigns where a candidate is based internationally, enough 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 for the same date and time.

Members of the Selection Panel and the Hiring Manager are bound by the confidentiality requirements of the recruitment process until all candidates are notified of the outcome of the recruitment campaign.

4.3 Pre-Interview

- HR to book meeting rooms for interviews
- Hiring Manager to invite and communicate to panel member's times and dates of interview
- Using the template provided, the Hiring Manager and other selection panel members must detail a set of standard interview questions, **Appendix 5**, which should be based on selection criteria from the Job Advertisement

5 The Interview

Interviews are typically broken down into these 5 stages:

1. Introductions
2. Interview layout
3. Information Gathering
4. Question/Answer
5. Wrapping up interview – explain next steps in the recruitment process

The interview template will guide the interviewers through these stages. It is the interviewer's responsibility to ensure that all candidates are given the same opportunities to provide information relevant to making the selection decision and therefore all candidates must be asked the same questions. Interviewers will be required to independently score candidate's answers to each question against the pre-determined criteria and therefore they should make sufficient notes to justify their scores. This information will also be used by HR to provide feedback to candidates post interview.

5.1 Decision

HR will meet with Hiring Manager and other panel members to discuss their view on selection of candidates. Selection decisions must be made against the criteria required and the information provided by candidates as captured in the interview notes. It is the Hiring Managers' final decision as to who an offer should be made.

6 Pre-employment checks & Offer stage

6.1 Reference Checking

Prior to making an offer, the company wants to confirm that selected candidates have the employment history and qualifications they have stated on their CV and also wants to know if they have the right skills for the job and if they will fit in well with the company.

NIBRT will need the permission of the candidate to conduct a reference check. It is NIBRT's standard policy to request two referees, preferably one being the candidate's current/ last employer. NIBRT will also seek permission to contact any 3rd level education Institutes.

Upon receipt of all satisfactory references, HR confirms a formal offer to the chosen candidate via phone and letter of offer, **Appendix 6**. Upon acceptance of offer, HR will then provide the new employee with contract of employment.

7 Confirmation of Contract

7.1 Contract

Upon receipt of the signed letter of Offer from new employee, HR will issue a contract of employment. The contract will state if it is for a Specified purpose, Fixed Period or a Contract of Indefinite Duration.

HR will send the following to the new employee

- Two signed copies of the contract which has been signed by the CEO of NIBRT
- Two copies of the General Data Protection Regulation (GDPR) – Privacy Notice for Employees for their signature
- Cover letter

The new employee is required to sign all four copies and retain one of each for their records, return the other two copies to NIBRT as soon as possible marked for the attention of HR.

On their first day of employment, the new employee should bring with them to NIBRT;

- passport
- work permit if applicable
- GNIB card if applicable

8 Set up New Employee on HR Systems

HR maintains a Time Management System (TMS) where we collate employee information. The new employee will be set up on TMS upon receipt of the signed letter of offer so that Facilities, IT, Finance and Reception are informed of the new employee's start date at the earliest possible opportunity.

9 Induction Plan scheduled for employee

The Induction Policy states that the Hiring Managers will need to arrange a full Induction schedule for new employees and to collate information pre and post the starting of the New Employee. Please refer to the Induction Policy and template Induction Plan for full details. **Appendix 7**

10 Record Keeping

A written record of the decision-making process is maintained by HR throughout the relevant stages of recruitment and selection process. These records are essential to support HR to provide candidate(s) with feedback at either the post Shortlisting or Interview stages of recruitment. Formal feedback must be provided in either instance when requested, and in the majority of cases, the specifics of the feedback will be provided to HR by the Hiring Manager.

Records of all applications, screening criteria and interview notes will be kept for a minimum period of 12 months on file before being discarded.

11 Employee Introduction Scheme - Refer a Friend

As part of our ongoing strategy to attract high calibre employees, the company actively seeks the participation of existing employees in the Employee Introduction Scheme. This scheme has been designed to encourage current employees to nominate candidates for NIBRT vacancies.

Referred candidates will be subject to the same standards of selection as are all other potential candidates for employment.

An Employee Introduction Award of **€500** is awarded to an employee who nominates and introduces a candidate who progresses through the selection process to become a confirmed member of staff of the company, subject to the following conditions:

1. The fee applies to referral and placement of employees only, not student placements, consultants etc. and it will not apply to rehires or internal transfers.
2. The introduction must be made via Human Resources and eligibility for the Award confirmed only by Human Resources. Employees involved in the selection process will not be eligible to receive a referral award e.g. on the interview panel, direct line manager of referred candidate etc.
3. Human Resources will liaise directly with all referred candidates during the selection process as normal, there will be no involvement in the selection process by the nominating employee.
4. The referred candidate and the nominating employee must be in the employment of the company 6 months after the start date of the referred candidate to receive the Award.
5. The Award is paid by a method selected at the discretion of NIBRT in compliance with all Revenue rules.

12 Appendices

12.1 Appendix 1 - OMRT Principles

12.2 Appendix 2 - Job Specification/Advert

12.3 Appendix 3 – RTR

12.4 Appendix 4 - Shorting Listing

12.5 Appendix 5 - Question and Scoring Document

12.6 Appendix 6 - Letter of Offer

12.7 Appendix 7 – Induction Document

Appendix. 1 - OTMR

OTM-R Checklist

A specific self-assessment checklist is provided for Open, Transparent and Merit-Based Recruitment (OTM-R). Please report on the status of achievement, also detail on the indicators and the form of measurement used.

OTM-R checklist for organisations					
	Open	Trans- parent	Merit- based	Answer: ++ Yes, completely +/- Yes, substantially -/+ Yes, partially -- No	*Suggested indicators (or form of measurement)
OTM-R system					
1. Have we published a version of our OTM-R policy online (in the national language and in English)?	x	x	x		[web link]
2. Do we have an internal guide setting out clear OTM-R procedures and practices for all types of positions?	x	x	x		[Date of latest update; ensure that it is sent to all staff]
3. Is everyone involved in the process sufficiently trained in the area of OTM-R?	x	x	x		- Existence of training programs for OTM-R - Number of staff following training in OTM-R
4. Do we make (sufficient) use of e-recruitment tools?	x	x			Web-based tool for (all) the stages in the recruitment process
5. Do we have a quality control system for OTM-R in place?	x	x	x		
6. Does our current OTM-R policy encourage external candidates to apply?	x	x	x		Trend in the share of applicants from outside the organisation
7. Is our current OTM-R policy in line with policies to attract researchers from abroad?	x	x	x		Trend in the share of applicants from abroad
8. Is our current OTM-R policy in line with policies to attract underrepresented groups?	x	x	x		Trend in the share of applicants among underrepresented groups (frequently women)

9. Is our current OTM-R policy in line with policies to provide attractive working conditions for researchers?	x	x	x		Trend in the share of applicants from outside the organisation
10. Do we have means to monitor whether the most suitable researchers apply?					
Advertising and application phase					
11. Do we have clear guidelines or templates (e.g., EURAXESS) for advertising positions?	x	x			
12. Do we include in the job advertisement references/links to all the elements foreseen in the relevant section of the toolkit?	x	x			
13. Do we make full use of EURAXESS to ensure our research vacancies reach a wider audience?	x	x			- The share of job adverts posted on EURAXESS; - Trend in the share of applicants recruited from outside the organisation/abroad
14. Do we make use of other job advertising tools?	x	x			
15. Do we keep the administrative burden to a minimum for the candidate?	x				
Selection and evaluation phase					
16. Do we have clear rules governing the appointment of selection committees?		x	x		Statistics on the composition of panels
17. Do we have clear rules concerning the composition of selection committees?		x	x		Written guidelines
18. Are the committees sufficiently gender-balanced?		x	x		
19. Do we have clear guidelines for selection committees which help to judge 'merit' in a way that leads to the best candidate being selected?			x		Written guidelines
Appointment phase					
20. Do we inform all applicants at the end of the selection process?		x			
21. Do we provide adequate feedback to interviewees?		x			

22. Do we have an appropriate complaints mechanism in place?		x			Statistics on complaints
Overall assessment					
23. Do we have a system in place to assess whether OTM-R delivers on its objectives?					

Grow your career with us

ORGANISATION/COMPANY - NIBRT	LOCATION - Dublin, Ireland
DEPARTMENT –	POSITION AVAILABLE –
HIRING MANAGERS PROFILE - information www@nibrt.ie	TYPE OF CONTRACT –
APPLICATION DEADLINE -	INTERVIEW DATES -

- **Purpose of Role**
- **Role summary**
 - Duties.
- **Key Duties and Responsibilities:**
- **Essential Criteria:**
- **Desirable Criteria:**

Application Instructions:

To apply for this position please forward your CV, cover letter and the names and contact details of two referees in a combined PDF document to the NIBRT HR team at careers@nibrt.ie on or before XXXXX at the close of business. Please include your name and the position for which you are applying for in the subject line. Please note that the successful candidate may be required to supply parchments of degrees/qualifications/work permits.

Applicants must hold a valid working permit for Ireland, handwritten forms will not be accepted.

NIBRT, at its discretion, may undertake to make an additional appointment(s) from this competition following the conclusion of the process. At this time, NIBRT do not require the assistance of recruitment agencies.

NIBRT is an Equal Opportunities Employer. Originations Profile: www.nibrt.ie

1. Overview

	Want to Recruit OR Current	Proposed Change
Job Title		
Department		
Reporting to		
NIBRT or NSL Contract?		
Attach Up-to-date Job Description		
Vaccine(s) required? Responsibility of Hiring Manager to request a Risk Assessment from Health & Safety Officer.		
Type of Contract FTC/SPC/CID ¹		
If FT contract, explain reason for fixed term e.g. funded project?		
Proposed Start Date		
Proposed Finish Date		
Full time or part time role?		
Pensions – you must select; 1. or 2.		
1. Defined Contribution Pension (i.e. employer contributes 5% & employee contributes 5%)		
2. PRSA Pension Confirm the % Contribution (refer to the grant/project provider)		

3. Reason for Recruitment

Is this a budgeted headcount?	
Why is the headcount required?	
What is the aim of the role and benefit to NIBRT/NSL?	

4. Salary details

Salary:	Minimum OR Current	Maximum OR Proposed new salary
Per Annum Or Per Hour ²	€	€
Per Annum less Pension and Taxes (PRSI)	€	€
Is salary linked to a Proposal /Grant? You must confirm exactly the salary granted	€	

*Does the role require the employee to be vaccinated/receive vaccines in order to undertake the role safely?

¹ FTC means Fixed Term Contract, SPC Specified Purpose Contract means until work is completed/funding expires doesn't have an actual date and CID means Contract of Indefinite Duration

² Do NOT pro rate the salary figure

including mobility allowances, family allowances etc. Figures quoted here should be exactly as confirmed in the Grant document. Attach a copy of the grant document in support please.	
Is Salary linked to a recognised SFI or Academic scale? If linked to a scale - confirm scale e.g. SFI scale or academic scales. (State scale name and Point on scale).	
Salary to be specified in Job Advert? Yes/No	

5. Preferred Recruitment Method

	1 st Option	2 nd Option	3 rd Option
Recruitment Method			
Cost			
Time Span for Method			

* Recruitment Campaign Websites Menu Below

6. Interview Panel

Name of Interview Panel Member	Department of Interview Panel Member

Proposed Interview Dates

7. Authorisation

Department Hiring Manager: I confirm that the above information provided is correct for this position	Signed	Dated
Finance Director I confirm that there is funding available for this position or change in terms and conditions	Signed	Dated
CEO: I authorise the head count for this position or change to terms and conditions	Signed	Dated

HR: Manager I confirm that the Terms and Conditions for this position are correct and consistent	Signed	Dated
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INTERNAL & EXTERNAL RECRUITMENT WEB SITES

Recruitment Campaign Websites Menu - June 2020

Column1	Websites: Universities /Recruitment Companies/Social Media	Cost to NIBRT	Costings
1	NIBRT	No Cost	N/A
2	UCD/DCU/TRINITY/NUI		
3	Grad Ireland	No Cost	N/A
4	Euraxess Ireland (Research Only)	No Cost	N/A
5	Twitter	Cost to NIBRT	N/A
6	Irish Jobs	Cost to HR	N/A
7	LinkedIn	Cost to NIBRT	N/A
8	Fastnet/Recruitment Company	Cost to	See attached here
9	Nature	Cost to Research Group	\$1,100 approx.
10	Academic jobs	Cost to Research Group	£490 -£2490

Appendix .4 – Shortlisting Document

Name	Accepted/Rejected	Essential criteria 1	Essential criteria 2	visa criteria	Notes	Forward for Interview	INTERVIEW TIME & DATE	Post Interview Notes

Appendix .5 – Questions and Scoring Document

Interview Scoring Sheet					
Position Details					
Job Title:		Department:		Job Reference:	
Date:		Interview Time:		Name of Candidate:	
Number on Interview Panel:		Names of Interview Panel		Scoring Total:	
Interview Assessment - Requirements for Interview					
Requirements for the role:	It is essential that all candidates are assessed on how well they meet the essential and desirable criteria stated in the job and personal specification for the role. The criteria must be used by each member of the interview panel.				
Scoring System	0 = Fails to meet/ Unable to give evidence		1 = Partially meets requirements		
	2 = Meets requirements		3 = Fully meets requirements		
	4 = Exceeds requirements				
Interview Assessment					
Based on the criteria provided above, please score each candidate on how well they can provide evidence that they meet the stated requirements on each of the following questions.					
Section 1:					
Q. No:	Question Asked:		Response:		Score
Section 2:					
Q. No:	Question Asked:		Response:		Score
Section 3:					
Q. No:	Question Asked:		Response:		Score

Appendix .6 – Letter of Offer

Date: **DATE**

Dear **NAME**

Thank you for the opportunity to meet with you and discuss your suitability for our vacant position. NIBRT is pleased to offer you the position of **INSERT**. The proposed start date shall be **XXXX** and should you accept this job offer, you will be eligible for the following:

Salary: Annual gross starting salary of €**XXXX** per annum which is paid monthly on the 25th, or nearest working day, by electronic transfer.

Benefits:

Hours 35 hours per week, Monday to Friday

Holidays: 25 days per year

Pension: **5%** matched contribution following successful completion of probation period (6 months)

Private Health NIBRT will fund your membership of LAYA Simply Connect private health

Insurance insurance

Life Assurance Death in Service Life Assurance cover from day one of employment

Education: Access to training and education assistance (following one complete year of service)

Flexitime: 7 hours per day + 1 hour for lunch, start any time between 7.30am and 10am and finish any time between 3.30pm and 6.30pm.

Parking: Free on-site parking

Tax Savers: Travel Saver Tickets / Bike to work scheme

EAP: Access for you and family members to extensive LAYA Employee Assistance Scheme

We at NIBRT hope that you will accept this job offer and we look forward to welcoming you to our Company. Please confirm your acceptance by email to careers@nibrt.ie and if you have any questions or queries please feel to contact us.

HR 01/2158100

careers@nibrt.ie

Appendix 7 – Induction Plan

Induction Plan

The Manager should maintain this form throughout the probation period

Induction Plan for New Employees		
Employee's Name		
Start Date		
Manager		
Department		
Prior to Start Date		
Action	Responsible	Signed by Responsible
All documents received from Employee	HR	
General email to Facilities/IT/Reception to alert them of new starter	HR (via TMS)	
TMS Log in set up	HR	
Start date and time organised with employee	Manager	
Desk allocated and phone set up	Manager (with Facilities)	
Computer needs requested and in place	Manager (with IT)	
IT details requested and in place	Manager (with IT)	
Identify Buddy for Start Day	Manager	
Welcome email circulated to all staff	Manager	
Week 1		
Meeting new employee at Reception	Manager/Buddy	
Advise new employee immediately of Fire Register sign in at Reception	Manager/Buddy	
Meeting with Manager (confirm role, objectives and probation)	Manager	
Shown to Desk	Manager/Buddy	
Shown amenities in NIBRT	Manager/Buddy	
Introduction to all of NIBRT Staff	Manager/Buddy	
Printers – where they are	Manager/Buddy	
Telephone – extension number	Manager/Buddy	
ID Badge Received	Reception	
Car Parking Permit Received	Reception	
Signing in and out of Building	Reception	
System Access demo	IT	
Show Emergency Exits	H&S	
Induction Pack provided	HR	
TMS demo	HR	

By End of First Month		
Requirements for Plant i.e. lab coats etc. arranged for new starter	Manager	
Know how to access all equipment needed to do their job	Manager	
Probation objectives set	Manager	
ERT Listing & Information Provided	H&S	
Fire Warden & Information Provided	H&S	
Safety Statement Provided	H&S	
By End of Three Months		
Desk Risk Assessment completed	H&S	
Health and Safety Training completed	H&S	
Manual Handling Training completed	H&S	
Vaccines arranged (if required)	Manager & H&S	
Full Induction received	HR	
Eye Test Details by request from HR	HR	
Plant Tour provided	Manager	
Mid-probation meeting taken place and notes sent to employee and HR for file	Manager	
By End of Probation		
Probation meeting taken place, forms completed and forwarded to HR for file and action	Manager	
Details of Pension provided	HR	
Passing Probation letter issued and on file	HR	

Confirmation of actions completed

Employee signature: _____ Date: _____

Manager signature: _____ Date: _____