




Aurora

Enriching lives, Enriching Communities

Recruitment & Selection of Staff Policy

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Mission Statement

Enable people with complex needs to experience the same rights as every other citizen and as equal members of the community.

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1.0 Aurora recruitment and selection policy statement

- 1.1. Aurora recognizes that its employees are fundamental to its success and is committed to ensuring that the recruitment and selection process is conducted in a manner that is systematic efficient and effective and promotes equal opportunities.
- 1.2. Aurora prides itself on the high quality of staff in its employment and in order to maintain this high standard it is essential that the organisation has an effective recruitment and selection process in place. A strategic and professional approach to the recruitment process will enable Aurora to attract and appoint employees with the necessary skills and attributes to fulfil its strategic aims and support its values.
- 1.3. This recruitment and selection policy provides equality of opportunity to all candidates in an effort to select from the widest choice of candidates and minimise any skill shortages in the organisation.

2.0 Purpose

- 2.1. It is the policy of Aurora to recruit the best candidates in a fair, consistent and professional manner and in accordance with the Employment Equality Act (1998-2015) and subsequent amendments.

3.0 Responsibilities

- 3.1. It shall be the responsibility of the CEO (or a delegated authority) to implement this policy and to monitor its performance. It is the responsibility of PIC/Team Leader/and other Managers to ensure that:
 - They are familiar with the recruitment policy and procedures, and that they follow them accordingly:
 - Staffing levels for their department are determined and authorised:
 - All roles have current position descriptions that specify role requirements and selection criteria.
- 3.2. It is the responsibility of the Human Resources Department to ensure that:
 - All PIC/Team Leaders/Managers are aware of their responsibilities in the recruitment and selection process.
 - PIC/Team Leaders/Managers are given continuous support and guidance in regard to recruitment and selection issues.

4.0 Scope

- 4.1. This policy applies to all internal & external applicants who are applying for a job/s within the organisation and all persons involved in the recruitment and selection process. The applications of current staff will be treated on an equal basis with external applications.

5.0 Determine a Need for Staff

- 5.1. Aurora has an agreed WTE provided within its Core Funding. The Service Agreement with the funders (HSE) identifies the number of employees. The service has a workforce profile based on the needs of the services and approved by Senior Management Team. There is discretion within to reconfigure/suppress roles in line with HSE processes & agreed WTE.
- 5.2. Recruitment Approval will only be given once a review of the WTE for the service area takes place. This review will establish the need, skill set, number of hours and confirmation it is within agreed WTE & funding envelope. Any recruitment outside of agreed WTE and/or funding envelope will require approval from the Finance Manager.
- 5.3. Recruitment processes must be cost efficient and value for money.

6.0 HSE Process - Business Case

- 6.1. Aurora must complete Business Cases for each individual posts either new posts or filling a vacant post. The form is completed by the HR Dept and signed by the CEO. These forms are submitted to the HSE Chief Office approval. The recruitment/filling process cannot commence until the form is duly authorised and forwarded to HR.

7.0 Job Specification

- 7.1. The job specification document includes the job description which sets out the main duties and responsibilities of the position and the key tasks involved in doing the job. The specification identifies the personal attributes that the job holder must possess in order to be able to perform the job to a high standard. These specifications will include intellectual or educational demands, the qualifications, skills and experience required for the job and any personal attributes which should be related to the job and not unnecessarily restrictive as unnecessary requirements which may lead to discrimination on one of the nine protected characteristics under the Employment Equality Acts (1998- 2015).

8.0 Advertising

- 8.1. The recruitment and selection of suitably qualified staff will be proportionate to the role and current circumstances. All staff on protective leave (such as maternity or parental leave) will be informed of each vacancy.
- 8.2. The advertisements commissioned by must avoid all forms of discrimination and must comply with the Employment Equality Act (1998), Equality Act (2004) and any subsequent amendments. When deciding where to advertise, Aurora strives to

ensure that there is equal access to the advertisement for all qualified candidates.

- 8.3. Aurora may use any or all of the recruitment options.
- 8.4. External advertising options are selected on past performance and/or recommendations. Local, national and international media are used where relevant.
- 8.5. Internal advertising: HR is responsible for the placement of all recruitment advertisements upon receiving approval for the position; Aurora will advertise all vacancies (temporary and permanent) both internally and externally as appropriate.

9.0 Short term vacancies

- 9.1. For example maternity leave, sick leave etc. may be filled internally from existing resources, relief staff and agency whereupon all other alternative routes have been exhausted. The appropriate contract of employment will be issued if required, allowing for external advertising to fill such vacancies when the position cannot be filled internally if more than one relief staff is eligible an internal interview process should be held.
- 9.2. Restricted Locum Relief contracts can also be issued whereupon specific criteria is not met at the time of recruitment. Appropriate contracts are provided here where specific requirements for the role can be temporarily suspended pending verification of same such as driving licences and academic qualifications.

10.0 Recruitment Agencies

- 10.1. Where appropriate, external recruitment consultants may be used for recruitment purposes. The Human Resources Department will advise on the availability of suitable recruitment companies' Prior approval is required from the Director of Finance due to the significant costs involved.

11.0 Shortlisting

- 11.1. Candidates will be shortlisted against agreed criteria, on the basis of information provided in the application documentation, in order to eliminate unsuitable candidates. Aurora aims to ensure that all selection for shortlisting will be free from any discrimination and that each application will be dealt with on its merits. For certain roles, the organisation may use psychometric testing to support the shortlisting process.

12.0 Primary Selection

- 12.1. Interviews will be offered to people with the skills and experience required for the particular role. The interviewees will be determined by the Relevant Manager in conjunction with the relevant HR person or appropriate person. Not all applicants will be called for interview. Where possible and when not prohibited by cost unsuccessful applicants should be notified in writing within 2 weeks of receipt of their application that they were not selected to attend for interview.

13.0 Prior to Interview

- 13.1. Prior to interview, the selected candidates will be sent an email asking them to attend for an interview at a specified date and location and seeking any accessibility/accommodations requests from attendees.

14.0 Conducting the Interview

- 14.1. Aurora aims to ensure that fair and proper procedures are followed in an interview process that is free from discrimination. Interviews should be arranged by the Human Resource Department ideally within 2 weeks of the closing date for applications or on a date suitable to the interview panel.

15.0 The Interview Panel

- 15.1. The interview panel will normally comprise of Line Manager, a HR representative and where relevant a Senior Management Team Member or a Board of Director. Where possible a gender balanced interview panel will be provided but this may not always be feasible. The selection of persons who sit on the interview panel is at the discretion of Aurora. If a situation arises where a second interview is held, the same interview panel may be involved in the decision making at the second stage wherever possible.

16.0 The Interview

- 16.1. Each interview will last for a pre-determined period of time and will follow a set format. All questions posed to the candidates will be consistent and will relate directly to the person's ability to do the job. Candidates will be marked under pre-determined competencies related to the post. Questions on marital status, numbers of children, date of birth, age, place of birth and medical history will not be asked during the interview. As standard procedure notes will be taken during the interview.
- 16.2. At the end of the interview each member of the interview panel will compare the attributes of the candidates against specific criteria laid down in the job description and personal specification.
- 16.3. Candidates will be scored according to a recruitment matrix that has been designed to reflect the essential and desired criteria. Candidates will be marked on a series of desired qualities and will be listed in order of merit. Each person's score sheet will be kept on file for three years and under the provision of "freedom of information" should be made available to that person on request. There will be a minimum score required for each position.

17.0 After the Interview

- 17.1. Email will be sent out to all candidates by the Human Resource Department within one week of the interview. The successful candidate will be offered the position in writing and will be asked to reply to by email confirming if he/she accepts the position. Upon receipt of the candidates' acceptance of the position, the Human Resource Department will inform the Financial Manager and the payroll administrator of the new appointment and starting date. Unsuccessful candidates will be informed by the

Human Resource Department that they have not been successful. Where relevant, unsuccessful candidates may be placed on a panel for a period of 12 months and may be approached to fill a similar vacancy that may arise during this period.

18.0 Pre-employment and medical assessments

18.1. The successful candidate will be asked to provide details of two previous employers who the Human Resource Department will contact in writing to request a written reference. Where applicable Aurora will validate any necessary documentation relating to visas and work permits. Successful candidates may be requested to attend a pre-employment medical with a specified doctor. Confirmation of the post is subject to a Garda Vetting Clearance certificate & satisfactory reference being obtained by the Human Resource Department. Once all of the pre-employment assessments have been completed, a written offer of employment will be extended to the successful candidate, with full details of his or her conditions of employment. It is company policy that all such offers will include a probationary period, even when the successful candidate has been previously employed within the organisation.

19.0 Prospective Employees

19.1. Upon accepting an offer of employment from the Human Resource Department, the member of staff will receive a contract of employment which sets out the conditions under which the member of staff will be employed. Before taking up employment he/she will be asked to read the contract carefully before signing two copies of the document to acknowledge and accept the terms and conditions of the contract and returning both copies of the contract to the Human Resource Department who will then sign the contract and return one copy to the employee for his or her own reference. The contract will specify the employment relationship between management and the specific employee, i.e. permanent or fixed-term, full-time, part-time or job-share. Management aims to provide permanent employment where possible subject to Health Service Executive funding or funding from another relevant funding body.

20.0 Induction

20.1. Induction will take place within the first week of employment with the organization. It will introduce the employee to Aurora in general terms of structures, policies and personnel. The employee will receive relevant policies and procedures. He/she will also receive the equipment necessary to carry out their work.

21.0 Record-keeping

21.1. The written record for the successful candidate should be placed in the personnel file. One set of records and CVs of all applicants should be kept for each applicant for at least one year after a letter is sent to an unsuccessful candidate, records must then be destroyed.

22.0 Complaints

22.1. Any candidate who feels that he or she has been unlawfully discriminated against has a right of complaint which can be exercised by writing to management. If the complaint

is upheld an appropriate remedy will, if possible be offered, e.g. the candidate may be short-listed for, or offered, the post in question or a suitable alternative post. If the complaint is not upheld by management, the complainant still retains the right to have the complaint investigated by the appropriate mechanisms of the state.

23.0 Review of Recruitment Practices

- 23.1. The Aurora Recruitment and Selection Policy will be reviewed on light of new legislation and /or bi yearly.