

SECTION A8

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Institiúid Teicneolaíochta Trá Lí
INSTITUTE OF TECHNOLOGY TRALEE



***Recruitment and
Selection Procedures***

Revision One - 2005

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POLICY STATEMENT

It is the policy of the Institute of Technology Tralee to recruit high calibre staff who are committed to the development of the Institute as a Third Level Education provider.

- (a) The recruitment and selection process is to be operated in an open and fair manner in line with best personnel recruitment and selection standards, general legislation and specific procedures from the Department of Education and Science in relation to recruitment and selection.
- (b) The procedures in this document will take account of existing policy in relation to equality matters.

Institute Equality Policy

The Institute policy on Equality takes account of the nine grounds laid down in the Equality Act and these are gender, marital status, family status, sexual orientation, religious belief, age, disability, race and membership of the traveller community. This Equality policy has been approved by the Governing Body of the Institute. The following is an extract of that policy dealing with staff selection. The Institute's Equality Policy and Code of Practice for the Employment of People with Disabilities are attached at Appendix 1.

“The Institute is committed to ensuring that all staff are selected on merit and that discrimination does not arise in relation to the nine grounds in relation to the staff selection process. The staff selection process covers all the stages that are involved in the selection of staff on a permanent, temporary part-time or other contracts of employment basis.”

General

All recruitment carried out by the Institute will be carried out in accordance with these procedures through the Office of the Human Resources Manager. Responsibility for ensuring that the policy and procedures are implemented is that of the Secretary/Financial Controller of the Institute.

2. RESOURCE PLANNING

The first step in the recruitment selection process is the determination of likely resource requirements.

The Finance Office is responsible for the preparation of the programmes and budget submission to the Department of Education and Science. This submission sets out projected student numbers and staff requirements etc.

While this will form the basis of projected staff requirements the Institute will also by early March of each year produce a more detailed short term plan covering each specific area for the remainder of the academic year and the next full academic year. This will be based on an analysis of statistics and information in relation to student applications, progression rates of current students, unit costs etc. Each executive member will be required to provide a detailed justification paper to allow a detailed evaluation of resource needs to be undertaken.

Based on this analysis and budget provision a projected human resource requirement plan will be developed and this will form the base for the recruitment and selection programme that will operate each year in the Institute.

The plan will be signed off by the Secretary/Financial Controller. However, the recruitment of individual new staff members will each be approved based on the budgetary and other considerations at the actual time of appointment.

3. TYPES OF RECRUITMENT

The form of the recruitment and selection procedures to be adopted within the Institute is governed by the Regional Technical Colleges Act 1992. Under this Act recruitment and selection falls into two categories. These are:

3.1 The main recruitment programme carried out in accordance with section 11(1) of the Regional Technical Colleges Act 1992. The text of this section of the Act is as follows:

Section 11 (1)

- a) *A college may appoint such and so many persons to be its officers (in addition to the President) and servants as, subject to the approval of the Minister given with the concurrence of the Minister for Finance, the governing body from time to time thinks proper.*

- b) *The selection of such officers and servants shall be a function of the college in accordance with the procedures, which may be determined by the Minister from time to time.*

- c) *In the case of academic appointments such procedures shall provide that the selection board shall consist mainly of appropriately qualified academics and shall include the President of the college or a nominee of the President.*

3.2 Other Recruitment will be carried out in accordance with section 11(4) of the Regional Technical Colleges Act 1992. The text of this section of the Act is as follows:

Section 11 (4)

“A college, subject to the provisions of section 13 of this Act, may appoint suitable persons to research fellowship, research assistantships and other support posts in relation to the offering of services on a temporary, part-time or contract basis, subject to such conditions as may be laid down by the Minister with the concurrence of the Minister for Finance.”

The recruitment procedures to be followed in making appointments under the main recruitment programme has to comply with the procedures laid down by the Minister for Education and Science and the Institute must have the approval of the Minister for Education and Science for the position that is being filled.

The specific requirements and the procedures to be followed are governed by the current selection and recruitment procedures developed by the Department of Education and Science. These include requirements in relation to the composition of Selection Boards including representation of the Governing Body on such Selection Boards etc. The procedures laid down by the Minister for Education and Science in relation to the composition of Selection Boards are attached at Appendix 2. The procedures in this document incorporate these and the other procedures and guidelines as laid down by the Minister for Education and Science up to this date.

The second category of recruitment is recruitment, which will be carried out in accordance with section 11(4) of the Regional Technical Colleges Act 1992.

In the case of recruitment under this heading the process will be titled Recruitment – Research and Support Posts. The type of recruitment that can be undertaken under section 11(4) is limited to support posts which are filled on a temporary, part-time or contract basis and which can be academic or non academic posts.

The determination of whether a post is to be filled in accordance with section 11(1) of the 1992 Act or section 11(4) of the 1992 Act will be taken by the Secretary/Financial Controller of the Institute.

4. RECRUITMENT AND SELECTION PROCEDURES – SANCTIONED POSTS

The procedures in this section apply to Sanctioned Posts directly funded by the Department of Education and Science under Programmes and Budgets and within the approved staff number allocation from the Department of Education and Science. Such posts include permanent whole time, temporary whole time and other contract positions.

4.1 Approval to Advertise Vacancies

The Secretary/Financial Controller will give approval for those positions that are to be advertised by the Institute.

4.2 Method of Advertising

The Institute will advertise vacant positions in at least one National Morning Daily Newspaper.

In deciding the daily newspaper in which to place the advertisement the Institute will decide based on readership levels, target population, previous response rates and cost, which daily newspaper to use, etc. In addition the Institute will look at other means of advertising the posts i.e. radio, aertel, local newspapers etc.

All vacancies within the Institute will be available on the Institute web site. The information on the web site will be placed at the same time as the first advertisement in a newspaper.

In addition the Institute will advise all staff of vacancies which are advertised by email and a copy of all advertisements will be placed on a notice board in the main staff break room.

Applicants will be given a period of not less than fourteen days from the date of the first advertisement to the closing date for receipt of application forms by the Institute. In practice the intention will be to give between fourteen and twenty-one days from the date of the advertisement to the closing date for receipt of applications forms.

4.3 Information for Applicants

The minimum requirements in terms of qualifications and experience will be set out where such requirements are necessary. A job description in respect of each position will be provided. If no job description is agreed nationally the Institute will produce a job description for the position. This will be done by the Human Resources Office in consultation with the appropriate Executive member. The Institute will include in the information sheet nature of position i.e. PWT/contract, details on salary, hours of work and other factors that could be of importance to an applicant in deciding whether or not to submit an application.

Information will also be provided in relation to the selection process and this will include the criteria that will be used by the Selection Board in ranking the candidates at interview. The criteria to be used in assessing applicants at interview will be kept under review. The current criteria in use are as follows:

Academic Management Positions

Criteria	Weighting
Qualifications and Experience	30
Knowledge and Skills of Management including Change Management	30
Communications and Pedagogy Skills	20
Research and Development including Personal Development	20
Knowledge and Interest of Sector	20
Team Management Skills	20
TOTAL	140

Core Competencies and Marking Scheme

<p>Qualifications and Experience (30)</p>	<p><u>Qualifications</u></p> <ul style="list-style-type: none"> • Demonstrates academic achievement above the minimum requirements for the position. • Takes account of range and level of qualification ie level of qualification above minimum (2.1 first class) post graduate qualifications including professional qualifications, masters degree, doctorate. • Demonstrates commitment to continuing academic development. • Computing/IT Skills and Qualifications. <p><u>Experience</u></p> <ul style="list-style-type: none"> • Demonstrates an appropriate range and level of experience in industry/business/public service/education sector (s)
<p>Knowledge and Skills of Management including Change Management (30)</p>	<ul style="list-style-type: none"> • Demonstrates knowledge and experience of the management and utilisation of resources including facilities, equipment and finance. • Demonstrates the ability and skill to manage human and financial resources in a changing environment. • Demonstrates an ability to manage and make best use of the skills and resources of the staff. • Develops and oversees the implementation of successful change initiatives. • Ensures commitment of all staff to positive consultation and partnership in the department, school and Institute. • Recognises and communicates the changes taking place in the sector, involves staff in the development and leads in the delivery of appropriate and timely initiatives.
<p>Communication & Pedagogy Skills (20)</p>	<ul style="list-style-type: none"> • Shows clear communication ability. • Demonstrates ability to be concise and persuasive. Projects personal credibility and expertise to others and demonstrates the ability to lead a Department. • Understands consultative and partnership processes and their application in an academic environment. • Demonstrates a knowledge and understanding of course development and delivery methods

<p>Research and Development including Personal Development</p> <p>(20)</p>	<ul style="list-style-type: none"> • Demonstrates an understanding of the role of research and development in an academic environment. • Demonstrates a track record in this area in terms of number of projects, level of projects, grants received, publications, collaborations etc. • Demonstrates a record of personal development through work and/or community based experience and/or project work. (for example Council, Committees, Managerial Committees, Partnership Committees, Professional and other Representative Bodies). • Demonstrates a record of continuing personal development through self study, courses etc.
<p>Knowledge of and Interest in Sector</p> <p>(20)</p>	<ul style="list-style-type: none"> • Demonstrates a good knowledge of the third level education sector in Ireland and in particular the Institute of Technology Sector and the issues facing that sector. • Demonstrates a particular knowledge of the Institute of Technology Tralee in the context of its ethos, role and vision and its positioning viz a viz its stakeholders. • Demonstrates a knowledge and a vision of the disciplines within the Department in the context of the wider Institute and National/International developments.
<p>Team Management Skills</p> <p>(20)</p>	<ul style="list-style-type: none"> • Demonstrates the personal skills and attributes required to fulfil the management function of the post in the context of the Department team ie staff, students and other stakeholders. • Demonstrates an ability to create and develop commitment of staff and build an inclusive team. • Works well with others across Departments, Schools and disciplines. • Demonstrates good interpersonal skills. • Willingness to consult widely, to accept differing views, is accommodating yet decisive.

Guidelines on Levels within each of the Criteria to be used in the Interview Process

Level	1	2	3	4	5
Range – For Individual Criteria Score of 20	1 → 4	5 → 8	9 → 12	13 → 16	17 → 20
Range – For Individual Criteria Score of 30	1 → 6	7 → 12	13 → 18	19 → 24	25 → 30
	Applicant demonstrates no evidence/little evidence of meeting criteria	Applicant demonstrates minimal evidence of meeting criteria	Applicant demonstrates evidence of meeting some of the criteria at an acceptable/average level	Applicant meets most of the criteria. Demonstrates many strengths and has few weaknesses	Applicant demonstrates excellent evidence of meeting criteria and shows excellent strengths with very few weaknesses

Academic Positions

<i>Criteria</i>	Weighting
Qualifications	20
Experience/Achievements to Date	30
Communications & Pedagogy Skills	20
Professional & Personal Development/Potential	20
Knowledge of and Interest in Higher Education Sector	10
Team Working and Organisational Skills	20
TOTAL	120

Core Competencies and Marking Scheme

<p>Qualifications (20)</p>	<ul style="list-style-type: none"> • Demonstrates academic achievement above the minimum requirements for the position. • Takes account of range and level of qualification ie level of qualification above minimum i.e. first class, 2.1, post graduate qualifications including professional qualifications, masters degree, doctorate. • Demonstrates commitment to continuing academic development. • Computing/IT Skills and other relevant qualifications.
<p>Experience/ Achievements to Date (30)</p>	<ul style="list-style-type: none"> • Teaching/Education – Relevant experience in teaching and/or education management • Range, level and depth of knowledge and experience • Industry/Business/Public Sector – Relevant management and/or professional experience in industry/business/public sector • Experience of listed areas (job specification) • Project development and/or course development
<p>Communication & Pedagogy Skills (20)</p>	<ul style="list-style-type: none"> • Shows clear communication ability including the ability to communicate with others in a manner that conveys the key message(s) and is appropriate to the audience • Demonstrates ability to be concise and persuasive. Projects personal credibility and expertise to others and demonstrates the ability to lead • Understands consultative and partnership processes and their application in an academic environment. • Demonstrates a knowledge and understanding of course delivery methods
<p>Professional & Personal Development/Potential (20)</p>	<ul style="list-style-type: none"> • Courses undertaken • Evaluates own performance and identifies areas for development. • Keeps abreast of training and development opportunities and initiates personal development requirements linked to current and likely future positions • Demonstrates ongoing self-study keeping up to date with changing requirements within the relevant job sector.

<p>Knowledge of and Interest in Higher Education Sector</p> <p>(10)</p>	<ul style="list-style-type: none"> • Demonstrates a good knowledge of the third level education sector in Ireland and in particular the Institute of Technology Sector and the issues facing that sector. • Demonstrates a particular knowledge of the Institute of Technology Tralee in the context of its ethos, role and vision and its positioning viz a viz its stakeholders. • Demonstrates a knowledge and a vision of the disciplines within the Department in the context of the wider Institute and National/International developments.
<p>Team Working and Organisational Skills</p> <p>(20)</p>	<ul style="list-style-type: none"> • Demonstrates the personal skills and attributes required to fulfil the function of the post in the context of a team i.e. staff, students and other stakeholders. • Demonstrates an ability to create and develop commitment of staff and build an inclusive team. • Demonstrates the ability to work well and co-operate with others as part of a team • Demonstrates good interpersonal skills. • Willingness to consult widely, to accept differing views, is accommodating yet decisive.

Guidelines on Levels within each of the Criteria to be used in the Interview Process

Level	1	2	3	4	5
Range – For Individual Criteria Score of 20	1 → 4	5 → 8	9 → 12	13 → 16	17 → 20
Range – For Individual Criteria Score of 30	1 → 6	7 → 12	13 → 18	19 → 24	25 → 30
	Applicant demonstrates no evidence/little evidence of meeting criteria	Applicant demonstrates minimal evidence of meeting criteria	Applicant demonstrates evidence of meeting some of the criteria at an acceptable/average level	Applicant meets most of the criteria. Demonstrates many strengths and has few weaknesses	Applicant demonstrates excellent evidence of meeting criteria and shows excellent strengths with very few weaknesses

Administrative Positions

<i>Criteria</i>	Weighting
Qualifications including IT Skills	20
Knowledge and Experience	20
Administrative Skills	20
Interpersonal Skills	20
Team Working and Organisational Skills	20
TOTAL	100

Core Competencies and Marking Scheme

<p>Qualifications including IT Skills</p> <p>(20)</p>	<ul style="list-style-type: none"> • Level and grade of qualification (above minimum) • Extent of knowledge of IT packages used in the Institute including Word Processing, Spreadsheets, Databases
<p>Knowledge & Experience</p> <p>(20)</p>	<ul style="list-style-type: none"> • Demonstrates from achievements commitment to meet and surpass high standards of performance. • Demonstrates an ability to act creatively and be forward thinking to anticipate problems and crises • Range and depth of experience • Demonstrates potential contribution to the organisation • Demonstrates the ability to understand problems or situations and logical approaches to find a solution
<p>Administrative Skills</p> <p>(20)</p>	<ul style="list-style-type: none"> • Demonstrates a record of initiative, innovation, motivation and willingness to extend boundaries • Demonstrates understanding of the need for decision-making and appropriate approaches in reaching decisions. • Demonstrates evidence of ability to exercise good judgement and to negotiate solutions.
<p>Interpersonal Skills</p> <p>(20)</p>	<ul style="list-style-type: none"> • Good communication and interpersonal skills • Ability to present points of view in a clear, distinct and businesslike manner • Influencing skills • The ability to communicate with others in a manner that conveys the key message(s) and is appropriate to the audience
<p>Team Working and Organisational Skills</p> <p>(20)</p>	<ul style="list-style-type: none"> • Demonstrates the ability to supervise/take a role as a leader inspiring or guiding a team • Demonstrates an enthusiastic and positive approach and a strong sense of commitment to work both as an individual and as a member of a team. • Demonstrates a capability to adopt to changing demands requiring flexibility. • Demonstrates a strong interest in the organisation for the position applied.

Guidelines on Levels within each of the Criteria to be used in the Interview Process

Level	1	2	3	4	5
Range	1 → 4	5 → 8	9 → 12	13 → 16	17 → 20
	Applicant demonstrates no evidence/little evidence of meeting criteria	Applicant demonstrates minimal evidence of meeting criteria	Applicant demonstrates evidence of meeting some of the criteria at an acceptable/average level	Applicant meets most of the criteria. Demonstrates many strengths and has few weaknesses	Applicant demonstrates excellent evidence of meeting criteria and shows excellent strengths with very few weaknesses

Technician Positions

<i>Criteria</i>	Weighting
Qualifications and Experience	20
Technical Knowledge	20
Interpersonal Skills	20
Developmental Potential	20
Team Working and Organisational Skills	20
TOTAL	100

Core Competencies and Marking Scheme

<p>Qualifications & Experience</p> <p>(20)</p>	<p><u>Qualifications</u></p> <ul style="list-style-type: none"> • Demonstrates academic achievement above the minimum requirements for the position. • Takes account of range and level of qualification i.e. level of qualification above minimum requirements for the position advertised. • Demonstrates commitment to continuing academic development. • Computing/IT Skills and Qualifications. <p><u>Experience</u></p> <ul style="list-style-type: none"> • Demonstrates the range and level of experience in industry/business/public service/education sector (s)
<p>Technical Knowledge</p> <p>(20)</p>	<ul style="list-style-type: none"> • Demonstrates understanding of current technology in the job area • Demonstrates the ability to analyse technical problems and produce solutions in a logical manner • Demonstrates the ability to dig for relevant information and use it effectively • Demonstrates an awareness of the interdependence of the job area within the broader organisation structure
<p>Interpersonal Skills</p> <p>(20)</p>	<ul style="list-style-type: none"> • Good communication and interpersonal skills. • Ability to present points of view in a clear, distinct and businesslike manner • The ability to communicate with others in a manner that conveys the key message(s) and is appropriate to the audience • The ability to supervise/take a role as a leader inspiring or guiding a team
<p>Development Potential</p> <p>(20)</p>	<ul style="list-style-type: none"> • Courses undertaken • Self evaluates performance against key requirements of one's role and identifies areas for development. • Keeps abreast of training and development opportunities and initiates personal development requirements linked to current and likely future positions • Demonstrates ongoing self study keeping up to date with changing requirements within the relevant job sector.
<p>Team Working and Organisational Skills</p> <p>(20)</p>	<ul style="list-style-type: none"> • Demonstrates the ability to supervise/take a role as a leader inspiring or guiding a team • Demonstrates an enthusiastic and positive approach and a strong sense of commitment to work both as an individual and as a member of a team. • Demonstrates a capability to adapt to changing demands requiring flexibility. • Demonstrates a strong interest in the organisation for the position applied.

Guidelines on Levels within each of the Criteria to be used in the Interview Process

Level	1	2	3	4	5
Range	1 → 4	5 → 8	9 → 12	13 → 16	17 → 20
	Applicant demonstrates no evidence/little evidence of meeting criteria	Applicant demonstrates minimal evidence of meeting criteria	Applicant demonstrates evidence of meeting some of the criteria at an acceptable/average level	Applicant meets most of the criteria. Demonstrates many strengths and has few weaknesses	Applicant demonstrates excellent evidence of meeting criteria and shows excellent strengths with very few weaknesses

Ideally applicants will be advised of the planned date on which interviews will start for the position they have applied. Interviews should commence within twenty-one days of the closing date and should run consecutively thereafter.

4.4 Job Application Forms

Institute Application Forms will be provided to all applicants together with an information sheet outlining details of the position etc., covering relevant areas as listed in paragraph 4.3. above.

The application form will seek only information that is relevant in assessing an applicant in respect of the specific post advertised.

In the case of application forms received by email or fax, the applicant, if called to interview, will be required to sign a copy of his/her original application form which was sent by email or by fax to the Institute. This should be done no later than the start of the Interview.

The Human Resources Office will be responsible for the placing of the advertisement and the completion of the information sheets in respect of each position advertised.

4.5 Procedures to be followed on Receipt of Application Forms

4.5.1 All application forms submitted will be acknowledged by the Human Resources Office within five working days of the closing date for receipt of completed applications.

4.5.2 Applications forms together with screening/shortlisting forms will be made available to the relevant Executive Member no later than six working days after the closing date for receipt of completed applications.

4.5.3 The President, in consultation with the appropriate Head of Function shall be responsible for the screening of all applications to ensure that only candidates who appear to meet the requirements of the post are considered by the Selection Board. Internal applicants who are currently performing duties (or performing duties that are similar/equivalent) will not be screened out. The screening procedure shall provide detailed information to the Selection Board on the basis for acceptance or rejection of each applicant.

4.5.4 The screening process shall be completed no later than two weeks of the closing date.

4.5.5 The Selection Board shall where it is deemed practical, shortlist for interview some only of the candidates who have been accepted in the screening process. If shortlisting is to take place, the following procedures will apply:

- The shortlisting criteria will be developed by management and agreed by the Selection Board (preset weighting for qualifications and weighting for work experience). The Institute has developed a template for shortlisting in the case of academic and administrative positions and attached at Appendix 3 are the current criteria. These will apply unless otherwise decided by the Selection Board. In addition they will be kept under review and amended as required. In the event of any shortlisting taking place the Selection Board will be given ranked list of all short listed candidates and their weighted scores.
- The Executive Member should carry out the detailed examination in consultation with the Human Resources Office.

- A shortlisting form should be completed by the Executive Member and should be forwarded to the Human Resources Office.
- The shortlisting form should be circulated to all members of the Selection Board and any disagreement on the shortlist for interview should be discussed with the Executive Member.
- All application forms received should be fully available to all members of the Selection Board if requested.

4.6 Setting Up and Composition of Selection Boards

- The composition of Selection Boards is laid down in procedures issued by the Department of Education and Science under section 11(1b) of the Regional Technical Colleges Act 1992. Appendix 2 sets out details of the composition of Selection Boards for different category of positions. The Selection Boards shall be constituted in accordance with Appendix 2.
- Members of the Selection Board, other than the nominees of the Chairperson, should be nominated by the President in consultation with the relevant Head of Function.
- There should (where possible) be a degree of variation on external people sitting on the Selection Board.
- Staff and student members of the Governing Body shall not be eligible membership of Selection Boards unless such person is a holder of an office mentioned in the annex i.e. Head of Function.

- Members of Selection Boards shall not, pending the filling of the vacancy, disclose the fact of their membership to any person.
- The Human Resources Office shall be responsible to ensure appropriate arrangements are in place for the operation of Selection Boards.
- Both sexes shall be represented on the Selection Board. If both sexes are not represented the President shall nominate a suitable additional person to join the Board.
- Non-voting technical advisors may attend all interviews and the deliberations of the Selection Board if considered necessary by the President on consultation with the relevant Head of Function.

4.7 Conflict of Interest

If a member invited or designated to participate in the screening, shortlisting or interview process or other assessment of applicants for a position, feels they have a potential conflict of interest they should immediately notify the Human Resources Manager, who will advise accordingly. Examples of potential conflict of interest may include family relationship, close friendship, working relationship etc with an applicant for the position.

4.8 Inviting Applicants to Interview

All applicants who are to be invited to interview will be given at least two weeks notice of the date of their interview. They may be invited to contact the Institute to agree time for their interview. They will also be asked if there are any special requirements that they may need. They will be given a deadline by which they must

reply to the Institute. This will normally be at least four working days before the date of the interview. This is required to allow the Human Resources Office to copy and circulate to the members of the Selection Board copies of the application forms for their review prior to the interview date.

4.9 The Interview Process

The Chairperson of the Selection Board will be responsible for chairing the interview Selection Board.

The Human Resources Manager will be responsible to plan to have no more than:

- (a) Eight applicants in any one day in the case of permanent whole time academic positions and management positions.
- (b) Twelve applicants in any one day in the case of administration to Grade VII and Technician positions or equivalent or other academic positions not included in (a) above.

In the case of (a) above up to one hour will be allocated to each applicant and this will include time for the scoring of the candidate. In the case of (b) up to thirty minutes per applicant will be scheduled.

Selection Boards will be convened to meet in advance of the scheduled time of the first interview to allow time for preparation. The Selection Board will allow sufficient time after all applicants are interviewed to reach its decision including ratings for each applicant interviewed and preparation of the recommendation sheet.

- Selection Boards shall operate on the basis of unanimity. Only persons deemed fully qualified and suitable shall be

recommended for appointment. The Selection Board may establish a panel in order of merit. This panel shall not exceed three persons in the case of Senior Management and Academic Staff appointments. The names of the three most meritorious candidates shall be transmitted, in order of merit to the President. Selection Boards shall recommend for appointment the most meritorious candidate.

- The Selection Board shall disqualify any candidate who canvases or seeks to canvass (by himself/herself or through any third party) any member of the Selection Board in support of his/her candidature.

The applicants at interview will be assessed by the interview panel in accordance with the pre-set criteria that has been agreed in respect of the different categories of positions that are advertised by the Institute.

In the assessment of applicants the Selection Board shall use the guidelines at Section 4.3. The Selection Board members will individually use a work in progress document to record preliminary score (level 1 to 5) for each candidate against each assessment criteria. These individual sheets will enable the completion of a composite scoring sheet signed by all members of the Selection Board.

At the end of the selection process the Selection Board will prepare a composite sheet that will show the scores for all applicants interviewed and in addition they will prepare a recommendation sheet that will be forwarded to the President. This recommendation sheet shall, in the case of academic and management positions shall recommend not more than three candidates for appointment. These candidates should be shown in order of merit. In the case of other appointments the Selection Board may produce a panel with a greater number of names

recommended for appointment than three as outlined above in the case of senior management and academic positions.

Document Retention: The composite scoring sheet recording the scores for each applicant in respect of each criteria will be retained.

4.10 References and Verification of Qualifications

The Human Resources Office will take up references as required. In addition this Office will verify the qualifications of each of the applicants who are recommended for appointment.

Applicants will be required to nominate three referees whom the Institute may contact for a reference. These should include current and previous employers and the person nominated must be at management or equivalent level. The Institute will also ask for approval to contact referees at any stage of the selection process.

The request for a reference will be accompanied a pro forma questionnaire which sets out specific questions. A copy of this Questionnaire is at Appendix 4. In certain circumstances a reference may be taken up by phone and in such situations the pro forma form will be filled out by the Human Resources Office at the time of discussion with the person providing the reference.

Where an applicant has placed a block on taking up a reference the Human Resources Office shall contact the applicant to request the block to be removed. In making this request the Institute can in no way make a formal commitment to an appointment. However, the Human Resources Office can on an informal basis advise the applicant appropriately in relation to the status of their application.

The Human Resources Office will make available to the President for his approval full details on each applicant that is to be recommended to the Governing Body for appointment. This will certify that the references have been satisfactory and that the qualifications of the applicant are verified in line with the stated

qualifications in the application form. The recommendation sheet going to the Governing Body will show the members of the Selection Board.

4.11 Offers of Employment

After confirmation by the Governing Body that applicants are approved an offer of employment may be made to the successful candidate(s). This offer will be subject to conditions i.e., contract of employment, medical etc and approval by the Finance Officer that a vacancy exists to be filled and that the appointment can be made within budget.

This offer of employment will be issued by the President or such persons nominated by him. The responsibility for preparing the documentation shall rest with the Human Resources Manager.

Where a person is offered a contract of employment, s/he will be given a specific date, no later than fourteen days from the date of offer, by which they must indicate whether or not they are accepting the offer of employment. This may be extended at the sole discretion of the Institute if further information is required to be furnished by the Institute. All offers of employment should be in accordance with approved contracts and should specify the date by which the applicant must take up the position.

4.12 Feedback to Applicants

4.12.1 After the completion of the screening process applicants screened out can be advised that their application has been unsuccessful. Ideally this should be done before the planned date for interviews

4.12.2 Where shortlisting takes place, applicants who are not shortlisted for interview will be notified of the outcome of the

shortlisting process ie. that they were not amongst the list of those who were called to interview following the process. They will be further communicated with in the event it is decided to call additional candidates (other than the initial list called) to interview or where the selection process has been completed.

4.12.3 The deliberations of the Selection Board shall be confidential and membership of the Selection Board shall not, without the prior approval of the Governing Body, save as provided for in these procedures, disclose to any person or otherwise make available any information or documents relating to any candidate for appointment or the deliberation of the Selection Board.

4.12.4 Notwithstanding the above paragraph the Institute will make available, if requested by an applicant who has attended for interview details of the scores that the candidate was awarded under the criteria used by the Selection Board together with the total mark that the person achieved. They would also be advised of where they were placed on the rank order of applicants who were interviewed for the position and will be advised of the duration of the panel.

Applicants who were screened or shortlisted out and not invited to interview will be given the reasons why they were screened out/shortlisted out if they request this information.

The above is agreed in the context of the spirit of the Freedom of Information Act.

4.13 Pre-Employment Medicals

The purpose of the pre-employment medical check is to determine on individual's fitness to carry out on a regular attendance basis the position for which they have applied, to find out if any job

restrictions or accommodations that may be required i.e. in the case of a person with a disability.

The pre-employment medical will be performed by one of a panel of Doctors nominated by the Institute. The panel will have Doctors of both genders. The Doctor will be provided with a job description and the medical assessment will relate to that position.

The nominated Doctors are not to proceed with a medical if the person attending is a patient of their practice or there is any question of a conflict of interest on lines outlined in paragraph 4.7 of the procedures.

5 RECRUITMENT AND SELECTION – RESEARCH AND SUPPORT POSTS (i.e. recruitment other than in the case of sanctioned posts covered by section 4 above)

The Secretary/Financial Controller will designate the positions that are to be filled under the procedures outlined below.

The selection process will not require the adoption of the recruitment and selection procedures laid down by the Department of Education and Science which inter alia includes a requirement for the Selection Board to be Chaired by a member of the Governing Body of the Institute.

Positions filled under this process will be advertised on the Institute's web site and depending on cost etc in other media.

Normally applications by Curriculum Vitae (CV) will not be accepted by the Institute. In the event that applications are accepted by CV, the applicant if invited to interview, may be required to complete a formal application form.

The responsibility for setting up Selection Boards will be the responsibility of the Human Resources Office and all Selection Boards will have gender balance. A minimum of two persons will be required for a Selection Board.

Screening and shortlisting will be in line with the procedures outlined in section four above with the exception that the interval between public press advertisement and the closing date for receipt of applications will be no less than ten days.

Criteria for shortlisting and scoring applicants at interview will apply as in section four. They will be laid down by the Human Resources Manager in consultation with the appropriate Executive Member.

Appointments arising from under this selection will be noted to the Governing Body by the President.

6. RETENTION OF DOCUMENTATION

It will be the policy of the Institute to retain all application forms in respect of applicants who are not offered positions for a period of two years from the date they were received. Application forms will be destroyed after a period of two years. In addition all other documentation, with the exception of information relating to person(s) recruited, will also be destroyed. A record of who applied for the position will however be kept on file for statistical purposes. A copy of the public advertisement will be retained.

7. STANDARDS

Actual performance against the standards set out in this procedure will be reviewed and performance measured on a regular basis and in line with the Human Resources Customer Charter.

The Human Resources Manager will report to the Executive on a quarterly basis performance versus the laid down standards.

Appendix A8

A8 Item 1	Equality Policy	Pages 33-40
A8 Item 2	Recruitment and Selection Policy	Pages 41-42
A8 Item 3	Shortlisting Scoring System for Academic Position	Pages 43-46
A8 Item 4	Reference	Pages 47-48

INSTITUTE OF TECHNOLOGY, TRALEE

Equality Policy

Personnel Office

03/04/02

Equality Policy, Institute of Technology, Tralee

1. Introduction

The purpose of this policy statement is to define and emphasise the commitment of Institute of Technology, Tralee, as an employer and as an Institute of Higher Education, to the provision and promotion of equality of opportunity.

This statement affirms the Institute's commitment to equal opportunity for all in regard to its role as an employer. This commitment to equal opportunities is made on the basis of individual merit, and without regard to gender, marital status, family status, sexual orientation, religious belief, age, disability, race and membership of the traveller community as defined by existing legislation in this area and here after to be referred to as "specified grounds".

This statement outlines the responsibilities of employees acting on behalf of the Institute in implementing the policy.

2. Policy Statement

The Institute of Technology, Tralee, as an employer, is committed, in a pragmatic manner, to maximising the effective use of human resources in the best interests of both the organisation and the employee. The Institute will ensure that all employees and job applicants will not be discriminated on the specified grounds as defined by existing legislation in this area, or other grounds as may in the future be covered by legislation in this area.

The Institute is subject to the provisions of the Regional Technical Colleges Acts 1992 to 1999. All legislation and Ministerial/Government policy directives in relation to the management of the Institute shall take precedence over this policy document when in conflict with this policy document.

This policy statement will be issued to all staff of the Institute irrespective of employment status.

3. Discrimination: General Provisions

Discrimination under the Employment Equality Act, 1998 (the "Act") is outlawed on nine distinct grounds – as referred to above as specified grounds.

Definition: The act describes discrimination as the treatment of one person in a less favourable way that another person is, has been or would be treated.

Scope of Act: The act covers employees in both the public and private sectors as well as applicants for employment and training. It outlaws discrimination on any of the discriminatory grounds in all areas relevant to employment as follows:

Discrimination by Employers: Discrimination by Employers with regard to access to employment, conditions of employment, training and promotion;

Discrimination in collective agreements: Discrimination in collective agreements with regard to access to and conditions of employment and equal pay for like work;

Discriminatory advertising: Discriminatory advertising or advertising that might reasonably be understood as indicating an intention to discriminate;

Discrimination by employment agencies: Discrimination by employment agencies against any person seeking employment or other services of the agency (e.g. career guidance or training);

Discrimination in vocational training: Discrimination in the provision of vocational training or any instruction needed to carry on an occupational activity;

Discrimination by certain bodies: Discrimination by trade unions, professional and trade associations as regards membership and other benefits.

The act may not be construed as requiring the recruitment, retention or promotion of anyone not available or willing to do, or fully capable of doing, the particular job. In the case of a person with a disability, fully capable of doing the job may include doing it with the assistance of special treatment or facilities.

Discrimination can be either direct or indirect to in relation to any of the nine grounds as outlined in the introduction.

Direct Discrimination occurs where a person is treated in a less favourable way than another person is, has been or would be treated on any of the nine grounds.

Indirect Discrimination occurs when a person is obliged to comply with a requirement relating to employment which is not essential to the job but with which a substantially greater proportion of persons having/not having a relevant characteristic can comply with as opposed to the aggrieved person resulting from their gender, marital status, family status, sexual orientation, religious belief, age, disability, race and membership of the traveller community.

Victimisation occurs when a person is penalised or treated less favourably because of pursuing their rights to equal treatment, supporting action or giving notice of intention to take or support action under equality legislation. Victimisation is prohibited under the legislation.

The issue of harassment is dealt with separately in section 6.

In the application of Equal Opportunities, the Institute is committed to ensuring that there will be no discrimination on the basis of possible pre-conceptions that individuals, because gender, marital status, family status, sexual orientation, religious belief, age, disability, race and membership of the traveller community, possess characteristics which would make them unsuitable for a post.

The purpose of this policy is to build on the statutory position and to create an awareness and a climate in which equal opportunity is developed and promoted in accordance with the spirit as well as the letter of the legislation.

4. Commitment to Employment Equality

Recognising the importance of equality of opportunity as a means of developing the full potential of staff, Equal Opportunities is an integral part of the responsibility of management and staff at all levels within the Institute.

While basic principles are prescribed by legislation, reliance on legislative provisions alone may not ensure that equality of opportunity is effectively applied; the spirit of the legislation must also apply.

In this regard the Institute also relies on the contribution and attitude of all staff in ensuring the overall effectiveness of the application of this policy.

5. The Application of Employment Equality

Staff Selection for Posts

The Institute is committed to ensuring that all staff are selected on merit and that discrimination does not arise in relation to the nine grounds in relation to the staff selection process. The staff selection process covers all the stages that are involved in the selection of staff on a permanent, temporary, part-time or other contracts of employment basis.

- Employment opportunities are open to all qualified applicants solely on the basis of their experience, aptitude and potential.
- Applicants for posts shall be given such clear and accurate information about posts through advertisements, job descriptions and interviews as would enable them to assess their own suitability and to make an informed decision on whether, if offered, to accept the job.
- Advertisement literature for posts will reflect the commitment to equality of opportunity and will indicate that the Institute of Technology, Tralee is an equal opportunities employer. Advertisements will be aimed at as wide a group of suitably qualified and experienced people as possible.
- Management will ensure, where practicable, that all staff are aware of career/promotional opportunities. This will be done by posting of all vacancies on a specific staff vacancy notice board located in the main staff room of the Institute.
- As a condition of employment a pre-employment medical is required. The applicant will be examined by a medical practitioner who is fully familiar with the post for which the applicant has applied. The applicant will be examined to ensure that they are fully capable, competent and available to undertake the duties attached to the post.
- Applicants will receive a copy of the Institutes equality policy.

Selection Interviews

- The Institute will ensure that all people involved in the selection process are fully aware of their obligations under this policy and the law governing discrimination and that selection is made on an objective basis. Each person involved will be given a copy of this policy. Relevant training will be provided for all management personnel involved in the recruitment process. Guidance will be provided for all other members of selection boards who are not employees of the Institute.
- The stages of the selection process as referred to in Section 11 of the Regional Technical Institutes Act 1992 are in accordance with the regulations laid down by

the Minister for Education and Science. These regulations cover the composition of Boards, Screening Process and Shortlisting process where applicable.

- The composition of Selection Boards involved in the recruitment process are in accordance with Section 11 of the 1992 Regional Technical Colleges Act 1992 and shall function in accordance with the procedures which may be determined by the Minister for Education and Science from time to time. The Minister has determined that both sexes be represented on the Selection Boards.
- Interviews will deal only with the applicant's suitability for the job and ability to fulfil the job requirements. There will be no discrimination on grounds prohibited by legislation.
- Where it is essential to assess if personal circumstances will affect performance, applicants will be asked only if they are aware of anything which might hinder their performance of the job. Such questions will be asked equally of all candidates.
- Applicants will be assessed by the Selection Board in the interview/selection process on the basis of pre-set criteria related to the post for which they have applied. The assessment of applicants will be carried out by the Selection Board in a fair and transparent manner.
- All applicants who are shortlisted for interview will be given a copy of this Equality Policy Document.

All members of the Selection Board are obliged to maintain confidentiality in regard to the selection process in accordance with procedures determined by the Minister for Education and Science.

- Interviewees may obtain details of scores obtained under the preset interview criteria and details of their ranking result in the interview competition. Information in this regard will, on request, be provided by the Personnel Office of the Institute.
- Personnel office will be responsible for maintaining and providing statistical information.

Management and Supervision of Staff

- Each manager is responsible for ensuring adherence to this policy with regard to those members of staff under his/her supervision.
- Each manager/supervisor is responsible for ensuring that all decision-making procedures under his/her remit take place in an atmosphere free from discrimination.
- Each manager/supervisor is responsible for ensuring that all suggestions, concerns or requests, made to them from staff under his/her supervision, shall be evaluated fairly.

Training & Development

The Institute is committed to the development of a comprehensive staff training and development programme for all staff including training in equality issues.

- Training and development is equally available to all staff irrespective of employment status to enhance job performance or career development within the Institute.
- It is the responsibility of management to discuss career development needs with staff.
- Staff are encouraged to discuss their career aspirations and training needs with management.
- Equality awareness will be included as an integral part of the design of staff development and training programmes.
- Staff training course material will reflect the Equal Opportunities Policy.

Combining Work and Family Responsibilities

- The Institute recognises that all staff, at times, may have exceptional family responsibilities. An effort will be made to facilitate staff in these situations.
- In order to facilitate staff needs in combining work and family responsibilities career breaks, job-sharing and flexible working hours, etc, will be facilitated where possible.

6 Harassment

The Institute of Technology, Tralee is committed to providing a work environment free from sexual and other harassment and bullying. We believe that no employee should have to suffer sexual or other harassment or bullying in the workplace. The individual dignity of everyone involved with the Institute of Technology, Tralee should be respected, whether they are employees, students, clients, customers or suppliers. Harassment and bullying will not be tolerated and any perpetrators will be subject to disciplinary action.

The Act provides that any act of physical intimacy or any request for sexual favours or any other act or conduct (including, spoken words, gestures or the production, display of written words, pictures or other materials) constitutes sexual harassment if the act, request or conduct is unwelcome to the recipient and could reasonably be regarded as sexually, or otherwise on gender grounds, offensive, humiliating or intimidating to the recipient.

The Act also provides that harassment (other than sexual harassment) consists of any action or conduct (including spoken words, gestures or the production, display or circulation of written words, pictures or other materials) if the action or conduct is unwelcome to the recipient and could reasonably be regarded in relation to a relevant characteristic of the recipient as humiliating or intimidating to the recipient. For this purpose, relevant characteristic means, gender, marital status, family status, sexual orientation, religion, age, disability, race, colour, nationality, ethnic or national origins and travelling community membership.

Bullying is repeated aggression, verbal, psychological or physical, conducted by an individual or group against another person or persons. Bullying occurs where aggression or cruelty, viciousness, intimidation or a need to humiliate dominate the relationships.

Examples of bullying include physical contact, verbal abuse, implied threats, jokes, offensive language, isolation or non co-operation or exclusion from social activities.

Perpetrators of harassment or bullying may be managers, fellow employees, students, clients, customers or other business contacts of the employer. If a person becomes aware of or is subjected to harassment at work, it should be reported immediately to the appropriate Manager or the Personnel Officer. Although the Institute of Technology, Tralee cannot discipline non-Institute personnel other than students, the Institute may take reasonable steps to eliminate harassment of Institute employees occurring during the course of employment.

All complaints will be treated with the sensitivity they deserve and confidentiality as far as practicable.

A complaint of harassment which is not made *bona fide* may constitute misconduct and be dealt with in accordance with agreed disciplinary procedures or in the absence of such procedures in accordance with natural justice.

Allegations of harassment will be dealt with under agreed disciplinary or grievance procedures if in place, or in the absence of such procedures in accordance with the procedures outlined in Appendix 1(a) to this document. No disciplinary action will be taken before a full investigation has been undertaken by the Institute relating to the circumstances of the matter in question.

7. Monitoring

The Personnel Office has responsibility for ensuring that all aspects of personnel administration are in harmony with this policy. Relevant data will be collected and monitored at regular intervals.

In addition, an Annual Report will be prepared on Equal Opportunities and this will include

- Relevant training carried out
- Selection campaigns and how the process was managed to ensure equality of opportunity.
- Initiatives taken to assist staff in combining work and family responsibilities.

Review

The policy will be monitored and kept under review and an evaluation of progress will be included in the official formal Annual Reports for the Institute.

Appendix 1(a)

Procedure for dealing with claims of harassment.

Informal Complaints

Step 1

A staff member who feels that s/he may have been harassed should immediately ask the person harassing to stop. If they feel they cannot do so directly they may ask a work colleague to do so on their behalf.

Formal Complaints

Step 2

If Step1, the informal complaints process fails to resolve the matter, a formal written complaint may be made to the appropriate Head of Function or Head of School or the Personnel Officer. An investigation will then be carried out in accordance with agreed grievance and/or disciplinary procedures if in place. In the absence of such agreed procedures the matter will be investigated and dealt with in accordance with principles of Natural Justice. Both the complainant and the alleged harasser are entitled to representation at all stages of the investigation.

When disciplinary action is required such actions will be effected only against the harasser and will be within agreed disciplinary procedures or in the absence of such procedures within the context of natural justice.

Institute members will be protected from discrimination, victimisation or intimidation, resulting from their alleging sexual harassment or assisting with investigation. Any such victimisation is, in itself, a breach of equality legislation.

REGIONAL TECHNICAL COLLEGES ACT, 1992

SECTION 11(1) (B)

SELECTION PROCEDURES DETERMINED BY THE

MINISTER FOR EDUCATION

ANNEX

COMPOSITION OF SELECTION BOARDS

The composition of Selection Boards shall be dependent upon the type of post concerned and shall be as follows.

Category A: First Filling of Post of Registrar (Five Person Selection Board)

- The Chairperson or a member of Governing Body nominated by the Chairperson.
- The President or a nominee of the President.
- Two appropriate Function Heads drawn from Universities, other Regional Technical Colleges or the Dublin Institute of Technology.
- One appropriate person drawn from business/industry other than a member of the College.

Category B: First Filling of Post of Secretary, Financial Controller and Head of Development (Five Person Selection Board.)

- The Chairperson or a member of the Governing Body nominated by the Chairperson.
- The President or a nominee of the President.
- Two appropriate Function Heads drawn from Universities, other Regional Technical Colleges or the Dublin Institute of Technology.
- One appropriate person drawn from business/industry other than a member of the College.

Category C: Post at Lecturer and College Teacher Level

- A member of the Governing body nominated by the Chairperson in consultation with the President.
- The President or a nominee of the President.

- The Head of School in respect of which the vacancy exists and/or the Head of the Department in respect of which the vacancy exists.
- One appropriately qualified academic drawn from a University, another Regional Technical College or the Dublin Institute of Technology.
- One appropriate person drawn from business/industry other than a member of the College.

Category D: Non-Academic Staff (Four Person Selection Board)

- A member of the Governing Body nominated by the Chairperson in consultation with the President.
- The President or a nominee of the President.
- The appropriate Head of Department/Head of Function.
- An appropriate external specialist.

Category E: Post at Senior Lecturer (Head of School Level)

- A member of the Governing Body nominated by the Governing Body (excluding staff and student members of the Colleges).
- President or a nominee of the President.
- Registrar
- One appropriate Function Head drawn from Universities, other Regional Technical Colleges or Dublin Institute of Technology.
- One appropriate person drawn from business/industry other than a member of the college.

Category F: Post At Senior Lecturer (other than Head of School)

- A member of the Governing Body nominated by the Governing Body (excluding staff and student members of the College).
- President or nominee or the President.
- The appropriate Head of School.
- One appropriate Head of Function drawn from Universities, other Regional Technical Colleges or Dublin Institute of Technology.
- One appropriate person drawn from business/industry other than a member of the College.

Shortlisting Scoring System for Academic Positions**Qualifications (Primary Degree)**

1 st Class	7
2.1	6
2.2	5
Pass Degree	4
Trade Qualification	3

Post Graduate Qualifications

PhD	3
Masters	2
Post Graduate Certificate/Diploma	1

Note: You get the highest of above three

Experience

> 5 years	3
>3.0 to 4.99 years	2
>1.0 to 2.99 years	1
< 1 year	0

Clerical Officers Shortlisting Scoring System

(A) Qualifications - Second Level

Leaving Certificate Points – Scoring

6 best papers which must include Maths or equivalent and English

Points Awarded	Score	Points Awarded	Score
25 - 74	5	325 – 374	35
75 - 124	10	375 – 424	40
125 – 174	15	425 – 474	45
175 – 224	20	475 – 524	50
225 – 274	25	525 – 600	60
275 – 324	30		

(B) Higher Qualifications in Business or related area

Condition	Minimum	Points Awarded
1 Year Certificate	Pass	10
National Cert	Pass	15
National Cert	Merit	20
National Cert	Distinction	25
National Dipl.	Pass	30
National Dipl.	Merit	35
National Dipl.	Distinction	40
National Degree	Pass	45
National Degree	Honours	50
Post Graduate Diploma	Pass/Honours	55
Masters Degree	Pass/Honours	60

(C) Experience Relevant Work Experience

Duration	GENERAL OFFICE ADMINISTRATION EXPERIENCE	ADDITIONAL SCORE HIGHER/BROADER EXPERIENCE OF OFFICE ADMINISTRATION
2mths - 1 year	5	2
1-2 years	10	5
2-3 years	20	10
3-4 years	30	15
4-5 years	40	20
5-6 years	50	25
6-7 years	60	30
7-8 years	70	35
8-9 years	80	40
9-10 years	90	45
10 plus	100	50

Method of Calculating Leaving Certificate Points

LC Grade	Higher Paper	Lower Paper
A1	100	60
A2	90	50
B1	85	45
B2	80	40
B3	75	35
C1	70	30
C2	65	25
C3	60	20
D1	55	15
D2	50	10
D3	45	5

Leaving Certificate Points – Scoring

6 best papers which must include Maths or equivalent and English

Points Awarded	Score
25 - 74	5
75 - 124	10
125 – 174	15
175 – 224	20
225 – 274	25
275 – 324	30
325 – 374	35
375 – 424	40
425 – 474	45
475 – 524	50
525 – 600	60

Institute of Technology, Tralee

Telephone: 066 714 4513

STRICTLY CONFIDENTIAL

Fax: 066 714 5648

APPLICANT:

POSITION APPLIED FOR:

The applicant named above has applied for the position as indicated and has nominated you as a person whom we can contact for a reference. We would appreciate if you could please complete and return this form, which will be treated as strictly confidential. Institute of Technology, Tralee is a prescribed body for the purposes of the Freedom of Information Act, 1997. Information that you provide in strictest confidence will be treated as such, except in the case of references provided by staff of prescribed bodies under the Irish Freedom of Information Act, which we may be required to release to the subject of the reference. Confidential references received from persons outside this jurisdiction or from bodies not prescribed under the Act will not be released without prior consultation.

We would be grateful if you would return the form to us by

- Date employment commenced: _____
- Date employment ceased: _____
- Position held in organisation: _____
- Brief description of duties: _____
- Reason for Leaving _____
- Would you re-employ the person _____

If the above-named applicant was not in your employment, please state what capacity he/she is known to you:

Personal Competence: [Please tick appropriate box]

	No basis for Judgement	Below Average	Average	Above Average	Far Above Average
Knowledge in area of evaluation <small>[see position above]</small>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ability to communicate	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ability to plan work without close supervision	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Tendency to co-operate with colleagues	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Tendency to show initiative	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Tendency to make mature judgement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Perseverance in completing tasks	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Leadership ability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Dependability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Attitude to supervisors	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Has this applicant had excessive absence from work during the last three years because of illness:

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
YES	No	No Information

If yes, please explain:

INDICATE STRENGTHS:

ANY OTHER COMMENTS YOU WISH TO MAKE:

Signed:

Position in Company:

Please return this document to: The Human Resources Manager
 Institute of Technology, Tralee
 Tralee
 Co Kerry
 Telephone: 066 714 5613
 Fax: 066 714 5648