

## The Rehab Group Recruitment and Selection

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**Division:**  ALL  
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# Rehab Group – Recruitment and Selection

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# Rehab Group – Recruitment and Selection

*Policy Changed and awaiting updates Approval path changed, please contact TABP (functional recruiter) to access new approval paths*

## 1.0 POLICY STATEMENT

Rehab Group operates a clear and transparent recruitment process, which strives to ensure that each candidate seeking employment is treated equally. Effective and fair procedures will demonstrate that appointments have been processed in line with equality legislation and good recruitment practice. The Rehab Group is committed to ensuring that there is no discrimination at any stage of the recruitment process. It should be noted that while Rehab Group will uphold individual rights under the legislation of each of the jurisdictions in which it operates, it will also endeavour to prevent discrimination on the grounds outlined within the relevant legislation.

The organisation recognises the benefits of a diverse workforce and aims to have a workforce that is truly representative of all sections of society. We reserve the right to change and modify any recruitment tools, processes or methodologies used to source, attract, assess and select candidates, as new technologies emerge which assist with candidate engagement.

It is the policy of the Rehab Group to hold a one stage interview process for all front line service provision posts and a two stage interview process for all management and senior posts, as required. The Rehab Group reserves the right to exercise an exemption to this process based on a candidate's employment history with the organisation and in situations where an assessment centre approach is taken to candidate assessment. The core elements of Rehab Group's Recruitment and Selection Policy and Process includes but is not limited to the following (see Appendix 1 attached):

1. Manpower Planning
2. Recruitment & Selection

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3. Contract Management & Pre Employment
4. Candidate Onboarding, Induction & Probation

## 2.0 PURPOSE

The Rehab Group is committed to ensuring that the organisation hires and promotes the most appropriate employees in a fair and consistent manner free from discrimination.

## 3.0 SCOPE

All Rehab Group employees and applicants for employment with the organisation.

## 4.0 DEFINITIONS

N/A

## 5.0 GENERAL PROVISIONS / PROCEDURE

### Overview

The Rehab Group aims to achieve a consistent approach in recruitment and selection, to reflect good HR practice and to comply with employment legislation.

The Rehab Group is committed to ensuring that fair and transparent selection procedures and practices are in operation and that inappropriate and discriminatory practices do not occur.

### Recruitment Procedure

#### 1. Manpower Planning

##### 1.1 Review of Post / Job Requirements (Vacancy Assessment)

Each potential appointment should be regarded as a critical business decision. Before seeking final approval, hiring managers

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should give careful consideration to the necessity, structure and responsibilities of the vacancy. All available short and long term alternatives should be reviewed in the first instance, including the utilisation of development opportunities for current employees. Any unfilled position presents an opportunity to re-assign or change responsibilities.

If, after due consideration has been given to the alternatives above, it is determined that a vacancy exists, the hiring manager must establish or review (in consultation with HR):

1. A Job Description
2. The appropriate grade defined
3. Pay Scale Limits

## 1.2 Recruitment Authorisation

The hiring manager must obtain the necessary approvals prior to commencement of the recruitment process, including internal transfers/promotions/role changes/ change in contractual terms. A recruitment authorisation form (Business Justification Case) must be completed by the hiring manager and routed through the relevant approval process chain for authorisation (Appendix 2).

## 2. Recruitment & Selection

### 2.1 Advertising

Advertisements will outline the key skills and competency requirements of the position. Advertising of all vacant positions will be carried out internally and / or externally, as deemed appropriate.

In certain circumstances there may be a requirement to limit open internal competition to allow the redeployment of existing staff. Such staff, whose posts are at risk of redundancy, may take priority when internal vacancies exist.

Positions will be advertised on the Rehab Group website, posted on the Intranet, and posted to the internal distribution list and management group, by email for onward dissemination to all employees. It is the responsibility of Managers to ensure that these emailed adverts are distributed and displayed on notice boards in

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Rehab Group locations, clearly showing details of how to apply and closing dates for receipt of application.

It is the responsibility of employees on long-term leave including sick leave, maternity leave and parental leave to stay updated on open positions by contacting their Line Manager / HR Department for details of same.

It is the policy of the Rehab Group to advertise all job vacancies internally. The decision to use external advertising and/or recruitment agencies will be made, in conjunction with the Hiring Manager, on a case by case basis, dependent on business requirements. To respond to commercial tenders, particularly where commencement deadlines are stipulated, there may be a requirement for shorter closing dates on certain posts and candidates may be provided with less notice of interview dates.

## 2.2 Sourcing Candidates

Once the appropriate approvals are in place, HR will consult with the hiring manager on a suitable sourcing strategy. In general, candidates will be sourced via the following methods:

### Internal Advertisement and Company Website

In general, positions will be advertised internally first, to provide an opportunity for current employees to apply for vacancies as part of their career development within the organisation. There may be circumstances where as a result of company re-organisation or other such changes or requirements a position will not be advertised internally. Vacant positions being made available on an internal secondment basis, will be advertised as such. This will be flagged on the advertisement and in the "Opportunities at Rehab" email or other relevant media. It will therefore be made clear to all interested candidates that applications on the basis of secondment from an existing permanent post are welcome and will be fully considered. It should not be assumed that such secondment opportunities will be supported unless the advertisement specifies same. Secondment is outlined in Section 2.4 of this Policy and Procedure.

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## Previously Identified Candidate Panels

Before undertaking any external recruitment activity, managers should check with HR to clarify if they have any potential candidates received from previous recruitment panels. Candidate panels is outlined in Section 2.6 of this Policy and Procedure.

## External Advertising

HR will work with the hiring manager to develop all external advertisements and identify the appropriate advertising methods.

## Recruitment Agencies

A recruitment agency may be used to source suitable candidates in circumstances where the hiring manager has been unsuccessful in identifying candidates via internal and external sourcing advertising, or by recommendation from HR due to the position requiring very specific or hard to find skill set.

## 2.3 Candidate Application Process

The Rehab Group operates a system of application by Curriculum Vitae (CV) and cover letter for the majority of positions. Candidates are required to submit a CV and cover letter providing detailed information, which the company requires to assess their suitability and experience.

All applicants must complete a CV and cover letter.

Should candidates be sourced from Recruitment Agencies for specialist posts, the Recruitment Agency will be responsible for the submitting the CV and cover letter.

## 2.4 Secondment

Secondment is a short term temporary movement or transfer of an existing staff member to temporarily fulfil a role in another part of the organisation and is for a fixed period. The staff member will return to their substantive post once the seconded period ceases.

Seconded opportunities may arise for the following reasons (this is not an exhaustive list):

- To cover a period of maternity leave
- Long term absence
- Special projects and time limited posts

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The Rehab Group recognises that secondment can be valuable for the personal development of the staff member, by providing an opportunity to develop their knowledge and skill base whilst maintaining continuity of employment. It is recommended that staff members discuss the secondment opportunity with their existing line manager in advance of making the application.

The Rehab Group must balance the operational priorities of the service/business with the need to ensure developmental opportunities for staff. Where it is operationally possible to consider applications to temporary posts on a secondment basis, the post will be advertised as “open to application on a secondment basis” in the internal advertisement. It is the policy of the Rehab Group to only consider secondment to fixed term positions for a minimum duration of 6 months and, typically, a maximum duration of 12 months, dependant on business requirements. This is to take into consideration the common requirement for backfill into the substantive post of the secondee and keep the existing post available for the secondee to return to following the end of the secondment period.

Details of the secondment, including the commencement date, will be agreed with the staff member, their existing line manager and the new line manager with responsibility for the seconded post.

The existing line manager will maintain contact with the seconded staff member during the seconded period to provide them with information in relation to their substantive post and any changes in relation to the post / service / function. Provisions for same must be agreed prior to the staff member’s release and it should be mutual between the parties.

The conditions in relation to eligibility for any such secondment will be clearly outlined in the narrative of the internal advertisement and may include the following:

- Management postholders only

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- Candidates with a specific professional qualification / technical skill
- Candidates with a specific length of service in a specific job type
- Candidates with a specific skillset

At the end of the seconded period the staff member will return to their substantive post on terms and conditions of employment no less favourable than they would have received had the seconded period not taken place.

## 2.5 Shortlisting & Selection Interviewing

It is the practice of the Rehab Group to utilise panel interviews for recruitment and selection, consisting of a minimum of two members, gender balanced where possible. Dependant on the nature and level of the role, an outside expert or a representative of funding agencies/partnerships may be invited to participate on the panel, and they will, at all times, follow the policies and procedures of the Rehab Group in relation to Recruitment and Selection, data protection and confidentiality, and defer to the Chairperson of the interview panel. The HR representative, in consultation with the hiring manager, will establish a recruitment and selection panel, consisting of appropriate personnel for the purpose of recruitment and selection to each vacant post. Due consideration will be given to the nature and location of the post.

A HR representative will participate in the interviewing process for management and all senior posts. The hiring manager and HR will liaise continuously throughout the recruitment process.

All staff involved in the selection interview process should have attended the Company's Recruitment & Selection Training Programme.

Once applications have been received, should any nominated member(s) of the interview panel find they have any personal/family relationship or interest in any applicant, they should notify their HR Representative to excuse themselves from the interview process so that an alternate panel member can be appointed. This ensures the clarity, transparency and fairness of the recruitment process and avoids any conflict of interest.

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Screening/shortlisting of applications will be carried out by matching details of applicants, as outlined in their applications, to the requirements of the job. The advertisement and job description will be considered throughout this process. The screening criteria will be applied consistently to all applicants.

All panel members will complete a shortlisting form and a consensus decision will then be reached on the candidates short-listed for interview.

Interviews will be scheduled by the Human Resources Department. Candidates chosen for interview will ideally be given a minimum of one week's notice of the date, time and location of the interviews. In the event that a position(s) is required to be filled in a shorter turnaround time, the company will endeavour to publish the interview date along with the advertisement, which will act as advance notice to the candidate.

The interview structure will be agreed with panel members in advance of the interview. Interview questions will relate to the core requirements and competencies of the job as established in the Job Description and all candidates will be asked the same questions. This will ensure an objective method of measuring capability.

Candidates not shortlisted for interviews will be notified of this decision in writing.

## **2.6 Interview Assessment / Decision Making**

Applicants will be assessed at the end of the interview process against pre-defined criteria identified from the Job Description.

The panel will complete a Candidate Assessment Form for each individual candidate. This documentation provides transparency and accountability for all recruitment and selection decisions.

The selection panel will come to a consensus decision on the preferred candidate. Alternative candidates, if applicable, will also be decided upon, should the preferred candidate not accept an offer of employment.

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Formation of a suitable candidate panel: If it is identified in the course of the review of job requirements that similar post(s) may arise in the region in the next 3 – 6 months, then the role will be advertised outlining that “A Panel may be formed as part of this recruitment process”. The selection panel will review all interview results and, based on the level of scoring, nominate candidates to join the panel. The candidate will receive a letter inviting them to join the panel, indicating their numbered place on the panel and advising them that this is valid for a period of six months. If a similar post arises in the region in that six month period then the panel will be advised of this in advance of the post needing to be advertised.

Members of a suitable candidate panel can include existing staff members and external applicants.

Relief Staffing Requirements: If, as part of the review of job requirements, it is considered necessary to hire relief staff, then a separate requisition will be raised to cover this eventuality. The selection panel will review all interview results and indicate whether any candidates match the criteria for relief cover. The advertisement will state that a relief panel may be formed as part of the interview process. Candidates for relief panel will be contacted and briefed on the terms and conditions relevant to being on the relief panel and progressed through pre-employment checks on acceptance of the said terms and conditions.

The information collated during this process and the shortlisting and selection interviewing process will be used to form the basis of any required feedback to candidates to demonstrate that the recruitment and selection panel have acted fairly and reasonably in all stages of the selection process.

All copies of applications must be returned to the representative of the Human Resources Department at end of interview stage for shredding.

Regret letters will be issued to unsuccessful candidates by the Human Resources Department.

## 3. Contract Management & Pre Employment

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## 3.1 Conditional Offers of Employment

Conditional offers of employment will be made verbally, via the Human Resources Department, subject to receipt of satisfactory pre-employment background checks.

## 3.2 Pre-employment Background Checks

Background checks will be managed via the relevant HR representative. Such checks will include but are not limited to the following:

- Confirmation of identity
- Confirmation of eligibility to work in the jurisdiction
- Verification of all relevant educational/professional qualifications
- Obtaining a minimum of two satisfactory written references from the applicants most recent, previous employers (potentially a further reference if a referee is unavailable or unable to confirm details provided in the application, or if deemed necessary), including a written reference for the most recent employment. Employment references must cover a minimum period of 3 years, therefore, candidates will be required to provide further references to cover this period if necessary.
- A third reference will always be required where the applicant is applying for employment in services for children and vulnerable adults.
- Medical certification regarding fitness for work by Rehab Group's Occupational Health Providers
- Satisfactory Garda Vetting (Ireland)/ Criminal Records Checks administered by Disclosure & Barring Service or Disclosure Scotland (UK) for positions where legislation and / or best practice requires this.
- Verification of full Driving Licence, if required for the post.

Please refer to Rehab Group's Pre-Employment Background Check Policy & Procedure, which details the organisation's policy and procedure in relation to this area.

## 3.3 Appointment

Upon successful completion of the necessary pre-employment background checks the successful candidate will receive a written contract of employment in advance of commencing in post, the

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terms of which will be developed by HR in conjunction with the hiring managers. A review of the approved Business Justification Case should occur to ensure that there is alignment between what was approved and the terms contained within the contract of employment.

The contract of employment will be signed and issued to the successful candidate by the relevant HR representative. The candidate will then return the signed contract to the relevant HR representative

## 4. Candidate OnBoarding, Induction & Probation

### 4.1 Candidate Onboarding, Induction

Once the employee commences in post they will go through a 6 month onboarding / induction process, which will be managed by the line manager in consultation with the HR department.

### 4.2 Probation

All appointments are subject to a probationary period of 6 months. Regular reviews will take place between the employee and the line Manager during the probationary period. At the end of the probationary period, and subject to a satisfactory probationary period review, employees will be notified in writing that they have successfully completed their probationary period.

The probationary period may be extended at the Company's discretion, if deemed appropriate, but will not, in any case, exceed 8 months.

## 6.0 REFERENCES

Appendix 1 - Recruitment & Selection Process

Appendix 2 – Recruitment Authorisation Process

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## 6.1 Related PPPGs

Data Protection Policy & Procedure	COR-DAM-001
Dignity in the Workplace (Policy & Procedure)	HRM-REL-004
Diversity and Equal Opportunity	HRM-EQU-001
Grievance (Policy & Procedure)	HRM-REL-003
Pre-Employment Background Checks Policy & Procedure (Ireland)	HRM-RES-002/HRM-RES-002.1P
Pre-Employment Background Checks Policy & Procedure (Scotland)	HRM-RES-002/HRM-RES-002.2P
Pre-Employment Background Checks Policy & Procedure (England)	HRM-RES-002/HRM-RES-002.3P
Conflict of Interest Policy & Procedure	COR-GOV-005V2

## 7.0 APPENDICES

### Appendix 1 Recruitment Authorisation Process

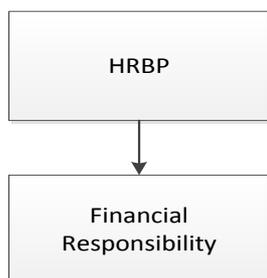
The Hire Manager initiates / completes the Recruitment Authorisation Form (Business Justification Case) and routes it through to the following for approval:

### Appendix 2 List of Reviewers

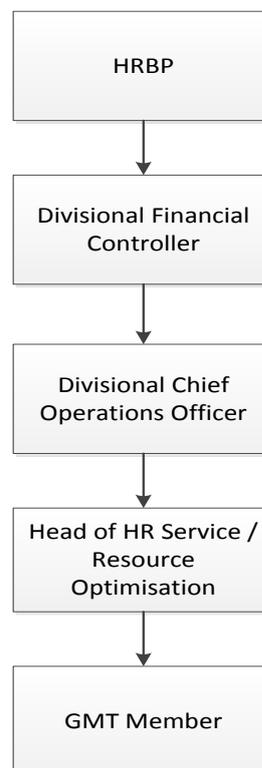
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## Appendix 1

### Front Line Service Backfill Post (Current posts contained within agreed budget)



### Additional Headcount / Managerial / Corporate Function Posts



Please note the following:

- HRBP: Human Resources Business Partner
- Financial Responsibility: Senior Operations Manager OR Financial Controller. If Senior Operations Manager is approving, it should only be approved following discussions with the Divisional Financial Controller to confirm that the post is within budget
- Divisional Chief Operations Officer: This level is not required for non service operations posts (i.e. Corporate Function Posts)

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- GMT Member: appropriate to the GMT members responsibility (Chief Operations Officer for all Service Operations Posts and Corporate Function Directors for all Corporate Function Posts)

## Appendix 2 – List of Reviewers

The following named individual authors / reviewers to this policy area.

<b>Author/Reviewer</b>	<b>Division</b>	<b>Name(s)</b>
Author	Rehab Group	Karen Fanneran, Head of HR Business Partnering
Reviewer (s)	Rehab Group	Senior Leadership Team