



## **Athlone Institute of Technology**

**Open, transparent and merit-based recruitment (OTM-R)  
for the recruitment of researchers**

October 2017

## **AIT OTM-R Policy & Checklist**

### **OTM-R Policy & Checklist - Athlone Institute of Technology**

#### **Open, transparent and merit-based recruitment (OTM-R) for the recruitment of researchers**

The focus of an OTM-R system aims to ensure that AIT recruits the best person for the job and that all recruitment procedures are based on principles of equal opportunities for all candidates (including internal and external). It is important to stress that OTM-R principles refer to 'recruitment', i.e. the procedures for filling a vacant position and that, recruitment should always be open.

#### **The AIT OTM-R policy aims to encourage, in particular, external applicants by:**

- a) providing clear and transparent information on the whole selection process, including selection criteria and an indicative timetable;
- b) posting a clear and concise job advertisement with links to detailed information on, for example, required competencies and duties, working conditions, entitlements, training opportunities, career development, gender equality policies, etc.;
- c) ensuring that the levels of qualifications and competencies required are in line with the needs of the position and not set as a barrier to entry, e.g., too restrictive and/or requiring unnecessary qualifications;
- d) considering the inclusion of explicit pro-active elements for underrepresented groups;
- e) keeping the administrative burden for the candidate (proof of qualifications, translations, number of copies required, etc.) to a minimum;
- f) reviewing, where appropriate, the institutional policy on languages.

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AIT recognises there are three phases in the recruitment process:

### 1. Advertising and application phase

Advertising a post in line with the principles "Recruitment" and "Transparency" of the Code of Conduct for the Recruitment of Researchers, AIT endeavour to keep the job advertisement and description of requirements as concise as possible and include links to more detailed information online.

Further information is available on

- organisation ([www.ait.ie](http://www.ait.ie)) and recruiting unit (<https://www.ait.ie/about-ait/vacancies/>)
- job title, specifications and starting date
- researcher career profiles would recognise the stage of research career (early to experienced)
- respective 'required' and 'desirable' competencies are highlighted
- selection criteria including knowledge and professional experience (distinguishing the 'required' and 'desirable')
- number of available positions are advised
- working conditions, workplace, entitlements (salary, other benefits, etc.), type of contract
- professional development opportunities (where possible are outlined) but can be discussed in the interview stage or post the appointment stage
- the application procedure and deadline, should, as a general rule, be approximately two months from the publication date and take account of holiday periods
- a reference to the institution's equal opportunities policy (e.g., positive discrimination, dual careers, etc.)
- contact details
- adverts are published in English.

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### 2. Evaluation and selection phase

The selection committees should be independent, members should not have any conflict of interest and the decisions must be objective and evidence-based rather than based on personal preference. The committee should make best use of the expertise of any external members. The composition of the committee should be appropriately diverse. In order to achieve this, the following elements should be considered:

- a minimum of 3 members;
- gender balance, e.g., not less than one third of one gender in the committee;
- inclusion of external expert(s) in all committees (external meaning outside the institution);
- inclusion of (or contribution from) international experts, who should be proficient in the language(s) in which the process will be conducted;
- inclusion of experts from different sectors (public, private, academic, non-academic), where appropriate and feasible;
- the committee as a whole should have all the relevant experience, qualifications and competencies to assess the candidate.

All applications are screened. Depending largely on the number of applicants as well as the internal human resources available, the process may involve one or more steps, e.g., pre-screening to check eligibility, shortlisting of candidates for interviews, remote interviews by telephone or skype, face-to-face interviews. While remote interviews may often be appropriate, in particular at the first interview stage, they should not altogether replace face-to-face interviews in cases where these are being conducted for internal candidates. All candidates should be treated equally and in the same way. It is recommended that the same selection committee is involved in all steps, although it is recognised that this may not always be feasible and that, for example, one committee may do the initial screening and another may conduct the interviews. Accordingly, it is strongly recommended that the process itself is transparent

The evaluation and selection phase should look to assessing merit and future potential. The criteria for selecting researchers should focus on both the candidates' past performance and their future potential.

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### **3. Appointment phase**

Feedback is In-line with the principle of "Transparency" of the Code of Conduct for the Recruitment of Researchers, all applicants should receive written or electronic notice at the end of the selection process, indicatively within one month and without any unnecessary delays.

Other applicants, who did not make it to the final stages, should receive a standard mail informing them of the outcome. All applicants must be entitled to further feedback upon request.

Complaints mechanism : The institution should establish a procedure to deal with complaints made by applicants who believe that they have been treated unfairly or incorrectly. This procedure should be transparent and made public. It should include an indication of the timeframe within which a complainant will receive a response, which should in principle be no longer than one month.

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| OTM-R system   | Open | Transparent | Merit-based | Answer: Yes completely/Yes substantially/ Yes partially/No  | Suggested indicators (or form of measurement)  |
|--|------|-------------|-------------|---|--|
| 1. Have we published a version of our OTM-R policy online (in the national language and in English)?         | x    | x           | x           | <b>Substantially / YES</b><br>discussed by the HRS4R Committee and approved by the Executive Management of AIT under the guidance of the HR Manager     | <a href="https://www.ait.ie/research-and-innovation/hrs4r">[https://www.ait.ie/research-and-innovation/hrs4r]</a>  |
| 2. Do we have an internal guide setting out clear OTM-R procedures and practices for all types of positions? | X    | X           |             | <b>Completely / YES</b><br>AIT works to the Government circular which is a Ministerial directive. All Institutes of Technology work to this directive.  | Circular<br><a href="http://www.irishstatutebook.ie/eli/1992/act/16/enacted/en/print#sec11">http://www.irishstatutebook.ie/eli/1992/act/16/enacted/en/print#sec11</a><br><a href="https://www.ait.ie/uploads/downloads/Selection-Procedures-determined-by-Minister-for-Education-%28IOTIs%29.doc">https://www.ait.ie/uploads/downloads/Selection-Procedures-determined-by-Minister-for-Education-%28IOTIs%29.doc</a> |
| 3. Is everyone involved in the process sufficiently trained in the area of OTM-R?                            | x    | x           |             | <b>Completely / YES</b><br>All staff have an opportunity for continuous professional development through AIT's Staff Development Committee and funding. | All staff working in the HR Function in AIT receive training in the CORE Recruitment System. Such training covers all the areas, which are in line with an OTM-Recruitment Process. HR Staff also have other training in both generic HR techniques and also in specialist areas depending on the area of expertise; for example; pensions, coaching, etc.   |
| 4. Do we make (sufficient) use   | X    | X           | x           | <b>Completely / YES</b><br>All recruitment is by AIT Corehr online system   |  |

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| of e-recruitment tools?  |   |   |   |                         | <p>AIT work from an online System for all recruitment competitions.</p> <p><a href="https://www.ait.ie/about-ait/vacancies/">https://www.ait.ie/about-ait/vacancies/</a> Full details on how to use the system are provided in English on the AIT website.</p> <p><a href="https://my.corehr.com/pls/aitrecruit/erq_search_package.search_form?p_company=1&amp;p_internal_external=E">https://my.corehr.com/pls/aitrecruit/erq_search_package.search_form?p_company=1&amp;p_internal_external=E</a> Is a link to the online Corehr System. This system is widely available across the majority of Higher Education Institutes and Universities in Ireland</p> |
| 5. Do we have a quality control system for OTM-R in place?               | X | X | x | <b>Completely / YES</b> | <p>AIT is governed by Regional Technical College Act 1992</p> <p><a href="http://revisedacts.lawreform.ie/eli/1992/act/16/revised/en/html">http://revisedacts.lawreform.ie/eli/1992/act/16/revised/en/html</a></p> <p>Within AIT, there are a number of quality control systems from AIT Governing Body, AIT Executive Management Team. AIT also have a Quality Office with a full time Quality Officer.</p> <p><a href="https://www.ait.ie/contact/staff/quality/">https://www.ait.ie/contact/staff/quality/</a></p> <p>AIT is subject to audit for any funded research project by the funding agency and also the Comptroller Auditor General</p>           |
| 6. Does our current OTM-R policy encourage external candidates to apply? | X | X | x | <b>Completely / YES</b> | <p>All Research advertisements are posted on the AIT website [Vacancies] <a href="https://www.ait.ie/about-ait/ait-vacancies">https://www.ait.ie/about-ait/ait-vacancies</a> for applications; all recruitments are open competitions with no advertisement restricted to internal applicants.</p> <p>AIT advertises research positions on the Euraxess website.</p> <p>AIT is an equal opportunities employer.</p>   |
| 7. Is our current OTM-R policy in line with policies to attract          | X | X | x | <b>Completely / YES</b> | <p>As noted in point 6 above AIT advertise on Euraxess, which is a Pan-European Initiative for researchers.</p> <p><a href="https://euraxess.ec.europa.eu/jobs/search">https://euraxess.ec.europa.eu/jobs/search</a></p>  |

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| researchers from abroad?   |   |   |   |                         | AIT circulates vacant positions as wide a possible, which often includes collaborating institutions internationally.<br>AIT also works with our International Office for proofing and advice and support in the recruitment of international researchers.   |
| 8. Is our current OTM-R policy in line with policies to attract underrepresented groups?                       | X | X | x | <b>Completely / YES</b> | As noted in an earlier section, AIT is an equal opportunities employer and does not discriminate against any category or groups of applicants. AIT is in the application process for Athena SWAN [ <a href="http://www.ecu.ac.uk/equality-charters/athena-swan/">http://www.ecu.ac.uk/equality-charters/athena-swan/</a> ] which encourages and recognises commitment to advancing the careers of women in science, technology, engineering, maths and medicine (STEMM) employment in higher education and research. AIT has a Disability Office and Officer and such supports as assisted technology.<br>AIT has a Vice President for Strategic Planning, Institutional Performance, Diversity and Equality. |
| 9. Is our current OTM-R policy in line with policies to provide attractive working conditions for researchers? | X | X | x | <b>Completely / YES</b> | AIT has a full time Health and Safety Officer who ensures an appropriate and safe working environment for all staff.<br>AIT being an equal opportunities employer works to a set pay scale for all researchers in AIT based on a national pay scale.<br>The Safety, Health and Welfare at Work, (General Application) Regulations 2007<br><a href="http://www.hsa.ie/eng/Publications_and_Forms/Publications/General_Application_Regulations/">http://www.hsa.ie/eng/Publications_and_Forms/Publications/General_Application_Regulations/</a><br>Health & Safety Authority Website <a href="http://www.has.ie">www.has.ie</a>   |
| 10. Do we have means to monitor whether the most suitable researchers apply?                                   | X | X | x | <b>Completely / YES</b> | AIT set out clear job specs for all roles within AIT which outline both 'Essential' and 'Desired' skills. Adverts also offer applicants the opportunity to contact informally a name for each role with any queries they may have in advance of applying for a position.  |



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|   |   |   |   |                         | AIT's online recruitment portal 'corehr' also allows for ease of monitoring necessary skills for successful shortlisting in order to ensure the best candidate is matched to the role on offer.  |
| <b>Advertising and application phase</b>  |   |   |   |                         |  |
| 11. Do we have clear guidelines or templates (e.g., EURAXESS) for advertising positions?  | X | X | x | <b>Completely / YES</b> | Each advertisement is agreed in advance of advertising using a recommended template. All advertisements using the recommended AIT template are checked and signed off before advertising by AIT HR Staff.<br><br>AIT also uses the Euraxess portal and template for advertising.   |
| 12. Do we include in the job advertisement references/links to all the elements foreseen in the relevant section of the toolkit? [see Chapter 4.4.1 a)] | X | X | X | <b>Completely / YES</b> | In line with Chapter 4.4.1.a Advertising the Post, AIT offer links to: AIT, AIT online recruitment portal, some general background regarding the position and project, a contact person to email or telephone with general queries regarding the role, the salary range, the duration, job title, job requirements, desirable skills and closing date.<br><br>Through the AIT website, applicants can explore the policies and departments within AIT. |
| 13. Do we make full use of EURAXESS to ensure our research vacancies reach a wider audience?  | X | X | x | <b>Completely / YES</b> | All research positions in AIT are posted on the Euraxess portal.<br><br>Euraxess staff visit AIT every year to present to both staff and postgraduates on Euraxess supports and services.<br><br>AIT attends training and information workshops in Euraxess Dublin for updates on new legislation for international researchers and supports.  |
| 14. Do we make use of other job advertising tools?  | X | X | x | <b>Completely / YES</b> | AIT uses a number of advertising outlets for positions:  |

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|   |   |   |   |                         | <p><a href="http://www.irishjobs.ie">www.irishjobs.ie</a></p> <p><a href="http://www.euraxess.eu">www.euraxess.eu</a></p> <p><a href="http://www.thea.ie">www.thea.ie</a></p> <p><a href="http://www.ait.ie">www.ait.ie</a> among others.</p> <p>AIT also advertise in national print media <a href="http://www.independant.ie">www.independant.ie</a><br/><a href="http://www.irishtimes.com">www.irishtimes.com</a></p> <p>AIT also advertises with other Higher Education Institutions both in Ireland and abroad.</p>   |
| 15. Do we keep the administrative burden to a minimum for the candidate? [see Chapter 4.4.1 b)] | X | X | x | <b>Completely / YES</b> | <p>As AIT uses an online E-Recruitment Portal hosted on the AIT website under 'Vacancies' this lessens the administrative burden for applicants; the portal allows for ease of uploading attachments such as transcripts, etc.</p> <p>Once a user is registered on the e-Recruitment portal, the applicant's details can be saved and used for subsequent applications.</p> <p>AIT through our International Office gets assistance regarding the translation and validity of International transcripts and documentation.</p> <p>Applicants are not asked for written references but rather contact details.</p> <p>International applicants, successfully shortlisted, can undertake their interview via Skype - which AIT has found very successful.</p> |

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| Selection and evaluation phase   |   |   |   |                         |  |
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| 16. Do we have clear rules governing the appointment of selection committees? [see Chapter 4.4.2 a)] | X | X | x | <b>Completely / YES</b> | The HR National Recruitment Framework followed by AIT (see link below) section 4 sets out the Selection Board and process.<br><br><a href="https://www.ait.ie/uploads/downloads/Selection-Procedures-determined-by-Minister-for-Education-%28IOTIs%29.doc">https://www.ait.ie/uploads/downloads/Selection-Procedures-determined-by-Minister-for-Education-%28IOTIs%29.doc</a>  |
| 17. Do we have clear rules concerning the composition of selection committees?                       | X | X | X | <b>Completely / YES</b> | As per number 16, The National HR Frameworks followed as set out under section 4 and in an attached Annex the guidelines regarding the composition of selection committees.<br><br><a href="https://www.ait.ie/uploads/downloads/Selection-Procedures-determined-by-Minister-for-Education-%28IOTIs%29.doc">https://www.ait.ie/uploads/downloads/Selection-Procedures-determined-by-Minister-for-Education-%28IOTIs%29.doc</a>   |
| 18. Are the committees sufficiently gender-balanced?   | X | X | x | <b>Completely / YES</b> | As per the guidelines all aspects of a selection committee, etc. have clear guidelines regarding gender balance to which AIT adheres. AIT sees gender balance as necessary for the selection process. Gender Balance regarding any committee will be reviewed and subject to the requirement of Athena Swan<br><br><a href="https://www.ecu.ac.uk/equality-charters/athena-swan/">https://www.ecu.ac.uk/equality-charters/athena-swan/</a><br><br><a href="https://www.ait.ie/uploads/downloads/Selection-Procedures-determined-by-Minister-for-Education-%28IOTIs%29.doc">https://www.ait.ie/uploads/downloads/Selection-Procedures-determined-by-Minister-for-Education-%28IOTIs%29.doc</a><br><br>Also as noted in section 8: AIT is in the application process for Athena SWAN and has endorsed its principles.[ <a href="http://www.ecu.ac.uk/equality-charters/athena-swan/">http://www.ecu.ac.uk/equality-charters/athena-swan/</a> ] |

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|  |   |   |   |                         | which encourages and recognises commitment to advancing the careers of women in science, technology, engineering, maths and medicine (STEMM) employment in higher education and research.   |
| 19. Do we have clear guidelines for selection committees which help to judge 'merit' in a way that leads to the best candidate being selected? | X | X | X | <b>Completely / YES</b> | AIT provides interview guidance and training for interview panels. Suggested questions are provided to ensure each candidate experiences a fair and transparent interview process which embraces the judgement of 'merit' both in past experience but also future potential - ensuring that the best candidate is selected. Interview panels are coached on using open-ended questions, ensuring that each candidate gets the best opportunity to present their skills and abilities. |
| <b>Appointment phase</b>   |   |   |   |                         |   |
| 20. Do we inform all applicants at the end of the selection process?   | X | X | x | <b>Completely / YES</b> | All applicants are notified at the end of the interview process of their outcome either successful or non-successful in writing.  |
| 21. Do we provide adequate feedback to interviewees?   | X | X | X | <b>Completely / YES</b> | Each applicant who seeks feedback from their interview is provided with such.   |
| <b>Overall assessment</b>  |   |   |   |                         |   |
| 22. Do we have an appropriate complaints mechanism in place?   | X | X | X | <b>Completely / YES</b> | Each written complaint is addressed to <a href="mailto:hr@ait.ie">hr@ait.ie</a> and dealt with by the HR manager where it is processed using the AIT complaints appeal mechanism.   |

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|   |          |          |          |                                  |  |
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| <p>23. Do we have a system in place to assess whether OTM-R delivers on its objectives?</p> | <p>X</p> | <p>X</p> | <p>x</p> | <p><b>substantially/ Yes</b></p> | <p>AIT is subject to regular audits by all research funding agencies and government auditors (Controller and Auditor General)<br/> <a href="http://www.audgen.gov.ie/ViewDoc.asp?fn=/home.asp">http://www.audgen.gov.ie/ViewDoc.asp?fn=/home.asp</a></p> <p>Such audits review the HR, financial and technical aspects of projects and internal procedures. Such reviews endeavour to ensure that OTM-R principles are in place and being adhered to.</p> <p>In addition, AIT monitors any complaints in this area and moves quickly to ensure no repeat of same by amending the process, etc. where required.</p> |
|---|----------|----------|----------|----------------------------------|--|

## AIT OTM-R Policy & Checklist

### HR Policies and Procedures in AIT

#### **POLICIES AND FORMS RELATING TO SICK LEAVE**

REVISED SICK LEAVE ARRANGEMENTS FOR ALL STAFF IN INSTITUTES OF TECHNOLOGY CL 0062/2015

Public Service Management Regulations 2015 SI NO 384

REVISED SICK LEAVE ARRANGEMENTS FOR ALL STAFF IN INSTITUTES OF TECHNOLOGY CL 0064/2014

Public Service Management Regulations 2014 SI NO 124

Guide to New Sick Leave

Public Service Sick Leave Scheme FAQs

Revised arrangements for uncertified sick leave

#### **POLICY & PROCEDURES FOR MANAGEMENT OF ILLNESS RELATED ABSENCES**

#### **POLICIES AND FORMS RELATING TO PROGRESSION**

##### **Progression A/L to L**

Progression from AL to L Dean Of Faculty & HoD Form

Progression requirements

##### **Trades & Crafts Applicants**

##### **PROGRESSION FROM AL TO L -**

##### **Applicant TRADES & CRAFTS**

Progression Requirements Trades & Crafts

#### **GENERAL POLICIES**

AIT Anti Bullying and Harassment Policy

Compassionate Leave Allowances

Disciplinary Procedure

Amended Equal Opportunities Policy

Flexi time Policy

Force Majeure Leave Policy

Foreign Travel Declaration Form (Non-EU)

Foreign Travel Policy

Grievance Policy

Maternity Benefit

##### **PATERNITY LEAVE (NEW)**

Parental Leave Policy

Parental Leave - Summary of changes

Procedure for Electronic Time Recording

Professional Development Policy

guideline notes for the consideration of staff applications for funding

Staff Handbook

Time In Lieu - Policy

Unpaid Leave Policy - Non Academic Staff

Work Share Scheme for non-academic staff