

Tourism Northern Ireland

RECRUITMENT AND SELECTION POLICY

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INTRODUCTION

This document sets out Tourism Northern Ireland's (Tourism NI) recruitment and selection policy and procedure. It is designed to assist management, internal and external job candidates in understanding the essential requirements of its recruitment and selection process, including what to expect when participating in this process.

Tourism NI aims to attract and recruit people with the requisite skills, experience and abilities from a diverse range of backgrounds who will enhance the quality of the service and contribute to its success.

STATEMENT OF PRINCIPLES

Tourism NI will adhere to the following key principles during any recruitment process:

- Appointments should be made on merit;
- Appointment processes should be fit for purpose;
- Appointment processes should be fair and applied with consistency;
- Appointments should be made in an open, accountable and transparent manner.

Tourism NI aims to ensure that a transparent, unbiased and consistent approach to the recruitment and selection process is followed. It must ensure the appointment of the best candidate, and that the appointment is based on merit, is in line with the organisations values, philosophy and goals whilst meeting the business and legislative requirements

Tourism NI's values are outlined below:



POLICY & PROCEDURE

Identification of a Recruitment Need

Where the requirement to recruit a new post or backfill an existing post is identified, it is the responsibility of the Unit Manager to raise and discuss the requirement with their Director. Consideration should be given to the volume of work, the types of work at all levels, potential systems/process changes, expected changes from the current situation and future staffing needs at all levels within the Unit/Division. A job analysis should be conducted to determine not only the duties involved in the job, but also the job's purpose, the outputs required by the Job Holder and how it fits into the organisational structure. This analysis should form the basis of the Job Description and Person Specification.

Vacancy Approval and Documentation

The recruiting Director is responsible for tabling all resourcing asks at the next available Senior Management Team (SMT) meeting, as approval from the Senior Management Team must be sought prior to the commencement of any recruitment process.

SMT will determine the most appropriate means of meeting the resourcing requirement, ensuring that the appropriate budget is available.

Once the job analysis has been conducted and approval gained from SMT, the Human Resources (HR) team will support the Unit Manager / Line Manager in preparing a Job Description for the role.

The Job Description will include a Person Specification which will form the essential and desirable criteria for selection. These will be based on a set of competencies identified as necessary to effectively fulfil the requirements of the role – including qualifications, experience, knowledge, skills and expertise required to perform the job. The Person Specification is used to shortlist candidates.

The draft Job Description and Person Specification will then be passed to Human Resources who will review to ensure consistency. Human Resources will engage with NIPSA Trade Union, as appropriate, prior to the post being advertised.

Advertising and Attracting Candidates

Tourism NI has a number of specialist roles and to ensure it attracts and appoints the best available skilled staff, the following approach to advertisement will apply:

- Posts at Executive Officer level and below: Internal First
- Permanent and Temporary posts at Staff Officer Level and above: Internal & External Simultaneously
- All Finance, HR & IT posts: Internal & External Simultaneous

When advertising internally, Tourism NI will email all staff regarding the job opportunity. For posts advertised externally this will entail an advertisement on Tourism NI's vacancy web page, Tourism NI's social media channels, in appropriate press and / or on appropriate recruitment websites according to the nature and level of the position.

The Unit Manager /Line Manager alongside Human Resources will decide the appropriate method of advertisement with consideration of anticipated numbers of candidates being taken into account when choosing the ideal method.

Assessment of Candidates with a Disability

Where Tourism NI is advised that a candidate with a disability has entered the recruitment and selection process, appropriate reasonable adjustments will be made to the selection process to ensure that they have a fair opportunity to demonstrate their suitability for the role and are not treated less favourably than any other candidate.

Candidates will be asked to provide initial details on their application form, of any reasonable adjustments which they may require throughout the recruitment and selection process. This information will be further discussed and confirmed with the individual at the appropriate stage of the selection process.

The Application Process

Applications should be submitted on the job specific application form to recruitment@tourismni.com or posted to Tourism NI's Belfast Office. Unfortunately applications received after the closing date **will not be accepted under any circumstances**.

Candidates can view the recruitment information pack relating to the post advertised on Tourism NI's vacancy web page. This will include the current Job Description, the Person Specification, information relating to the background of Tourism NI, the recruitment and selection process to be followed and an overview of the terms and conditions of the post.

Throughout the recruitment and selection process Tourism NI will endeavour to progress applications promptly. Candidates will be kept informed in the event of any delay to the process.

CVs will not be accepted.

Canvassing by any candidate will result in that individual being automatically disqualified from the selection process.

Equal Opportunities and Monitoring

Tourism NI is an equal opportunities employer. We will ensure that all recruitment processes (external and internal) are undertaken in a fair, open and transparent manner. It is Tourism NI's policy to employ the best person for the job and not discriminate unlawfully against any person. For example, on the grounds of religious belief, political opinion, gender, pregnancy / maternity, marital status, sexual orientation, disability, race, ethnic origin or age. This is not an exhaustive list.

For all external vacancies based in Northern Ireland a monitoring questionnaire will be included in the application pack. This questionnaire must be completed by all candidates and emailed to recruitment@tourismni.com or returned in a separate envelope marked for the attention of the Monitoring Officer.

Equality monitoring is carried out in line with the Fair Employment and Treatment Order (Northern Ireland) 1998 and 2003.

The Monitoring Officer will compile the information required by the Equality Commission at the end of the recruitment process. This information is then submitted annually to the Equality Commission to ensure Tourism NI is recruiting fairly and equally.

Equal opportunities monitoring is not required for positions based in Tourism NI's Dublin Office.

The Selection Panel

When selecting the Panel Tourism NI will ensure that the most suitable Panel Members are identified to facilitate the recruitment and selection process. Panel Members should normally be one grade above the grade to be recruited with the Chairperson at least **two** grades above. There may be exceptional/business circumstances which might not permit this arrangement from time to time. All reasonable steps will be taken to ensure, as far as possible, that each panel is balanced in terms of gender and community background.

All Tourism NI staff who are involved with the recruitment and selection of candidates will be suitably trained to fulfil the requirements of their role. Formal training and refresher training will be undertaken by all required employees as appropriate to ensure that best practice procedures relating to recruitment and selection are being met. Such employees are responsible for ensuring that their actions are consistent with the best practice principles which underpin this policy and procedure and should familiarise themselves with this policy document. HR will participate in an advisory capacity.

Selecting Candidates

Candidates will be assessed against the selection criteria listed on the Person Specification and only those who demonstrate how they meet the essential requirements will be selected for interview.

If the initial assessment against essential criteria results in a pool of candidates too large to progress to an interview stage, further shortlisting may be undertaken.

Further assessment / screening of candidates against the essential and desired criteria and initial interviews are examples of the types of shortlisting tools which Tourism NI may use should the need arise. This is not an exhaustive list.

The outcome for each candidate at shortlisting will be recorded on a short-listing record form. HR will retain application forms from unsuccessful candidates for 1 year for historical reference or feedback purposes.

Interviews / Assessment Methods

Candidates who are selected for interview will be informed of a date and time for their interview. If a candidate is unable to attend an interview at the proposed date and time, **a further interview date is not guaranteed.**

During the interview, all interview Panel Members will independently score candidates answers to each interview question on a 1 to 10 scale (1 being lowest). The Panel will then discuss and agree a consensus score and this will determine their position on the merit list.

Should it be necessary or appropriate for the role, assessment centres, presentations, written exercises or psychometric testing may also be used to inform selection decisions. This is not an exhaustive list and further assessments will be dependent on the nature of the role.

Reserve Lists

The panel may decide that other applicants on the merit list will be placed on a reserve list to fill any vacancies that may arise for the same position within the following 12 months. This will be done in accordance with the merit order.

Offer of Employment & Disclosure Checks

Following the selection process, the HR representative on the Panel will call or meet with the successful candidate to offer them the position. HR will then write to the successful candidate confirming their success at interview and that their commencement with Tourism NI is dependent on receipt of satisfactory pre-employment checks.

Pre-employment checks include:

- A satisfactory Basic Access NI check (*Northern Ireland Staff only*).
- Evidence of qualifications required for position.
- Confirmation of Right to Work in the UK / ROI.
- Satisfactory health questionnaire / medical (as required).
- Two satisfactory references – one to be your most recent employer (external or agency staff only).
- Completed Conflict of Interest form.

After all pre-employment checks, including Access NI, are carried out and deemed satisfactory, and a candidate has provided proof of their eligibility to work in the UK/ROI, an offer of employment can be confirmed and a start date agreed.

Tourism NI will withdraw an offer of employment if unsatisfactory references are received or if satisfactory Disclosure confirmation is not received from Access NI.

It is anticipated that internal candidates will move to their new role within a 4 week period. **This will be dependent on business need.**

Shortlisting and Interview Feedback

Feedback is a recognised learning tool for both successful and unsuccessful candidates. Verbal feedback will be provided by an HR Panel Member.

Feedback and Complaints

Tourism NI welcomes all feedback, whether it be positive or negative and consider it a tool to enable us to continuously improve the way it does things. Please direct any feedback or complaints to the HR panel member.

ROLES & RESPONSIBILITIES UNDER THIS POLICY

Human Resources Management

- Regular review of the policy in consultation with Trade Unions; and
- Approving any exceptional variations to laid down procedures.

Human Resources Department

- Ensuring the Policy and Procedure is operated effectively and training is undertaken by relevant Managers and employees.
- Ensuring the appropriate budget is available for the post.
- Advising Line Managers regarding best practice recruitment and selection procedures including the review of Job Descriptions, Person Specifications and the choice and operation of selection tools.
- The design, review and placement of advertisements.
- All administration associated with the completion of the recruitment and selection process.
- The facilitation and administrative support of selection activities including application form review, shortlisting, interviews and any other assessment exercise that may be used throughout the process.
- The **confidential retention and disposal** of all electronic and non-electronic data relating to recruitment and selection process in accordance with TNI's obligations under the General Data Protection Regulations (GDPR).
- Providing guidance to Managers should any special requirements be needed during the process.
- The creation and distribution of offer of employment letters and contracts.
- Dealing with requests for feedback and complaints (please note records will be held in accordance with TNI's retention schedule detailed within the GDPR policy).
- The completion of all monitoring activity related to the recruitment and selection process.

Unit Manager / Line Manager

- Preparation of an initial draft Job Description and Person Specification with tracked changes.
- Confirming the final details required at offer of employment letter and contract stage.

Chair of the Panel

- Undertake appropriate Recruitment and Selection training every 3 years.
- Attend Pre-Panel meetings as required.
- The Chair of the Panel, will have responsibility to ensure that the interview is carried out objectively, professionally, legally and in line with the Tourism NI's Equal Opportunities and Recruitment and Selection Policies.
- Prior to the interview commencing, the Chair will check that Panel Members have read the Job Description and understand any additional information that has been given to them and will ensure that individual Panel Members have assigned roles and areas of questioning.
- In reaching a decision, the Chair will help the Panel to discuss each candidate individually in the context of the Person Specification and challenge any assertions, which cannot be supported by evidence and create an agreed ranking for appointable candidates.
- Throughout the interview, the Chair will monitor the process and intervene if a member of the Panel asks an inappropriate and/or potentially discriminatory question.
- If the Panel cannot agree on which candidate to appoint, **the Chair will have the final decision.**

The Panel

The Panel will:

- Undertake appropriate Recruitment and Selection training every 3 years.
- Attend Pre-Panel meetings as required.
- Review applications, shortlisting and interview/assessment activity.
- Declare any potential Conflict of Interest with their role as selection Panel Member and inform HR of any changes that occur throughout the process.
- Complete all factual notes and documentation of all decisions made at each stage of the selection process.
- Make one's own assessment of each candidate.
- Discuss and agree Panel assessment.
- Return all papers to the HR Panel Member.
- Avoid inappropriate and/or potentially discriminatory questions or behaviour.