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## **FOREWORD**

Recruitment and Selection are integral parts of human resource management with increasing emphasis being placed on the institutional and behavioural characteristics of employees through appropriate recruitment selection procedures.

It is essential that the recruitment and selection process should be designed to ensure the emergence of the best-fit candidate to match the culture and strategic operational requirements of the organisation. With the introduction of new approaches to recruitment and new methodology for selection, the principles of equity, quality and accountability must be preserved. Human resources are an integral component of corporate success and decisions relating to the recruitment and selection process are vital. Therefore effective recruitment and selection procedures are key pre-requisites to the development of an effective workforce.

It is hoped that the new procedures that the EHB has implemented in recruitment and selection, which will be continually reviewed and monitored, will provide the best fit for our needs and will meet our objectives.

**MARY KELLY**  
**PERSONNEL OFFICER.**

## **INTRODUCTION**

This is the first edition of the policy document on Recruitment and Selection in the Eastern Health Board.

This book is a reference/guide to what is best practice for all staff involved in recruiting and selecting staff for employment within the Eastern Health Board.

The Recruitment and Selection process is set out on the following page and outlines the steps involved, which are expanded in this Policy Document.

In order for us to achieve the objectives of recruitment/selection i.e. to place the right people in the right jobs through a process which is efficient, effective and accountable it is necessary to build in a review at each stage of the recruitment and selection process and this concept is expanded in the final chapter of this Policy Document.

# **THE RECRUITMENT AND SELECTION PROCESS**



**Vacancy occurs/Analyse the Vacant Post**

**Draft Job/Person Specification**

**Advertise**

**Competition File**

**Identify Selection Methods**

**Application Forms/Information Pack**

**Interview Board Nomination**

**Interview Process**

**Offer of Employment**

**Review of Process**

## **CHAPTER ONE**

### **VACANCY OCCURS – ANALYSE THE VACANT POST**

#### **1.1 VACANCY OCCURS – ANALYSE THE VACANT POST**

Usually a vacancy occurs due to promotion, retirement or resignation.

However, if it is noted that a particular post or area has a marked turnover, it is important to identify the factors, which may be contributing to this. Is the job still valid or worthwhile or is the post being filled because it is an existing vacancy. Is it a job which can be developed to make it more purposeful and rewarding.

In the case of a newly created post, how will the job evolve? It is necessary to ensure that the objectives of the organisation for creating this post are met in a well-prepared Job/Person Specification, which incorporates the duties and responsibilities of a person in this position with the accountabilities specific to this new post.

A vacancy should be seen as an opportunity to improve the diversity of the team. Line managers involved in preparing Job/Person Specifications should be cognisant of not stereotyping or being too restrictive in terms of the requirements for the job.

Once the decision to fill the post has been taken by a senior manager a draft Job/Person Specification and advertisement must be submitted formally to the Recruitment Officer as soon as possible to facilitate timetabling for advertising.

#### **1.2 PROCEDURE FOR FILLING NEW POSTS**

New service developments will initially be outlined in each Programme's Service Plan and subsequently be recorded in the Board's overall approved Service Plan and letter of determination. Staff **cannot** be recruited to new service developments unless approval to an adjustment in the Board's employment ceiling has been received from the Department of Health & Children.

The procedure for seeking an adjustment to the Board's employment is as follows:

- Submit details of the Service Development and the staffing implications to the Personnel Officer, Dr. Steevens' Hospital.
- An application will then be made by the Personnel Department to the Employment Control Section in the Department of Health and Children. A copy of the application will be sent to the relevant Service Manager.
- On receipt of the ceiling adjustment the Service Manager will be notified and the recruitment process can then begin.

#### **PLEASE NOTE**

**New staff cannot be recruited until a ceiling adjustment has been approved. Staff cannot be recruited on the basis that the service development has been included in the Service Plan.**

## **CHAPTER TWO**

### **JOB/PERSON SPECIFICATION**

#### **2.1 JOB SPECIFICATION**

A job specification is a written statement of what the jobholder is expected to do in order to perform satisfactorily in the job. Every individual post should have a job specification.

A job specification outlines the main purpose of the job and the main accountabilities and standards which are entailed.

A job specification is not as detailed as a job description, rather it is an assessment tool to measure performance in the environment of a test or interview.

Each time a vacancy occurs it is necessary to examine the job specification to check its validity, particularly if:

- a person has retired and their job and job specification has not been reviewed for sometime
- there has been a high turnover of staff in the particular post, it may be advisable to reassess the factors which are contributing to this turnover
- to ensure that the job is meaningful and has purpose for prospective candidates
- it is a newly created post
- there are likely to be changes forthcoming within the organisation, which may affect the post in the future.

Writing an accurate job specification is an essential part of a fair recruitment and selection procedure. Adequate time should be allocated to do it properly. The relevant line manager should be involved in both the writing and reviewing of job specifications.

It should be structured in such a manner as to allow for adjustments to be made, e.g. to broaden the range of potential candidates, and to allow for any course of action, which the organisation supports.

This Job Specification should have the approval and authorisation of an officer at the appropriate level of accountability within the organisation.

Model Job Specification Form – Appendix 1.

## 2.2 PERSON SPECIFICATION

The Person Specification describes the type of person required to do the job, including qualifications, knowledge, specific skills and aptitudes, experience, physical and personal attributes.

The Person Specification should enable the identification of selection tools to determine choosing a candidate.

It should only include those requirements, both essential and desirable, which are demonstrably relevant to the job. Occasional or marginal tasks: e.g. deputising in the event of should not be used in the Person Specification.

The Person Specification should distinguish which requirements are essential or desirable:-

- Essential skills/abilities mean that without them the candidate could not do the job, therefore essential skills/abilities must be fully matched by candidates.
- Desirable skills/abilities are those which would offer added value if held by candidates.

The Person Specification should be objective, clear and concise, yet reasonably specific. It should also prioritise requirements, which should be realistic and follow a practice of Equal Opportunity.

Any experience or knowledge relevant to the job, which was gained through previous employment or voluntary work, should be taken into account when identifying selection criteria. *Note: quality of experience is more important than duration or location. A minimum period may be defined as the period during which an average person would become familiar with all the circumstances of the relevant experience*

The Person Specification should have the approval and authorisation of an officer at the appropriate level of accountability within the organisation.

Model Person Specification forms – Appendix 2 {i, ii & iii}.



## **CHAPTER THREE**

### **ADVERTISING**

The advertisement is one of the most important steps in the recruitment and selection process. It is the first impression that prospective candidates will get of our organisation. In recent years we have become much more conscious of the impact an advert can have on the reader, and hence we have put more time and effort in to the drafting of our advertisements.

#### **3.1 INTRODUCTION**

The objectives of advertising are to attract candidates of high calibre and to create a favourable impression of the organisation as an employer.

Vacancies can be filled internally or externally or a combination of both. A different strategy will apply for different needs.

Internal vacancies can be advertised by means of internal circulars, noticeboard or bulletins or Intranet. The same guidelines for the layout of advertisements will apply to both internal and external advertising.

When drafting an advertisement one must establish the following: -

1. The Candidate field you wish to attract (professional, technical expertise, managerial skills, administrative skills, clerical skills, etc.)
2. How scarce or plentiful is the potential Candidate pool. (Will the standard type of advertisement suffice or will it be necessary to have a more elaborate type of advertisement).
3. Where to advertise. This will be influenced by (1) and (2) above and also by the geographic location of the vacancy.

It will, however, be the responsibility of local management to draft the advertisement, with assistance from the Personnel Department if required.

#### **3.2 ADVERTISEMENT CONTENT**

The information provided in an advertisement should be accurate, based on the Job/Person Specifications. It should state only minimum essential requirements thereby not excluding candidates from applying by reason of their gender, race, age, marital status, disability.

### 3.3 CREATING THE ADVERTISEMENT

- Catch attention with a bold heading – illustrations can help.
- Stimulate interest by describing the job in the first paragraph drawn from the job specification.
- Summarise the qualifications and experience – based on the Job/Person Specifications.
- Describe the remuneration package
- Stimulate action by telling candidates how to apply (CV or Application Form), to whom and by when.
- Briefly state what the recruitment process will be.
- A clear statement of intent to form a panel from which future vacancies may be filled.
- Any relevant Health Board policies (equality of opportunity, canvassing, applications in Irish, etc)

### 3.4 WHERE TO ADVERTISE.

A recruitment advertisement will be useless if not seen by the right target group.

- National newspapers – broadens the potential pool of suitable Candidates – Fridays and Sundays are the key days for recruitment advertising.
- Local newspapers – sources suitable people in the correct geographical area, relatively inexpensive.
- Specialist or professional journals, newspapers – have the advantage of sourcing the appropriate target audience and are not very expensive.
- Specialist press – with an ethnic gender or disability approach (equal opportunity, access to a broader range of Candidates).
- Overseas publications (to attract suitably qualified Candidates where there is a national scarcity).
- Internal noticeboards, circulars, bulletins, Intranet, (to demonstrate promotional opportunities within the Health Board and promote a positive impact on morale, commitment and motivation).
- Recruitment agencies have the expertise, reduce administrative burden and have direct access to the most appropriate candidates.
- Government employment agencies e.g. FAS (access people with previous employment experience and/or retraining who would otherwise be unemployed).
- Schools: can be approached directly through career teachers to access school leavers.
- Universities: Attract graduates and undergraduates.
- The Internet for world-wide exposure

### 3.5 RESPONSE ANALYSIS

To assist both in budgeting and in analysing the performance of the advertisement, it is necessary to analyse the response you get. Records should be kept of all advertisements, the total cost of advertising, the number of replies, the number called for interview and the number of positions filled. This topic is covered in detail in Chapter Ten.

## **CHAPTER FOUR**

### **COMPETITION FILE**

When a decision has been made to fill a vacancy a Competition File will be opened which will contain the following items. A checklist should be prepared and appended to the inside of the file. As below:-

#### **4.1 CHECKLIST**

- Vacancy analysis
- Request for post
- Job/Person Specification
- Advertisement
- Interview Board nominations
- Information/Pack for Candidates
- Correspondence to Candidates
- Correspondence to interviewees
- Correspondence to referees
- Selection method decision
- Shortlisting criteria (if applicable)
- Marking sheets from Interview Board
- Interview and assessment forms
- Correspondence to Occupational Health Unit (if applicable)
- Any correspondence relating to the competition
- Review of competition.

#### **4.2 PROGRESS SHEET**

A progress sheet will also be attached to the competition file. This sheet will record each stage of the competition. This will also facilitate review of the competition at a later date. See Appendix 3.

## **CHAPTER FIVE**

### **IDENTIFY SELECTION METHODS**

The selection process effectively begins when application forms or C.V.'s are received. There are various methods of selection

- preliminary interview / interview
- shortlist / interview
- selection tests / shortlist / interview
- group interview
- interview

The decision on the most suitable process to use will be based on a number of variables:

- Number of applicants
- Time/factors
- Administrative ease

The most common form currently used by our Board is "interview" and occasionally "shortlisting interview".

#### **5.1 SHORTLISTING**

Shortlisting must be carried out on the basis of criteria, which should be developed at the outset to ensure that the process is carried out in a fair and consistent manner. These criteria should be derived from the Job/Person Specification and applied to each application received. When shortlisting, the selection board should come to a conclusion which is reasonable, having regard to the nature of the job, the number of vacancies, (current and projected), and the standard of the applications.

It is essential that members of Interview Boards be able to justify the initial shortlisting findings, as it is to justify the final selection recommendations.

- the Interview Board should initially select and agree appropriate criteria on which to shortlist candidates
- The criteria should, as in the Person Specification, distinguish between essential and desirable skills.
- It should be borne in mind that relevant experience can be gained not only through employment but also through any voluntary work, and that it is the quality of experience, not duration, location nor organisation, which is important.
- any knowledge relevant to the academic qualifications prescribed for the job, no matter how or when acquired should be taken into account when shortlisting

This is covered in more detail in Chapter Eight of the Policy Document.

## **5.2 INTERVIEWING**

The selection interview has probably been the most closely analysed and consequently criticised selection tool. Some would say that it lacks reliability and validity. However, it still remains the most widely used and popular method of selection.

The objective of the interview is to ascertain whether candidates can do the job by way of their skills, abilities, knowledge, motivation, enthusiasm and interest.

Unstructured interviews have extremely poor productive ability as to future job-performance. Therefore if the outcome of an interview is to yield a positive long-term result it must be properly structured, and the Interview Board must have received appropriate training.

Interviewing competence varies enormously so the decision on who conducts the interview is vital. When the Interview Board has been nominated and approved, it is essential that they should receive all documentation pertaining to the interview in sufficient time to allow them to prepare (one-week minimum).

A number of different interview methods are used in the Eastern Health Board and these methods will continue to be developed over the coming years. The list below outlines approaches currently in use.

- Interview questions relating to Person Specification
- Presentation by candidate on any aspects of the position being interviewed for, followed by questions from the Interview Board
- Presentation by candidate on a topic related to the position being interviewed for which, has been determined by the Interview Board, followed by questions.

This issue is covered in detail in Chapter Eight of the Policy Document.

## **5.3 SELECTION METHOD DECISION**

When a selection method has been decided upon this decision must be clearly and comprehensively recorded and attached to the Competition File.

## **5.4 EQUAL OPPORTUNITY**

The Eastern Health Board has a comprehensive Code of Practice for Employment of People with Disabilities. Recruitment and Selection are extensively covered and the principles set down in the Code of Practice are also embraced in this Policy Document.

## **CHAPTER SIX**

### **APPLICATION FORMS/INFORMATION PACK**

#### **6.1 APPLICATION FORMS**

The use of a well-designed Application Form can assist greatly in the recruitment and selection process, in that all the information is presented in a standard format. Candidates are also required to sign a declaration as to the accuracy of the details being supplied.

There is a standard Application Form available from the Board's Personnel Department. This is available on disk and can be modified to individual Programme or function needs as required. Appendix 4

#### **6.2 C.V.**

In limited situations it may be more practicable to invite a C.V. to be submitted. Guidelines for C.V. are listed below.

- The size of a CV should be limited to an agreed number of pages, usually two.
- Candidates should be advised of the areas to cover in the content of their CV's based on the Person Specification.
- Garda consent should be submitted with the CV (if the post so requires)
- The CV should be dated and signed and certified to be factually accurate.
- Four copies of CV to be submitted.

**NOTE: In all cases of CV's and Application Forms the Declaration must be signed and dated by the applicants. Appendix 4**

#### **6.3 INFORMATION PACK**

For all competitions an information pack will be sent out to prospective applicants and will contain the following:

- A covering letter Appendix 15(1),15(2)
- Application Form Appendix 4 or CV layout/content as above
- Eastern Health Board Mission Statement, Strategic Objectives, Area and Population Appendix 5(i),5(ii)
- Job/Person Specification
- Qualifications for the post
- Particulars of Office Appendix 6(i),6(ii),6(iii)
- Rules of competition Appendix 7
- Garda Consent Form Appendix 8

## **CHAPTER SEVEN**

### **INTERVIEW BOARD NOMINATION**

#### **7.1 INTERVIEW BOARD NOMINATION**

The Eastern Health Board employ large and diverse groups of staff. It is important when selecting an Interview Board that sufficient consideration be given to the Job/Person Specification.

An Interview Board will normally comprise of three people although this may vary in line with service requirements. All Interview Boards will comprise of both male and female personnel so as to comply with Equality Legislation.

Interview Boards will be nominated by the Personnel Officer, Programme Managers or Functional Officers. They must be formally approved by the Chief Executive Officer/Personnel Officer prior to any member of the nominated board being contacted.

Each recommendation for an Interview Board should identify

1. An independent Chairperson Appendix 16(3).
2. The relevant Service Manager.
3. A person with sufficient technical ability to ask probing questions for the specialist area concerned.  
or
4. An external representative with relevant experience/expertise.

:Standard Interview Board Nomination letters Appendix 16(1),16(2)

:Standard Board Interview Participation letter Appendix 16(4).

:Standard letter thanking Interviewers for agreeing to participate on the Interview Board Appendix 16(5)

## **CHAPTER EIGHT**

### **THE INTERVIEW PROCESS**

#### **8.1 INTERVIEW BOARDS**

##### ***Who Interviews for Eastern Health Board Staff?***

In an organisation as large as the EHB a number of different procedures may be utilised.

1. Short term/temporary contracts (substitutes for sick leave, maternity leave etc)  
These interviews will normally be run locally by the Hospital Manager, General Managers etc. EHB recruitment and selection standards must be adhered to. Interviews should be carried out by a minimum of three permanent staff.
2. Temporary/Permanent -Non-Officer Grades (Porters, Domestics, etc)  
Interviews for these positions should be run locally. Eastern Health Board standards should be adhered to. Interviews should be carried out by a minimum of three permanent staff. .
3. Permanent - Officer Grades (Clerical Admin, Paramedical, etc) -  
These interviews are run centrally by the Recruitment Officer but this is under review at present.
4. Professional Grades (Psychologist, Laboratory Grade, etc)  
This group of staff are currently being recruited by the Local Appointments Commission. However, this is under review at present.

There must be a gender mix on all Interview Boards.

Special service requirements may result in competitions for permanent or temporary appointments being organised by other departments. This will only be done under the direction of the Recruitment Officer in line with the Recruitment and Selection policy.

#### **8.2 INTERVIEW BOARD TRAINING**

Interviewing is a skilled technique. It should not be assumed that all managers have ability in this area.

The policy of the Eastern Health Board is that all Interview Board Members undergo a training course initially and attend refresher courses on a regular basis.



The course should cover areas such as

1. Analysing skills.
2. Different roles (Chairperson, Expert, etc.)
3. Effective probing questioning
4. Efficient note-taking
5. EHB protocols and procedures
6. Elimination of bad interview skills
7. Listening techniques
8. Preparation for each interview

The emphasis of all training should be to

- ❖ Empower Interviewers
- ❖ Promote openness in the interview process
- ❖ Identify strengths and weaknesses for each interviewer
- ❖ Develop skills and expertise
- ❖ Promote accountability

### **8.3 INTERVIEW PREPARATION**

The role of the Interview Board is to assess the suitability of candidates and to make recommendations on that basis.

It is desirable that the Board will function as a TEAM and that its recommendations should be the result of the contributions of all its members. Individual members should not seek, or should not be allowed by other members, to have an overriding influence on the assessment of a candidate. Some members may, of course, be better placed than others to advise the Board on specific matters e.g.: professional members, in relation to their own speciality; but assessments should be a consensus of the judgement of all the members.

The Interview Board should meet, for a minimum two hours, two weeks in advance of the scheduled date for commencement of interviews. A representative from the Personnel Department should be in attendance at this meeting to assist and advise on the process.

This meeting will facilitate the agreement of the selection criteria based on the Job/Person Specification and the interview structure.

Agreement should be reached on the criteria which will be used to assess candidates and the contribution which each Board Member will make to the questioning and assessment. These criteria will be recorded on each individual marking sheet – Appendix 10.

Roles must be agreed for each member of the Interview Board and areas of questioning clearly defined. Generally the questioning on each of the criteria will be divided between members of the Interview Board. It is important that each member of the Interview Board is clear about his or her role and area of questioning. It is of primary importance that the Interview Board function as a team.

Once an Interview Board has completed this process it is important that no changes are made to the Interview Board.

All Interview Board members should have a copy of the Candidates Application Form or CV so that they have an opportunity to go through each application to highlight areas for clarification and so that they may become familiar with the Candidates.

Each member of the Interview Board should be written to Appendix 16(8) and the following information included:

- ❖ Copy of Advertisement
- ❖ Copy of Job/Person Specification
- ❖ Copy of Application/C.V. from all eligible candidates
- ❖ Copy of shortlisting criteria/result if applicable
- ❖ Individual marking sheet for each candidate
- ❖ Blank notepaper.

#### **8.4 SHORTLISTING (if appropriate)**

When applications for any post are received it may be necessary to shortlist to a more economical group for interview. Appropriate shortlisting should reduce instances of calling unsuitable candidates for interview.

The number of candidates to be shortlisted will be determined by the number of vacancies, the nature of the job and the standard of applications.

Shortlisting may be carried out in a number of ways.

1. Personnel Department shortlist based on advertised criteria i.e. qualifications, education etc.
2. The nominated Interview Board may shortlist by Application Form against pre-determined shortlisting criteria. These criteria will be determined with reference to the Job/Person Specification. Ideally all members of the Interview Board should shortlist independently once the criteria have been agreed. The shortlisting process should give each member an independent voice, firstly to select or reject, secondly to debate views together reaching a consensus, which should be recorded. Practically, this may not always be possible and it may be necessary for the Board to meet and shortlist candidates together in one session
3. A shortlisting interview may be arranged for all candidates. This may comprise of either one Interview Board or several Interview Boards. To ensure equity all Interview Boards must be briefed as a group and adopt agreed interviewing criteria. All Interview Boards should agree the rating for each of the criteria to maintain consistency between Interview Boards. It is **essential** in this situation that all members of the Interview Boards attend training as a group.

Shortlisting criteria should be based on the Job/Person Specification. Once determined it must be applied in a consistent and fair manner to each applicant. The focus of shortlisting should be to **include** candidates thus concentrating on the strengths of candidates and approaching each applicant in a positive manner rather

than looking for reasons to exclude an applicant and by implication adopting a negative approach.

The shortlisting criteria should be clearly, objectively and precisely set out. Interview Boards should also outline the ratings they have agreed for each criteria.

When assessing candidates it will be necessary to complete a Record of Shortlisting and Assessment form Appendix 9 for each candidate, recording whether the candidate did or did not meet the shortlisting criteria on the basis of their completed Application Form or C.V. The objective reasons for selection or non-selection of candidates should be recorded and retained for a period of six months. These records will enable reasons for decisions to be explained at a later date if required.

It would be useful for the Selection Board to agree at the end of shortlisting the arrangements for the interview process, including:

- ❖ Need for candidates to make a presentation
- ❖ Agree appropriate criteria to be sought at interview
- ❖ Agree possible areas of questioning
- ❖ Allocations of tasks between Board members

Unsuccessful candidates must be informed of the shortlisting criteria used and which criteria they did not meet Appendix 15(6).

Successful candidates must be notified and advised of the next stage of the recruitment and selection process Appendix 15 – (7),15 (8).

## **8.5 INTERVIEW CORRESPONDENCE**

A letter will be sent to each successful candidate to invite him/her for interview on a particular date and time. Additional information regarding location of interview venue, parking etc will be included. The Candidate will be asked to confirm that they will be attending for interview. Appendix 15(9),15(11),15(11).

## **8.6 INTERVIEW VENUE**

### ***Waiting area***

A clearly identified waiting area should be prepared for all interviewees. Each candidate should be greeted on arrival, invited to sign the attendance sheet, given an indication as to whether the interviews are running on schedule or advised of possible delays.

Reading material (EHB literature, Newspapers, magazines, etc) and Refreshments (Water) should be available. Toilet facilities should be accessible and directions for access clear and precise.

### ***Interview Room***

The interview should take place in a room suitable for private conversation. The room should be set up practically for interview purposes.

It must be obvious to the candidate where he/she is to sit. Water should be available. If possible nameplates should be placed in front of each Interview Board member.

The room should be free from interruption by visitors, telephone or loud noise from either the offices next door or sounds externally. Any interruption or distraction that does take place should be dealt with immediately and the candidate reassured, allowed to regain composure and only then should the interview proceed.

### **8.7 INTERVIEW PROCEDURE**

Each candidate should be collected from the waiting area by a member of the Interview Board and escorted to the room where the interview will take place.

On arrival the candidate should be invited to sit down and offered some refreshment (water).

The Chairperson should introduce him/herself and the other members of the Interview Board by quickly outlining their name, background and role in the interview process. He/She should broadly outline the structure of the interview. Additional information the candidate may wish to present should be invited.

Information should be sought from the candidate against all the agreed selection criteria from the Job/Person Specification to determine how his/her past experience, knowledge and qualities can be applied to the post. Questions should be organised so that they draw out the skills, abilities, experience, knowledge and education of the candidate. Sufficient evidence is necessary to demonstrate the ability to do the job but attitudes, inclinations and motivation relevant to the job and Person Specification should be ascertained.

The interview is often the only part of the selection process in which the organisation has face to face contact with the candidate. That contact should take the form of a pleasant but purposeful conversation where candidates should talk for the majority of the time. It is not an oral examination. Delicate subjects should not be passed over, but should be dealt with sensitively. A board member who knows, or suspects a candidate is less good or better than appears from the interview performance should try to demonstrate this by means of appropriate probing questioning and must not raise the point afterwards in the course of discussion on the candidate's performance.

Board members should listen carefully to be aware of evasive or missing elements in replies.

The candidate should be invited to ask any questions or make any comments they might have in relation to the interview or job.

When the interview has concluded each member of the Interview Board should mark the candidate against each of the criteria as set out in the Record of Interview & Assessment Form – Appendix 10.

### 8.8 INTERVIEW NOTE TAKING

A record of the interview should be kept Appendix 11. The notes taken should reflect the question/topics covered during the interview.

It is recommended that interviewers should always take notes during the interview to enable them to remember accurately what the interviewee actually said. If the interviewer relies on memory, points may either be forgotten or distorted. Notes should be made of factual information obtained such as numbers of staff reporting, size of targets, etc., as well as comments made by the interviewee related to the requirements of the job. Interviewers should take care not to summarise comments in a way which may alter the meaning expressed by the interviewee; it is therefore useful to try and collect actual quotes.

Interviewers need to develop a method of recording information which suits their own style.

- Make notes against your pre-interview notes and checklist.
- Record information on a pre-printed form.

**It should be noted that anything written down may be viewed by the Interviewee under the Freedom of Information Legislation. No individual marking decisions should be made during the interview.**

### 8.9 INTERVIEW DECISION MAKING

When the Interview Board have completed interviewing all candidates, the following points should be borne in mind prior to marking candidates against criteria.

- Candidates should be assessed solely on the evidence gathered through the interview and on the Application Form/CV supplied by them.
- Candidates should first be assessed independently by each board member and then, following discussion an, agreed mark reached.
- Candidates must not be deemed unsuitable for recommendation for want of some particular qualification, knowledge or experience which is not – either explicitly or by clear implication – specified as essential.
- ‘Halo marking’ i.e. allowing a very good quality displayed by a candidate to colour the way other attributes are viewed, should be avoided. Marks must be awarded in each column of the marking scheme for matters relevant to that column only.

- The full range of marks should be used to give a realistic assessment of each candidate and an accurate reflection of the relative differences between candidates leading to a genuine order of merit.
- The Chairperson should not take the lead in suggesting marks under any heading, particularly where professional or technical matters are involved but, should encourage other board members to participate in assessing and marking following the discussion.
- Preference should not be given to candidates 'acting' in vacant positions over candidates with similar experience gained elsewhere
- All board members have a responsibility to articulate at this stage any reservations they may have about a candidate based on the evidence gathered through the interview and/or Application Form/C.V.

When the interviews are completed, it is normal practice to review the marks of all candidates. It is most important to ensure that a candidate who is not of the agreed high standard required is not recommended for appointment.

**The board must only panel candidates whom they are confident, without any doubt, are capable and have the ability to do the job.**

## **8.10 INTERVIEW RESULTS**

Following the completion of the interviews, all scoresheets will be completed and submitted to the competition facilitator, who will ensure safe and confidential return to the Personnel Officer.

### ***Letter to Unsuccessful Candidates***

The result of the competition will be notified to all the unsuccessful candidates Appendix 15(12),15(13). Each candidate will receive a copy of the marks that the Interview Board awarded under each criteria. They will also be advised if they were found suitable but not panelled.

### ***Letters to Successful Candidates.***

The result of the competition will be notified to all the candidates Appendix 15(14),15(15) 15(17). Each candidate will receive a copy of the marks that the Interview Board awarded under each criteria.

## CHAPTER NINE

### OFFER OF EMPLOYMENT

#### 9.1 OFFER OF EMPLOYMENT

A letter will be sent to the successful candidate Appendix 15(14)15(15) offering the position **subject** to receipt of satisfactory references, medical and other documentation (birth certificate, qualifications etc.). An **Acceptance of Offer** form Appendix 15(16) is also sent to the candidate to complete and return to the officer processing the competition, confirming acceptance of the post.

#### 9.2 GARDA CLEARANCE

It will be necessary for certain competitions to obtain Garda Clearance prior to offering candidates employment. The candidate will have signed a consent form and submitted it as part of the Application Form. This consent form will be forwarded to Garda Headquarters for clearance.

The grades which currently require Garda clearance are as follows:

Psychologists	Social Workers – all grades
Child Care Workers	Child Care Assistants
House Parents	Assistant House Parents
Domestics	Attendants
Porters	Family Support Workers
Nursing Staff – all grades	Addiction Counsellors
Speech Therapists	Physiotherapists
Community Welfare Officers	

This list is subject to change as different grades of staff are introduced or as service requirements and accountability require.

#### 9.3 REFERENCES

Prior to appointment satisfactory references must be obtained for the successful candidate. References must be sought from the candidates most recent (2-3) employers depending on length of time in posts. References can also be requested from nominated referees Appendix 17. These references, once verified, should be attached to the new employee's personnel file.

Checking references on candidates following interview is an integral part of the appointment process. **It is Board Policy that at least two good references must be secured before a candidate, who is successful at interview, is requested to attend for a medical examination.**

Candidates who receive references, which are considered in any way, less than satisfactory, should have their file referred to the Recruitment Officer or the Local Area Manager for further investigation. A final decision will be made by the Personnel Officer.

In some instances it may assist the recruitment and selection process if references are requested prior to interview.

This will mean of course, publicising the fact to Candidates that references will be sought from current employers in advance of the interview taking place, and any difficulties which may arise in this regard should be handled sensitively by local management.

## **9.4 MEDICAL**

### **9.4.1 Medical Examination**

All new employees of the Eastern Health Board will be required to either attend at the Board's Occupational Health Unit for a medical Appendix 15(18), 15(19) or to submit a Medical Certificate signed by a GP Appendix 15(20), 15(21) before any permanent appointment is made. This report should be submitted to the Occupational Health Unit who will issue the Recruitment Department with a Certificate of Fitness, which should be held on the employee's personnel file.

In a situation where a staff member has been promoted a Medical Report Form should be sent to the candidate for completion and forwarding to the Occupational Health Unit who will review the completed form and decide if a medical examination is necessary.

### **9.4.2 Hepatitis B Antibody status.**

For some positions, Hepatitis B antibody status will be required

The following grades of staff currently require to have their Hepatitis B antibody status verified prior to any offer of employment:

**All Consultant Surgeons**  
**Surgical – Registrars/SHO/Interns**  
**Casualty (A & E) – Registrars/SHO/Interns**  
**Out-patient Department – Surgical & Medical Staff**  
**Theatre Staff – Medical & Nursing**  
**Dentists**  
**Orthodontists**  
**Dental Surgery Assistants**  
**Hygienists**

This list is be subject to change.



Appendix 12 (i) and Appendix 12 (ii) set out in detail the Department of Health & Children guidelines in respect of Hepatitis B screening of new employees. These guidelines must be issued to all grades listed above.

#### **9.4.2 T.B.**

A protocol is currently being drafted with regard to the necessity for Mantoux testing to establish TB status for certain grades of staff.

### **9.5 CERTIFICATES/QUALIFICATIONS**

The originals of certificates/qualifications must be copied and initialled by the officer looking after the competition and attached to the successful candidate's personnel file. They are required to help in the verification of service, if appropriate, for superannuation purposes at a later date.

**All original certificates must be returned by Registered Post to the candidate.**

### **9.6 CONTRACTS OF EMPLOYMENT**

Once the successful candidate has satisfied all the required criteria and accepted a permanent appointment a contract of employment will be issued along with instructions on completion. Appendix 15(22) This signed contract will again be placed on the personnel file of the new employee.

All employees are entitled under Legislation to a written statement of the terms of their employment within two months of their commencement. A standard contract is produced by Recruitment Section and should be signed by all candidates accepting their permanent appointment. The following details are contained in all health board contracts of employment.

1. The name and address of the employer
2. The title of the job
3. The place of work
4. The date of commencement of employment
5. Tenure of office
6. The approved salary scale, point on the salary scale and incremental date.
7. Whether remuneration is paid weekly, monthly or otherwise
8. Any terms in relation to hours of work or overtime;
9. Any terms or conditions relating to holidays and holiday pay, sick pay and pension details;
10. Codes of conduct for Health Board staff
11. Staff policy guidelines on Sexual Harassment, bullying, etc.
12. The period of notice to which the employee and the employer are entitled.

## 9.7 PERSONNEL FILE

When the Recruitment and Selection process has been completed a personnel file for each new employee should be forwarded to the Personnel Officer, Eastern Health Board, Dr. Steevens' Hospital Dublin 8. This must contain confirmation of all of the above. A checklist should be attached to the inside of the file, which is signed by an authorised officer indicating that the permanent employment has been effected in line with Eastern Health Board policy.

### 9.7.1 CHECKLIST

The Checklist must contain the following information:

1. Title of post
2. Location of post
3. Name of candidate
4. Address of candidate
5. Date of Birth
6. Birth Certificate Checked
7. Marriage Certificate Checked
8. Professional Qualification Checked
9. Garda Clearance checked
10. Within Age Limit for office
11. Requisite experience (if necessary) verified.
12. Employer References checked and satisfactory
13. Character Reference checked and satisfactory
14. Medical x-ray, and Hepatitis B status (if necessary) Checked
15. Signature Checked
16. Work Permit Received
17. All Medical Staff – Verify Insurance against malpractice and negligence
18. Incremental Credit on Permanent appointment for previous reckonable service Checked
19. Salary Scale and position
20. Effective date of appointment
21. Incremental date
22. PRSI class
23. Signature of Officer dealing with competition
24. Authorisation by the Personnel Department.

### 9.7.2 PERSONNEL FILE CONTENTS

The file must consist of

- Signed Checklist by Authorised Officer
- Job/Person Specification
- Original Application Form
- Garda Clearance (if applicable)
- Letter of Offer

- References
- Medical Certificate
- Birth/Marriage Certificate.
- Copies of Qualifications
- Formal decision signed by Personnel Officer or Authorised officer approving permanent appointment, salary and incremental date if applicable.
- Signed Contract.

## **CHAPTER TEN**

### **REVIEW PROCESS**

#### **10.1 Introduction**

In line with Best Practice, the EHB recommend ongoing review of the Recruitment and Selection policy. The aim of the Review Process is in line with the following principles

- Openness
- Transparency
- Accountability
- Efficiency
- Effectiveness
- Value for Money

In the following sections a review of each element of the Process is documented.

#### **10.2 Vacancy Occurs/Analyse the Vacant Post (Chapter One)**

In reviewing Vacancy Analysis the following points should be considered.

- Is an analysis carried out for each vacancy
- Is there a rapid turnover of staff from different disciplines/areas.

#### **10.3 Job/Person Specification (Chapter Two)**

The following principles should be applied when reviewing Job/Person Specifications. Were they:

- Objectively determined
- Relevant for the particular job
- Necessary for carrying out that job
- Attracting candidates who can successfully perform the job

#### **10.4 Advertising (Chapter Three)**

The effectiveness of advertising can be determined by doing a review analysis of selected competitions:

- Are suitable candidates responding to advertisements

- Appropriateness of advertising from where suitable candidates are recruited
- Which method of advertising was most effective.

If there is a poor response at the advertising stage it may be necessary to re-advertise having evaluated where the problem lay.

- Content of advertisement
- Size of advertisement
- Location of advertisement
- Timing of advertisement
- Cost of advertising

### **10.5 Competition File (Chapter Four)**

The Policy recommends that a Competition File is opened once the decision has been made to fill a vacancy.

In reviewing the Competition File the content should be evaluated in terms of:

- Appropriateness of file content
- Method of record keeping
- Are the records necessary
- Is the Progress Sheet being completed at each stage of the competition and if not why
- Is the information in the Competition File sufficient to assist in analysing the Recruitment and Selection Process

### **10.6 Selection Methods (Chapter Five)**

There are a number of Selection Methods which can be used. The method of selection should be reviewed for some competitions:

- Was shortlisting successful
- Were Interview Criteria appropriate
- Was the style of interview appropriate

### **10.7 Application Forms/Information Pack (Chapter Six)**

The effectiveness of the Application Form/C.V. can be determined by doing a review analysis of selected competitions to evaluate:

- Ease of use by applicant
- Quality of the information provided
- Adequate information for shortlisting
- Number issued/returned

The effectiveness of the **Information Pack** can be determined by doing a review analysis of selected competitions to evaluate:

- Is the content up to date
- Is the content relevant
- Is there sufficient information in the Pack to limit queries regarding the post
- Numbers issued/returned

#### **10.8 Interview Board Nominations (Chapter Seven)**

In reviewing the Interview Board nominations consideration should be given to the following:

- Adherence to the protocol for nominating members
- Sufficient expert knowledge
- Appropriate training

#### **10.9 Interview Process (Chapter Eight)**

In reviewing the interview process the following approach should be considered:

- Evaluation Forms should be sent to successful and non-successful candidates requesting feedback on the Recruitment and Selection process Appendix 13
- Participating interviewers should also be asked for feedback on the Selection process. Appendix 14

#### **10.10 Offer of Employment (Chapter Nine)**

There are a number of stages concerning the Offer of Employment. A selected number of competitions each section should be reviewed as follows:

- Efficiency
- Appropriateness
- Necessity
- Accuracy
- Number of job offers
- Number of jobs accepted
- Number who commenced employment

# APPENDICES

## **APPENDIX 1**

### **MODEL JOB SPECIFICATION FORM**

- 1. Title of position**
- 2. Employing Authority**
- 3. Location - where appointee will be based initially**
- 4. Reporting Relationships**
- 5. Background information on the position.**
  - 5.1.** Description of the type of work carried out in the area/section in which the vacancy exists
  - 5.2.** Definition of the main purpose of the job to be filled.
  - 5.3.** Reference to strategic issues, which may impact now or in the future on the position e.g. European legislation, etc.
- 6. Job Content**

List five main responsibilities/accountabilities specific to the job, indicating the relative importance of each.
- 7. Level of autonomy with regard to:-**
  - 7.1.** Scope for developing the job.
  - 7.2.** Managing resources
- 8. Performance standards**

Outline expected performance and impact of inadequate performance.
- 9. Key relationships**

Key relationships or interpersonal contacts required in the performance of the work both inside and outside the organisation.
- 10. Training and development opportunities**

Details of in-house training courses provided.
- 11. Promotional opportunities**
- 12. Miscellaneous**
  - 12.1.** Any special equipment or tools/facilities used or available
  - 12.2.** Familiarity with the equipment/tools/facilities is/is not essential/desirable.

Keep it simple and concise



**APPENDIX 2 (i)****PERSON SPECIFICATION**

Each statement contained in the Person Specification must be justifiable by evidence obtainable from an analysis of the job. The specification should describe the person who is capable of doing the job adequately. Factors shown below are examples and may not be relevant for all posts. If so they should be marked "Not Applicable". Blank boxes are available to note additional factors.

<b>POST</b>	
<b>DEPARTMENT</b>	
<b>LOCATION</b>	
<b>DATE</b>	

<b>FACTORS</b>	<b>ESSENTIAL</b>	<b>DESIRABLE</b>
<b>Qualifications</b>		
<b>Experience</b> <b>- Length &amp; Type</b>		
<b>Organisational</b> <b>Knowledge</b>		
<b>Professional Knowledge</b>		
<b>Core Aptitudes</b>		
<b>Special Aptitudes</b>		
<b>Other Requirements</b>		

**SIGNATURES**

\_\_\_\_\_  
\_\_\_\_\_

**DATE:**

\_\_\_\_\_

**See overleaf**

## APPENDIX 2 (ii)

The following are suggestions of the type of characteristics within various categories and are not intended to be an exhaustive.

Qualifications/Experience	Education Qualification/Further Qualifications Level of Experience Specialisms
Organisational Knowledge	Overview of services Reporting arrangements Awareness of level of services Awareness of External Environment
Professional Knowledge	Clinical Knowledge Human Resource Knowledge Technical Knowledge Theoretical Knowledge
Core Aptitudes and Special Aptitudes	Interpersonal Skills Communication Skills Numeracy Skills Computer Skills Motivation Assertiveness Leadership Skills Innovation Presentation Skills Manual Skills Negotiation Skills Quality Focus Training Skills Organisational Skills Management Skills Delegation Change Management
Other Requirements of Post	Shift Work Corporate Responsibility Unsociable hours Driving Licence Access to a Car Call-out Proximity

See overleaf

## APPENDIX 2 (iii)

### Sample Person Specification

<b>Job Requirements</b>	<b>Essential</b>	<b>Desirable</b>
<b>Physical Characteristics</b>	Good Health, Good Verbal Ability	Good Appearance, neat dress, good first impression
<b>Education</b>	Degree, Diploma, R.G.N. Qualifications, R.P.N. Qualifications	Specialised Training in a particular field e.g. elderly, drugs / AIDS etc
<b>Experience</b>	5 Years Post-Graduate Experience	Supervisory / management Experience, I.C.U. / A & E Course
<b>Skills</b>	Good interpersonal organisation / skills	Negotiating skills, Communication skills
<b>Motivation</b>	Ambitious to succeed, display an interest in furthering themselves	Ability to motivate others, and to gain confidence and support on line management
<b>Disposition / Circumstances</b>	Ability to influence others, acceptability to different occupational groupings, adaptable	Friendly / outgoing personality, flexibility in working patterns
<b>Interests</b>	Variety of sporting / social interests - organisational ability	Analytical skills as might be demonstrated through interests e.g. chess, bridge

The Person Specification can, if one wishes, be more specific e.g.:

Job-Requirements

Essential

Desirable

Working with figures:

Working with words:

Working with people:

Working with systems/processes:

Working with I.T.:

Working with money/finance:

Planning and prioritising:

Decision making:

Ability to learn:

Problem solving:

Specific knowledge:

Mobility:

Personal values:

**APPENDIX 3****PROGRESS SHEET**

<b>COMPETITION</b>			
<b>RUN BY</b>			
<b>DATE COMMENCED</b>			
<i>Stage</i>	<i>Date started</i>	<i>Date finished</i>	<i>Comments</i>
Request for post			
Job specification			
Person Specification			
Advertisement			
Interview Board nominations			
Information Pack for Applicants			
Correspondence to Candidates			
Acknowledgement			
Calling for Interview			
Successful/Unsuccessful			
Offer of Employment			
Medical			
References			
Other.			
Correspondence to Interview Board			
Participation			
Training			
Interview dates			
Thanks			
File Closed			

APPENDIX 4

APPLICATION FORM

CLOSING DATE:



**EASTERN HEALTH BOARD**

Dr. Steevens' Hospital

Dublin 8

Phone 01-6790700 Facsimile 01-671055

**Post Applied For: Clerical Officer Grade III**

*INSERT  
PHOTO  
HERE*

**Where did you see the post advertised** \_\_\_\_\_

*for office use only*

Please read this Application Form carefully before completion.  
Please ensure that all sections are completed in full and that  
this form is signed and dated. Failure to do this will render  
this application invalid.

Entries on this form should be typewritten, if possible, or **BLOCK PRINTED** in black ink

---

**PERSONAL INFORMATION**

**Surname** \_\_\_\_\_

**Forenames** \_\_\_\_\_

**Home Address** \_\_\_\_\_

\_\_\_\_\_ **Tel. Number** \_\_\_\_\_

**Address for Correspondence** \_\_\_\_\_

\_\_\_\_\_ **Tel. Number** \_\_\_\_\_

**Current Work Tel. Number** \_\_\_\_\_ **Ext.** \_\_\_\_\_

**May we contact you at work?** Yes/No

**Date of Birth** \_\_\_\_\_ **Nationality** \_\_\_\_\_

**Sex: Please tick appropriate box** Male ☐ Female ☐

## EDUCATION & QUALIFICATIONS

### *Second & Third Level*

School or College Attended	PERIOD		Certs, Degrees, Diplomas etc. obtained	Date obtained
	From	To		

### *Professional and technical training:*

Place of Training	From	To	Qualification Obtained	Date Obtained

### *Registration Details*

DATE OF REGISTRATION	NAME OF BODY OR ASSOCIATION	REGISTRATION NUMBER

**NOTE:** For medical staff please state whether FULL, TEMPORARY, or PROVISIONAL REGISTRATION .....

### REFEREES

Please give names and addresses of your two most recent employers from whom references may be obtained. Please name the Personnel or Line Manager under whom you directly worked in each organisation. In the absence of previous employment experience, the name and addresses from your last place of full time education will be a suitable alternative.

- |                                    |                                    |
|------------------------------------|------------------------------------|
| 1. ....<br>.....<br>.....<br>..... | 2. ....<br>.....<br>.....<br>..... |
|------------------------------------|------------------------------------|

Occupation..... Occupation.....

Tel: ..... Tel: .....

Please confirm that we may contact your present employer for a reference YES/NO

**PLEASE NOTE THAT THE BOARD MAY ALSO REQUEST REFERENCES FROM OTHER PREVIOUS EMPLOYERS**

### DETAILS OF PRESENT/MOST RECENT EMPLOYMENT

**Position held** ..... **From** ..... **To** .....

### Details of Responsibilities .....

Reason for leaving/wishing to leave .....

..... **Current Salary** .....

**Period of Notice Required** .....

**EMPLOYMENT PRIOR TO ABOVE (Record all posts you have held to date starting with the current/most recent)**

**(If required, please use the additional sheet)**

EMPLOYERS' EXACT NAME ADDRESS	DATES		PERIOD		AREA OF WORK/DUTIES
	FROM	TO	YRS	MTHS	

PLEASE NOTE THAT SHOULD YOU BE APPOINTED, IT IS YOUR RESPONSIBILITY TO PROVIDE WRITTEN VERIFICATION OF ANY PREVIOUS SERVICE WHICH MAY BE RECKONABLE FOR INCREMENTAL CREDIT (IF APPLICABLE)

### ADDITIONAL INFORMATION

EMPLOYERS' EXACT NAME ADDRESS	DATES		PERIOD		AREA OF WORK/DUTY
	FROM	TO	YRS	MTHS	



**OTHER RELEVANT INFORMATION:** .....

.....

.....

.....

**HOBBIES, INTERESTS, ETC.** .....

.....

.....

**DECLARATION:** It is important that you read this Declaration carefully and then sign

"I declare to the best of my knowledge and belief that there is nothing in relation to my conduct, character or personal background of any nature that would adversely effect the position of trust in which I would be placed by virtue of this appointment. I hereby confirm my irrevocable consent to the Board to making such enquiries as the Board deem necessary in respect of my suitability for the post in respect of which this application is made. I hereby accept and confirm the entitlement of the Board to reject my application or to terminate my employment (in the event of a contract of employment having been entered into) if I have omitted to furnish the Board with any information relevant to my application or my continued employment with the Board or where I have made any false statement or misrepresentation relevant to this application or my continuing employment with the Board.

Furthermore, I hereby declare that all the particulars furnished on this application are true, and that I am aware of the qualifications and particulars for this position. I understand that I may be required to submit documentary evidence in support of any particulars given by me on my Application Form. I understand that any false or misleading information submitted by me will render me liable to automatic disqualification."

**PLEASE NOTE THAT THE ONUS IS ON THE APPLICANT TO ENSURE THAT COMPLETED APPLICATION FORMS ARE RECEIVED BY THE BOARD ON OR BEFORE THE CLOSING DATE. APPLICATIONS RECEIVED AFTER THE CLOSING DATE WILL NOT BE INCLUDED IN THE COMPETITION.**

Failure to sign the application will render it invalid.

**SIGNED:** .....

**DATE:** .....

**Completed Application Forms should be returned to:-**

**THE RECRUITMENT OFFICER  
EASTERN HEALTH BOARD  
DR. STEEVENS' HOSPITAL  
DUBLIN 8**

**APPENDIX 5 (i)**

**THE EASTERN HEALTH BOARD**  
**MISSION & STRATEGIC OBJECTIVES**

**OUR MISSION STATEMENT**

**“We exist to improve the health and social gain of the 1.3 million population in Dublin, Kildare and Wicklow”.**

**OUR STRATEGIC OBJECTIVES**

In pursuit of our mission of improving health and social gain, we will strive:

- In co-operation with other sectors, to identify and address the barriers to the achievement of full health and well-being by individuals, their families and local communities.
- To generate a sense of ownership and responsibility for personal health and well-being among the community.
- To ensure the provision of comprehensive personal social services aimed at meeting the special needs of vulnerable groups for protection and support.

To develop constructive partnerships with and amongst our staff, voluntary agencies and other service providers.

## APPENDIX 5 (ii)

# THE EASTERN HEALTH BOARD AREA & POPULATION

The Eastern Health Board is the largest of the eight regional health boards in the state in terms of population. Our Board provides health and personal social services for Dublin City and County and for Counties Kildare and Wicklow.

### **Population/Structure**

There are now 1.3 million living in our Board's area, accounting for 36% of the population of the country. The region has had an overall 11% increase since 1981.

### **Socio-Economic Profile**

*An ageing population* – The population of our area is ageing, like that of Western Europe generally. Between 1980 and 1996, the numbers of live births to mothers living in the region decreased by almost 30%, from 26,202 in 1980 to 18,879 in 1996. The crude birth rate has increased in the last year to 14.6 per 1,000 population.

The total number of children under 17 years living in our area is 365,132 (28.2% of the total population). There are 805,536 people aged between 18-64 years, and (62.1% of the total), and the number aged over 65 is 126,271, which is 9.7% of the total. Those aged 85 years and over (10,558) account for 0.8% of the population in the region.

*Health Status* – In our Board's region, the average yearly death rate per 100,000 population is slightly higher overall for men (1,108.5 per 100,000) and slightly lower for women (690.6 per 100,000), than the national average (Men – 1,102.4 & Women 694.2 per 100,000).

*Life Expectancy* – Life expectancy at birth is approximately 73.2 years for men and 78.7 for women. This is below the average for the EU at 74 for men and 80.5 for women (Eurostat Demographic Statistics 1996) and may be partly explained by very high death rates from heart disease and certain cancers e.g. colorectal and breast cancer.

## APPENDIX 6 (i)

### PARTICULARS OF OFFICE

1. The person appointed will hold appointment under Section 14 of the Health Act 1970 and shall hold office on such terms and conditions and shall perform such duties as the Chief Executive Officer from time to time determines subject to the directions of the Minister for Health in these matters.
2. The appointment is wholetime, permanent and pensionable.
3. Every permanent appointment of a person who is not already a permanent officer of a health board or of a local authority shall be made subject to the conditions that
  - (i) the person appointed shall hold office for a probationary period of twelve months which the Chief Executive Officer may at his discretion extend; and
  - (ii) the person appointed shall cease to hold office at the end of the probationary period unless during such a period the Chief Executive Officer has certified that the service of such person is satisfactory.

Every permanent appointment of a person who is already a permanent officer of a health board or of a local authority and who is already serving a probationary period shall be made subject to the conditions that:

- (i) the person appointed shall hold office for a probationary period of such duration as with the probationary period served by the officer under the health board or local authority shall be not less than twelve months which the Chief Executive Officer may at his discretion extend and
  - (ii) the person appointed shall cease to hold office at the end of the probationary period unless during such a period the Chief Executive Officer has certified that the service of such person is satisfactory.
4. **Salary:** As per attached documents.  
A person appointed to the office shall pay to the health board any fees or other moneys (other than inclusive salary) payable to or received by the appointee by virtue of the appointment or in respect of services which the appointee is required by or under any enactment to perform. Payment will be made by Direct Debit in arrears.
5. Deductions will be made from remuneration in respect of superannuation contributions payable under the provisions of the Local Government (Superannuation Revision) (Consolidation) Scheme 1986/1987.
6. The person appointed will cease to hold office on reaching the age of 65 years.

## APPENDIX 6 (ii)

### TERMS AND CONDITIONS OF OFFICE

1. The person appointed will carry out, under the direction of the appropriate officer all lawful orders.
2. At the discretion of the Chief Executive Officer officers may be transferred from time to time to other areas within the functional area of the Board.
3. The person appointed will reside, if required, within a reasonable distance of his/her work place.
4. The hours of duty are as notified to you by the head of your department.
5. The person appointed may be required to deputise for senior officers in their absence.
6. The person appointed from this competition may be required to accept revised responsibilities and/or location as a result of the announcement of the Minister for Health on the restructuring of the health services in Dublin, Kildare & Wicklow.

## APPENDIX 6 (iii)

# P.R.S.I. CONTRIBUTION

### Class A Rate

The Class A rate of P.R.S.I. contributions will apply to persons appointed to pensionable health service officer posts from 6th April, 1995. Such appointees will be covered by revised conditions of service which take account of their entitlement to the full range of social insurance benefits.

### SICK LEAVE:-

Sick leave may be allowed during absence due to illness at full pay up to a maximum of six months in one year and at halfpay thereafter, subject to a maximum of twelve months sick leave in any period of four years or less. However, you will be required to sign a mandate authorising the Department of Social Welfare to pay any benefits due to you under the Social Welfare Acts directly to the Eastern Health Board and payment of salary during illness will be subject to you making necessary claims for social insurance benefit to the Department of Social Welfare within the required time limits.

### MATERNITY LEAVE:-

All permanent female officers will be entitled to 14 weeks paid maternity leave. However you will be required to sign a mandate authorising the Department of Social Welfare to pay any benefit due to you under the Maternity Protection of Employees Acts directly to the Health Board and payment of salary during maternity leave will be subject to you making the necessary claims for maternity benefit to the Department of Social Welfare within the required time limits.

### SUPERANNUATION:-

Superannuation contributions are payable towards your own retirement pension and lump sum benefits at the rate of 1.5% of your full salary and pensionable allowances plus 3.5% of your full salary and pensionable allowances less twice the current rate of social welfare old age contributory pension.

Superannuation contributions of 1.5% of your full salary and pensionable allowances are payable in respect of benefits under the Local Government Officers (Spouses & Childrens' Contributory Pension) Scheme, 1986.

See overleaf

Appendix 6 (iii) Cont'd

P.R.S.I. CONTRIBUTION

Class D Rate

The Class A rate of P.R.S.I. contribution will not apply to persons appointed to pensionable health officer posts on or after 6th April, 1995 where:

- a) a person immediately prior to his/her appointment, serving elsewhere in the public service in a position in respect of which he/she is paying the Class B, C or D rate of P.R.S.I. contribution, or
- b) a person is serving with an agency to which certain superannuation schemes apply on 5th April, 1995 and is paying full P.R.S.I. (Class A) on that date and is subsequently appointed to a pensionable officer post with the Board without a break in employment.

The superannuation schemes referred to at (b) above are:

- The Local Government Superannuation Code
- The Voluntary Hospitals Superannuation Scheme
- The Nominated Health Agencies Superannuation Scheme (Medical posts only)

Superannuation

Superannuation contributions of 5% of your full salary and pensionable allowances are payable towards your own retirement lump sum and pension.

Superannuation contributions of 1.5% of your full salary and pensionable allowances are payable in respect of benefits under the Local Government Officers (Spouses & Childrens' Contributory Pension) Scheme, 1986.

Other Benefits

Please note that staff in this category that do not qualify for social insurance benefits will not be required to sign a mandate authorising the Department of Social Welfare to pay benefits directly to the Eastern Health Board.

\*\*\*\*\*

## **APPENDIX 7**

### **RULES OF COMPETITION**

1-10

1. ***MAKING OF APPLICATION:*** Applications must be made on the official form. Completed Application Forms must be returned to the Personnel Officer, Eastern Health Board, Dr. Steevens Hospital, Dublin 8, so as to reach the department not later than 5.00 p.m. on the date specified in the press advertisement.
2. The acceptance of an Application Form from a person desiring to be a candidate, or a request to attend for interview or any other test is not to be regarded as an admission by the Board that such person possesses the prescribed qualifications or is not disqualified by law from holding the office.
3. ***CHANGE OF ADDRESS:*** Any change of an applicant's address should be notified immediately in writing to this office and the title of the post(s) to which it refers clearly stated. The Personnel Officer should also be notified if an acknowledgement of the change of address is not received within seven days.
4. ***SELECTION OF CANDIDATES:***
  - (a) Selection will be by interview.
  - (b) A shortlist of candidates to attend before the Interview Board may be prepared by the Interview Board from the examination of statements of qualifications furnished by the candidates
  - (c) Candidates will be given the longest possible notice of the date of interview. Candidates who do not attend for interview, or for any other essential test, when and where required by the Personnel Officer will have no claim for consideration.
  - (d) While every effort will be made to interview candidates at the times specified, it may not always be possible to keep to the time-table. The Personnel Officer does not hold herself responsible for any inconvenience caused by postponement of the time of interview or any other test.
  - (e) Any credit given to a candidate at interview, in respect of claims to qualifications, training and experience is provisional and subject to verification that the candidate possesses the qualifications, experience etc.



5. No documents of any kind should be forwarded with an Application Form.
6. The Health Board will not be responsible for any expenses, including travelling expenses, candidates may incur in connection with their candidature.
7. **MEDICAL EXAMINATION ETC.:** In order that their qualifications as to health may be ascertained candidates must undergo such medical examination (which may include x-ray and/or other special tests) as the Chief Executive Officer considers necessary. The medical examiners will be nominated by the Board. Candidates will be required to pay the fee for any general medical examination by a medical specialist or for any x-ray or special test. Candidates must comply, at their own expense, with such remedial requirements as the Chief Executive Officer considers necessary.
8. **ANNOUNCEMENTS OF RESULTS TO CANDIDATURE:** Candidates will be notified of the result of their application at the earliest possible date.
9. **POSTING OF APPLICATIONS:** Candidates who have to send their applications by post should see that they are posted in sufficient time to ensure delivery not later than the latest date for acceptance. Allegations that any Application Forms or letter relating to it has been lost or delayed in the post will not be considered by the Personnel Officer unless a Post Office Certificate of posting is produced in support of such allegations. *Applications received after the closing date cannot be admitted to the competition.*
10. **NOTE RE CANVASSING:** Any attempt by candidates themselves, or by any person(s) acting at their instigation, directly or indirectly, by means of written communication or otherwise, to canvass or otherwise influence in the candidates favour, any member of the staff of the Eastern Health Board, or person nominated by the Chief Executive Officer to interview or examine applicants, will automatically disqualify the candidates for the position they are seeking.

**APPENDIX 8**

**GARDA CONSENT FORM**

**SURNAME**

**FIRST NAMES**

**Previous Surnames (if any)**

**Address**

**Present Telephone No's**

**(H)**

**(W)**

**All previous addresses**

**Date of Birth**

**Place of Birth**

**Post applied for**

**I hereby authorise the Eastern Health Board to ask the Garda Authorities to issue a statement that**

- (a) No criminal conviction has come to the notice of the Garda or has been recorded against me**

**And**

- (b) to issue details of any criminal conviction that has been recorded against me.**

**SIGNED**

**DATE**

## APPENDIX 9

### **RECORD OF SHORTLISTING & ASSESSMENT**

COMPETITION	<input type="text"/>
CANDIDATE NAME	<input type="text"/>
DATE OF INTERVIEW	<input type="text"/>
QUALIFICATION	<i>Additional to basic Essential requirement</i>
Qualification	Marks
Certificate	<input type="text"/>
Diploma	<input type="text"/>
Degree	<input type="text"/>
Honours Degree	<input type="text"/>
TOTAL	<input type="text"/>

#### **Rating Scale:**

This rating scale is intended for guidance only in classifying candidates with a view to awarding marks that reflect the relative differences between them:

##### **80-100**

###### **Excellent performance:**

The candidate possesses highly developed and relevant skills and abilities and his / her performance clearly cannot be improved upon. May act as mentor/coach to colleagues.

##### **60-79**

###### **Very Good Performance:**

The candidate possesses highly-developed and relevant skills and abilities and his/her performance clearly exceed requirements.

##### **40-59**

###### **Required/Acceptable standard for the position:**

The candidate possesses well-developed and relevant skills and abilities and has demonstrated competency at the required level.

##### **20-39**

###### **Mixed Area with some weakness**

The candidate possesses some relevant skills and abilities. He / She would need some further training and development to enhance his / her existing capacity, in order to perform the duties satisfactorily. He / She does not, at present, fully meet the standard required.

##### **1-19**

###### **Significant weakness in the area:**

The candidate is unable to demonstrate that she / he possesses the relevant skills and abilities to a satisfactory standard.

These scales can be modified and expanded to suit individual Interview Board requirements. It should be noted where multiple Interview Boards sit it is necessary to agree the rating scale for each of the criteria in advance of the interviews.

**See overleaf**

NAME OF CANDIDATE: \_\_\_\_\_

Board Members'

Selection Criteria		Rating Criteria				Total	Constructive Comments
	Area of Significant weakness	Mixed area with some weakness	Acceptable level of performance	Very good Performance	Excellent Performance	Total Marks	
	1 - 19	20 - 39	40 - 59	60 - 79	80 - 100		

Signed: \_\_\_\_\_

Board Member 1

Board Member 4

Overall Marks

Board Member 2

Board Member 5

Qualification Total

Overall Total

Board Member 3

Only Candidates receiving 40 marks or more of the selection criteria will be considered for appointment.

Appendix 9 - Record of Shortlisting & Assessment

## APPENDIX 10

### **RECORD OF INTERVIEWING & ASSESSMENT**

COMPETITION	<input type="text"/>
CANDIDATE NAME	<input type="text"/>
DATE OF INTERVIEW	<input type="text"/>
QUALIFICATION	<i>Additional to basic Essential requirement</i>
Qualification	Marks
Certificate	<input type="text"/>
Diploma	<input type="text"/>
Degree	<input type="text"/>
Honours Degree	<input type="text"/>
TOTAL	<input type="text"/>

#### **Rating Scale:**

This rating scale is intended for guidance only in classifying candidates with a view to awarding marks that reflect the relative differences between them:

##### **80-100**

###### **Excellent performance:**

The candidate possesses highly developed and relevant skills and abilities and his / her performance clearly cannot be improved upon. May act as mentor/coach to colleagues.

##### **60-79**

###### **Very Good Performance:**

The candidate possesses highly-developed and relevant skills and abilities and his/her performance clearly exceed requirements.

##### **40-59**

###### **Required/Acceptable standard for the position:**

The candidate possesses well-developed and relevant skills and abilities and has demonstrated competency at the required level.

##### **20-39**

###### **Mixed Area with some weakness**

The candidate possesses some relevant skills and abilities. He / She would need some further training and development to enhance his / her existing capacity, in order to perform the duties satisfactorily. He / She does not, at present, fully meet the standard required.

##### **1-19**

###### **Significant weakness in the area:**

The candidate is unable to demonstrate that she / he possesses the relevant skills and abilities to a satisfactory standard.

These scales can be modified and expanded to suit individual Interview Board requirements. It should be noted where multiple Interview Boards sit it is necessary to agree the rating scale for each of the criteria in advance of the interviews.

**See overleaf**

NAME OF CANDIDATE:

Board Members'

Selection Criteria		Rating Criteria				Total	Constructive Comments	
	Area of Significant weakness	Mixed area with some weakness	Acceptable level of performance	Very good Performance	Excellent Performance	Total Marks		
	1 - 19	20 - 39	40 - 59	60 - 79	80 - 100			

Signed:

Board Member 1

Board Member 4

Overall Marks

Board Member 2

Board Member 5

Qualification Total

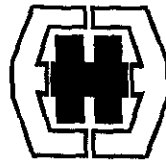
Board Member 3

Overall Total

Appendix 10 - Record of Shortlisting & Assessment

Only Candidates receiving 40 marks or more of the selection criteria will be considered for progression

## APPENDIX 11



## EASTERN HEALTH BOARD

### Interview Record

NAME OF CANDIDATE	
NAME OF INTERVIEWER	
DATE OF INTERVIEW	

***Totally confidential to Recipient***

COMPETENCY				
Notes:				
80-100	60-79	40-59	20-39	1-19
COMMENTS				

**APPENDIX 12 (i)**

**HEPATITIS B SCREENING OF NEW EMPLOYEES FOR POSTS  
INVOLVING EXPOSURE PRONE PROCEDURES AS PER  
DEPARTMENT OF HEALTH GUIDELINES DATED  
6th December 1996.**

1. Assessment of candidate's Hepatitis B immune status is included as an integral part of the pre-employment health assessment.
2. Satisfactory documentary evidence of vaccination including dates of vaccination and Hepatitis B surface antibody level shall be provided by candidates.
3. If satisfactory documentary evidence of 2 above is not available the result of a test for Hepatitis B surface antigen performed within the previous six months shall be provided.
4. If satisfactory documentary evidence of 3 above is not available an appropriate blood test shall be arranged by the Board. The results of the blood test shall remain confidential to the Medical Officer and the candidate and will not be passed on to any other officer of the Board.
5. Following the assessment the Board's Medical Officer will inform the Personnel Department if a candidate is fit for employment or not.
6. All candidates who are shown to be susceptible to Hepatitis B. infection will be advised of the requirement that they be vaccinated by a course of 3 injections of Engerix B vaccine over a six month period.
7. The response to the vaccine will be checked 2-4 months after completion of the primary course. Those who fail to respond to the vaccine and are not infectious carriers of or naturally immune to Hepatitis B can be employed but must recognise that they are not protected against Hepatitis B and agree to report blood exposure incidents in accordance with the standard procedure.
8. Health care workers, who have genuine contra indications to the vaccine or who would wish to postpone vaccination e.g. in case of pregnancy, should be considered to be in a similar position to non responders.
9. Candidates are reminded that it is unethical for any person, who considers that they might have a serious contagious disease, not to seek diagnostic testing.
10. No candidate will be allowed to commence employment in [posts involving exposure prone procedures as defined in Appendix II unless the medical assessment described above identifies him/her as not being a carrier of Hepatitis B.



## APPENDIX 12 (ii)

### DEFINITION OF EXPOSURE PRONE PROCEDURE

A procedure where there is a risk that injury to the worker may result in exposure of the patient's open tissues to the blood of the worker.

These procedures:

- Include where worker's hands (whether gloved or not) may be in contact with sharp instruments, needle tips or share tissues (spicules of bone or teeth) inside a patients's open body cavity, wound or confined anatomical space where the hands or fingertips may not be completely visible at all times. This includes the mouth. Do not include giving injections, taking blood, setting up IV lines, minor surface suturing, the incision of absences or uncomplicated endoscopies.

**APPENDIX 13**

**EASTERN HEALTH BOARD**

**RECRUITMENT & SELECTION PROCESS**  
**CANDIDATE'S EVALUATION**

**POST OF:**

**COMPETITION REFERENCE**

**CONFIDENTIAL**

***RATING SCALE: 1 Bad 2 Fair 3 Good 4 Very Good 5 Excellent***

➤Please comment on:

Rating 1 - 5	
Application Form/Information	
Communications	
Interview location - Accessibility/Facilities	

➤Please comment on:

Rating 1 - 5	
The Friendliness of the Interview Board	
Clarity of Questions	
Your feedback from the Interview	

➤Please comment on:

Rating 1 - 5	
Selection Process	
Fairness & Confidentiality	
Timescale of Recruitment Process	

➤Please add any other views or comments you may have

------------------------------------------

**APPENDIX 14**

**EASTERN HEALTH BOARD**

**RECRUITMENT & SELECTION PROCESS**  
**INTERVIEW BOARD MEMBER EVALUATION**

**POST OF:**

**COMPETITION REFERENCE**

**CONFIDENTIAL**

***RATING SCALE: 1 Bad 2 Fair 3 Good 4 Very Good 5 Excellent***

➤Please comment on:

Rating 1 - 5	
Communications	
Logistics/Accessibility/Facilities	
Timescale of Interview Process	

➤Please comment on:

Rating 1 - 5	
Preparation/Training	
Development of Interview Board as a team	
Development of Criteria/Questions	

➤Please comment on:

Rating 1 - 5	
Selection Process	
Fairness & Confidentiality	
Composition of Interview Board	

➤Please add any other views or comments you may have

--

**APPENDIX 15(1)**

***LETTER ACCOMPANYING INFORMATION PACK***

Date

Applicant name

Applicant address

RE -

Dear

Further to your enquiry, please find enclosed an Application Form for the post of xxx.

Applicants should note that references may be sought from current employers in advance of interviews taking place.

The final date for receipt of Application Forms is xx/xx/xx.

If you have any queries please do not hesitate to contact me at the xxx number.

Yours sincerely,

-----

APPENDIX 15(2)

*LETTER ACCOMPANYING INFORMATION PACK*

Date

Applicant name

Applicant address

RE -

Dear

Further to your enquiry, please find enclosed an Application Form for the post of xxx.

Applicants should note that references may be sought from current employers in advance of interviews taking place.

As it is necessary to obtain Garda Clearance for this post I have also enclosed a consent form, which you should complete and sign and return with your Application Form.

The final date for receipt of Application Forms is xx/xx/xx.

If you have any queries please do not hesitate to contact me at xxx number.

Yours sincerely,

-----

**APPENDIX 15(3)**

***LETTER ACKNOWLEDGING RECEIPT OF APPLICATION FORM AND  
INDICATING NEXT STEP IN RECRUITMENT & SELECTION PROCESS. I***

Date

Applicant name

Applicant address

RE -

Dear

I refer to your application for the above post which was received xx/xx/xx/.

I would like to thank you for your interest in applying for this post and will be in contact with you in the near future with the date and time of your interview/interview.

Yours sincerely.

-----,

**APPENDIX 15(4)**

***LETTER ACKNOWLEDGING RECEIPT OF APPLICATION FORM AND  
INDICATING NEXT STEP IN RECRUITMENT & SELECTION PROCESS. 2***

Date

Applicant name

Applicant address

RE -

Dear

I refer to your application for the above post which was received xx/xx/xx/.

I would like to thank you for your interest in applying for this post. It is hoped to interview within x months and shortlisting will occur prior to this. We will be in contact with you in the near future.

Yours sincerely,

-----

APPENDIX 15(5)

*LETTER TO UNQUALIFIED APPLICANT*

Date

Candidate name

Candidate address

RE -

Dear

I refer to your application for the above named post. I would like to refer you to paragraph xxx under the heading of Qualifications necessary for the post which were issued to you. I quote hereunder:-

“xxxxxxxxx”

In accordance with the terms of this paragraph I regret that it is not proposed to call you for interview.

I would like to take this opportunity to thank you for your interest in applying for the post.

Yours sincerely,

-----



APPENDIX 15(6)

*LETTER TO APPLICANTS NOT SHORTLISTED*

Date

Applicant name

Applicant address

RE -

Dear

I refer to your application for the above named post. Shortlisting has taken place and I regret to inform you that it is not proposed to call you for interview.

The Criteria agreed by the Interview Board was as follows:-

- 1
- 2
- 3
- 4

It was agreed by the Board that you did not satisfy criteria (1)

I would like to take this opportunity to thank you for your interest in applying for the post.

Yours sincerely,

-----,

APPENDIX 15(7)

*LETTER TO CANDIDATES FOR SUCCESSFUL SHORTLISTING*

Date

Candidate name

Candidate address

RE -

Dear

I refer to shortlisting procedures for the above post

I am pleased to advise you that you have been successful.

We will be writing to you at a future date to call you for interview.

Yours sincerely,

-----

APPENDIX 15(8)

*LETTER TO CANDIDATES FOR SUCCESSFUL SHORTLISTING -  
INTERVIEW*

Date

Candidate name

Candidate address

RE -

Dear

I refer to shortlisting procedures for the above post and am pleased to advise you that you have been successful. Interviews will take place on xx/xx/xx. in the xxxx. at xxx time. Please find enclosed details of interview venue and travel options.

The Board will not be responsible for any expenses you may incur while attending for interview. We regret parking facilities for candidates will not be available.

Please telephone this xxxxx before xx/xx/xx/ to confirm your intention to attend/ not attend for interview.

Yours sincerely,

-----.

APPENDIX 15(9)

*LETTER TO CANDIDATES FOR INTERVIEW 1*

Date

Candidate name

Candidate address

RE -

Dear

I refer to your application for the above post and wish to advise you that Interviews will take place on xx/xx/xx. in the xxxx. at xxx time. Please find enclosed details of interview venue and travel options.

The Board will not be responsible for any expenses you may incur while attending for interview. We regret parking facilities for candidates will not be available.

Please telephone this department before xx/xx/xx/ to confirm your intention to attend/ not attend for interview.

Yours sincerely,

-----.

APPENDIX 15(10)

*LETTER TO CANDIDATES FOR INTERVIEW 2*

Date

Candidate name

Candidate address

RE -

Dear

I refer to your application for the above post and wish to advise you that Interviews will take commence on xx/xx/xx. in the xxxx. Please telephone this department at 635xxx before 5.00pm on xxxxxx to confirm the time of your interview. If I do not hear from by this date I will assume you are no longer interested in the post.

I have also enclosed details of interview venue and travel options.

The Board will not be responsible for any expenses you may incur while attending for interview. We regret parking facilities for candidates will not be available.

Please telephone this department before xx/xx/xx/ to confirm your intention to attend/ not attend for interview.

Yours sincerely,

-----.

APPENDIX 15(11)

*LETTER TO CANDIDATES FOR INTERVIEW 3*

Date

Candidate name

Candidate address

RE -

Dear

I refer to your application for the above post and wish to advise you that Interviews will take place on xx/xx/xx. in the xxxx. at xxx time. Please find enclosed details of interview venue and travel options.

Please telephone this department before xx/xx/xx/ to confirm your intention to attend/ not attend for interview.

The Board will not be responsible for any expenses you may incur while attending for interview. We regret parking facilities for candidates will not be available.

If you have any queries please contact me at the number below.

Yours sincerely,

-----

APPENDIX 15(12)

*LETTER TO CANDIDATES UNSUCCESSFUL AT INTERVIEW I*

Date

Candidate name

Candidate address

RE -

Dear

I refer to your application and interview for the post of xxx.

I regret to inform you that you were not successful on this occasion.

I enclose for your information your marking sheet which I trust will be of help to you.

I would like to thank you for your interest in applying and wish you well in the future.

Yours sincerely,

-----.

APPENDIX 15(13)

*LETTER TO CANDIDATES UNSUCCESSFUL AT INTERVIEW 2*

Date

Candidate name

Candidate address

RE -

Dear

I refer to your application and interview for the post of xxx.

I write to inform you that while you were found to be qualified for the post it is not possible to place you on the panel as panel placings were limited to XX .

I enclose details of the marks you achieved for each of the criteria used by the Interview Board and I trust this will be of help to you.

I would like to thank you for your interest in applying and wish you well in the future.

Yours sincerely,

-----.



APPENDIX 15(14)

*LETTER TO CANDIDATES SUCCESSFUL AT INTERVIEW AND PLACED ON A  
PANEL SUBJECT TO RECEIPT OF QUALS. ETC.*

Date

Candidate name

Candidate address

RE -

Dear

Further to your application and interview for the post of xxx, I am pleased to inform you that you have been successful at interview and placed xxx on the panel.

I enclose details of the marks you achieved for each of the criteria used by the Interview Board.

The Board is now in a position to offer you the post of xxx subject to the published conditions of employment and subject to receipt of the following:

- 1) Satisfactory References
- 2) Satisfactory Medical Examination
- 3) Garda Clearance
- 4) Birth Certificate
- 5) Confirmation of relevant qualifications:

***Original Certificates Only Please – These will be returned to you by  
registered post.***

For your convenience I have enclosed an Acceptance of Offer Form, which you should complete and return to me before xx/xx/xx, together with the relevant qualifications stated at No. 5 above.

I would be grateful if you could indicate your acceptance of this offer.

Please note that should you be appointed, it is your responsibility to provide written verification of any previous service, which may be reckonable for incremental credit purposes.

Yours sincerely,

-----.

**APPENDIX 15(15)**

*LETTER TO CANDIDATES SUCCESSFUL AT INTERVIEW AND OFFERED A  
POST*

Date

Candidate name

Candidate address

RE -

Dear

Further to your application and interview for the post of xxx

I am pleased to confirm that the Board is now in a position to offer you a permanent, whole-time and pensionable appointment.

I enclose herewith an Acceptance of Office Form, which you should complete and return to this office by return.

Yours sincerely,

-----,

APPENDIX 15(16)

*ACCEPTANCE OF OFFER FORM*

Date

Candidate name

Candidate address

RE -

**ACCEPTANCE OF OFFER FORM**

I am aware of the qualifications declared by the Minister for Health for the office of xxx under the Eastern Health Board and I am prepared to accept appointment in that capacity subject to the Board receiving the following:

- (i) Satisfactory References
- (ii) Satisfactory Medical Examination
- (iii) Garda Clearance
- (iv) Confirmation of relevant qualifications

SIGNED: -----

DATE. -----

Please return to

APPENDIX 15(17)

*LETTER TO CANDIDATES SUCCESSFUL AT INTERVIEW AND PLACED ON A  
PANEL.*

Date

Candidate name

Candidate address

RE -

Dear

With reference to your application and interview for the above post, I am pleased to inform you that your name has been placed xx on a panel from which permanent appointments may be made subject to the published conditions. The normal duration of a panel is one calendar year effective from xx/xx/ and this is at the discretion of the Chief Executive Officer.

For your information I enclose details of the marks you achieved for each of the criteria used by the Interview Board.

Please contact me at the number below should you have any further queries regarding this competition.

Yours sincerely,

-----.

APPENDIX 15(18)

*LETTER TO CANDIDATE CALLING FOR EHB MEDICAL 1*

Date

Candidate name

Candidate address

RE -

Dear

Further to your application and interview for the post of xxxx, please attend for medical examination to Dr. Leo McElearney or Dr. Fiona Donnelly, Occupational Health Unit, Dr. Steevens Hospital, Steevens Lane, Dublin 8 on xx/xx/xx at xxx.

Please bring a specimen of Urine with you. You will be required to satisfy the board as to your Hepatitis B antibody status (see Appendix xx attached), prior to any offer of employment.

If you wear glasses/contact lenses, please bring them with you when attending for medical examination.

You will be responsible for the payment of the doctors fee of xxx which is payable at the time of the examination.

If you have undergone a medical examination at the Board's Occupational Health Unit in the previous two years you will be exempt from the above examination.

If you have any queries please contact me at the number below.

Yours sincerely,

-----,

**APPENDIX 15(19)**

*LETTER TO CANDIDATE CALLING FOR EHB MEDICAL 2*

Date

Candidate name

Candidate address

RE -

Dear

Further to your application and interview for the post of xxxx, please attend for medical examination to Dr. Leo McElearney or Dr. Fiona Donnelly, Occupational Health Unit, Dr. Steevens Hospital, Steevens Lane, Dublin 8 on xx/xx/xx at xxx.

If you wear glasses/contact lenses, please bring them with you when attending for medical examination.

You will be responsible for the payment of the doctors fee of xxx which is payable at the time of the examination.

If you have undergone a medical examination at the Board's Occupational Health Unit in the previous two years you will be exempt from the above examination.

If you have any queries please contact me at the number below.

Yours sincerely,

-----

APPENDIX 15(20)

*LETTER TO CANDIDATE CALLING FOR EXTERNAL MEDICAL I*

Date

Candidate name

Candidate address

RE -

Dear

I refer to your recent interview for the above post and in accordance with the published conditions it will be necessary for you to pass a medical examination before the Eastern Health Board may offer you a permanent post.

You should arrange a medical examination with your own doctor as soon as possible. At your medical examination you should complete Part 1 of the enclosed confidential Medical Report Form. Your doctor must complete Part 2 and return it to the Occupational Health Unit, Dr. Steevens Hospital, Steevens Lane, Dublin 8.

You will be required to satisfy the board as to your Hepatitis B antibody status (see Appendix xx attached), prior to any offer of employment.

Please note that the Eastern Health Board is not responsible for any expenses incurred in respect of your medical examination.

If I do not receive your completed Medical Report within two weeks of the date of this letter I will assume that you are no longer interested in this post and your name will be removed from the panel.

Yours sincerely,

-----

APPENDIX 15(21)

*LETTER TO CANDIDATE CALLING FOR EXTERNAL MEDICAL 2*

Date

Candidate name

Candidate address

RE -

Dear

I refer to your recent interview for the above post and in accordance with the published conditions it will be necessary for you to pass a medical examination before the Eastern Health Board may offer you a permanent post.

You should arrange a medical examination with your own doctor as soon as possible. At your medical examination you should complete Part 1 of the enclosed confidential Medical Report Form. Your doctor must complete Part 2 and return it to the Occupational Health Unit, Dr. Steevens Hospital, Steevens Lane, Dublin 8.

Please note that the Eastern Health Board is not responsible for any expenses incurred in respect of your medical examination.

If I do not receive your completed Medical Report within two weeks of the date of this letter I will assume that you are no longer interested in this post and your name will be removed from the panel.

Yours sincerely,

-----



APPENDIX 15(22)

*Letter of Contract*

Date  
Candidate name  
Candidate address

Dear

I am pleased to inform you that the Chief Executive Officer has appointed you to the permanent office of XXXXXX on the published conditions with effect from XX/XX/XX. The approved salary scale is £XX,XXX per annum. You will enter at XXXXX per annum (x point) with incremental date XXXX. Your initial assignment will be to XXXXX.

I enclose the following documents:

1. Notification of entry in the register of pensionable/registered officers with brief summary outlining the main benefits.
2. Extracts from the Department of Health Circular 10/71 regarding
  - Tenure of office
  - Payment of salary during illness;
  - Granting of leave other than sick leave
  - Clinical Trials
3. Code of Conduct for Health Board staff
4. Policy Guidelines on Sexual Harassment.

I also enclose statement in duplicate in accordance with the Terms of Employment (Information) Act, 1994.

Please sign and return the enclosed copy of this letter and one copy of the minimum notice statement.

Yours sincerely,

Personnel Department  
ENCLS

---

I have received the above statements of my terms of employment

SIGNED \_\_\_\_\_ DATE \_\_\_\_\_

**THESE DOCUMENTS ARE CURRENTLY BEING DRAFTED FOR  
INCLUSION IN A STAFF HANDBOOK WHICH WILL BE ISSUED TO EACH  
PERMANENT MEMBER OF STAFF.**

---

**APPENDIX 16(1)**

***LETTER TO PROGRAMME MANAGER ETC FOR INTERVIEW BOARD INTERNAL***

Date

To: Programme Manager etc

From: Recruitment Section  
Personnel Department

Re: Interview Board Nominations.

---

The following post will be advertised internally on xx/xx xx.

The closing date will be xx/xx/xx.

In order to process this competition, please forward your nominations for the Interview Board as a matter of urgency.

Yours sincerely

-----,

APPENDIX 16(2)

*LETTER TO PROGRAMME MANAGER ETC FOR INTERVIEW BOARD  
EXTERNAL*

Date

To: Programme Manager etc

From: Recruitment Section  
Personnel Department

Re: Interview Board Nominations.

---

The following post was advertised externally on xx/xx xx.

The closing date is xx/xx/xx.

In order to process this competition, please forward your nominations for the Interview Board as a matter of urgency.

Yours sincerely

-----

APPENDIX 16(3)

CHAIRPERSONS FOR INTERVIEW BOARDS

Name	Address	Telephone Number
Barrett Frank	"Dun Sandle" Corbawn Lane Shankill Co. Dublin	282 3560
Blackwell, Ms Joan	Convent View House Cappaghmore Co Limerick	061 381 315
Breslin, Ms G.	Westport Ballyshannon Co. Donegal	072 51616
Condon, Mr Dermot	147 Blackhorse Avenue DUBLIN 7	01 838 7512
Dunbar, Mr Liam	Ashfield Brownstown Kilcloone Co. Meath	628 5589
Keyes, Mr T.	10 Brook Court MONKSTOWN Co Dublin	01 280 6260
Logan, Mr Liam	36 Caragh Road DUBLIN 7	01 838 8619
Lynch, Dr. Sheila	44 South Hill Dartry DUBLIN 6	01 497 4690
Maloney, Mr Pat	85 Templeogue Wood Templeogue DUBLIN 12	01 490 7585
Murphy, Prof. J.	11 Carnagh Road Rathfarnham DUBLIN 14	01 490 6664
O'Brien, Mr P.	18 Meadow Close Newtownpark Avenue Blackrock Co. Dublin	288 7286
O'Dwer, Ms Elizabeth	112 Braemor Road Churchtown DUBLIN 14	01 298 0026
Robins, Dr Joe	52 Parkmore Drive Terenure DUBLIN 6	01 490 5918

Ruane, Mr Martin	3 Opton Green Stillorgan Grove BLACKROCK Co Dublin	01 288 8612
Segrave, Mr Barry	Enniscoe Castlehill BALLINA Co Mayo	096 31851  088 552195
Walsh, Dr. A.	5 Shanganagh Vale LOUGHLINSTOWN Co Dublin	01 282 4981
Ward, Mr Gerry	15 Woodlands NAAS Co. Kildare	045 876 354
Ward, Mr Manus	Cress Rosses Point Sligo	071 7725

APPENDIX 16(4)

*LETTER INVITING PARTICIPATION ON INTERVIEW BOARD*

Date

Private & Confidential.

Name

Address

RE:

Dear

I wish to invite you on behalf of the Chief Executive Officer Eastern Health Board to sit on an Interview Board for the above post. There are xx candidates for interview and the likely duration of the board will be for a period of xxx.

I also wish to advise you that as of and from October 21<sup>st</sup> 1998 all personnel records, including interview-marking papers, are subject to the terms laid down in the Freedom of Information Act and may be made available to candidates on request.

In line with 'Best Practice' and the onset of the Freedom of Information a new set of procedures for interviewing are now being implemented in our Board. In order to assist Interview Boards to prepare for interview, using the new procedures, a member of the staff from the Personnel Department will be attending the pre-interview meeting with the Board.

To enable us to arrange specific dates for interviews, kindly complete the enclosed table setting out the dates that you are available. Also enclosed is a pre- paid envelope for your convenience.

Your urgent co-operation would be much appreciated.

Yours sincerely,

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APPENDIX 16 - 5

*LETTER THANKING INTERVIEWER FOR INTERVIEW BOARD  
PARTICIPATION*

Date  
Private & Confidential.

Name  
Address

RE:

Dear

I wish to thank you for agreeing to sit on the Interview Board for the above post and for your co-operation in finalising dates regarding same.

The dates agreed are as follows:- xx/xx/xx

The other members of the Interview Board are:

In line with 'Best Practice' and the onset of the Freedom of Information a new set of procedures for interviewing are now being implemented in our Board. In order to assist Interview Boards to prepare for interview, using the new procedures, a member of the staff from the Personnel Department will be attending the pre-interview meeting with the Board.

Ideally this meeting should take place on a separate day to the interviews. However, if this is not possible the meeting will take place 2 hours prior to the first candidate being called.

For purposes of confidentiality, it would be essential that you do not disclose details regarding any aspect of this competition.

I will be in contact with you again with the final details regarding the date of the meeting and interviews.

In the meantime, if you have any queries, please contact me at the number below.

Yours sincerely,  
-----.

**APPENDIX 16 – 6**

***LETTER TO INTERVIEW BOARD MEMBERS RE DATES/TIMES OF  
INTERVIEWS***

Date

Private & Confidential.

Name

Address

RE:

Dear

I wish to thank you on behalf of the Chief Executive Officer for agreeing to sit on the above Interview Board. The interview dates and times are as follows:-

*Pre Interview - (a) I would appreciate it if you would attend at xxx on xx/xx/xx for an interview induction and selection criteria session in order to agree the interview process. The venue will be xxx. (b) 2 hours before 1<sup>st</sup> interview.*

Interviews

Summation

For your information and guidance, I enclose (a) notes for Interview Boards; (b) copy of Application Forms and (c) information concerning this competition. Please bring this file with you to xxxx.

Yours sincerely,

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APPENDIX 17

*LETTER REQUESTING REFERENCE*

Date

Referees name

Referees address

Dear

Candidates name has applied for the post as xxx on the staff of the Eastern Health Board and states that he/she is employed by you since xxx.

I should be greatly obliged if you would fill in the enclosed form and return it to me as soon as possible.

I wish to advise you that this reference may be requested by Candidates Name under the Freedom of Information Act. However, you will be contacted prior to disclosure or release.

If you have any queries please contact me at the number below.

Yours sincerely,

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