



Recruitment Timeline – Support Posts

STEP 1

An approved post will be advertised on receipt of all the necessary documentation from the Hiring Manager.

- [Recruitment Initialisation Form](#) requesting post to be advertised (shortlisting/interview dates where possible)
- [Job Description](#) and Advert Text where applicable
- HR Office will confirm if there is an Irish language requirement with the University Secretary and upon receipt of decision, post will be advertised.

STEP 2

- Hiring Manager contacts nominated Board members and ensures alternate assessors are in place.
- HR action approval of nominated board of assessors.
- HR coordinate Irish assessment where applicable for posts
- Hiring Manager confirms shortlisting date with board and HR

STEP 3

Post competition closes following 2 weeks (longer period may apply for external competition)

STEP 4

- HR dispatch application packs via Core Portal to board members within 5 working days of post-closing. Where an Irish assessment is required, applications meeting the Irish requirement will be dispatched to the board.

STEP 8

- On receipt of signed contract of employment and relevant paperwork, medical clearance and confirmation of work authorisation, HR will appoint candidate to post

STEP 7

- Interviews take place and Board confirm recommendation to HR.
- HR submit recommendation for approval to DHR

STEP 6

- HR Office invite candidates to interview giving 2 weeks' notice
- Interview schedule is agreed with Board

STEP 5

- Shortlisting meeting should take place with Board members within 2 weeks of Application Packs being issued.
- Board of Assessors agree shortlisted candidates and return shortlisting form to the HR Office immediately.



What we need from you:

1. Completed Recruitment Initialisation Post Form (Support Posts)
2. Completed Job Description & Advert Text
3. Confirmed Shortlisting Date
4. Completed Shortlisting Form inclusive of Interview Date and details
5. Completed and signed Interview Forms and Board Recommendation

NOTE: Should Assessors or Candidates need to fly on a first class basis, a written request must be sent and approved by the President or Deputy President & Registrar in advance as per Section 8 of the University's Travel & Subsistence Policy

http://www.nuigalway.ie/financial_accounting/documents/travel_and_subsidence.doc

Receipts must be submitted in respect of costs claimed.



BOARD MEMBER

DOS AND DON'TS OF RECRUITMENT AND SELECTION:

You should:

- Be familiar with the paperwork – job description, cv, assessment forms
- Know what you are looking for – the qualities necessary to fill the post
- Study all the papers involved (e.g. Advert, job description, employee specification, etc.)
- Prepare an interview format and “core questions” in advance of the interview
- Plan your approach and watch timing
- Put the candidate at ease
- Be purposeful and friendly
- Explain the purpose of the interview (chairperson)
- Discipline yourself to ask sensible simple questions without being ambiguous
- Be as clear and concise as possible
- Listen to the candidate and to your fellow panel members
- Guide interview into relevant and constructive channels
- Ask supplementary questions where required
- Cover loose ends
- Make an unbiased impartial and objective assessment of each candidate
- Assess by taking into account all the information available, including qualifications, experience, etc.
- Be sensitive to the difficulties of handicapped candidates
- Remember that physical handicap or disablement is not a reason for rejecting a candidate, providing it would not prevent the satisfactory performance of the duties of the post
- Give the candidate the opportunity to ask questions at the end of the interview
- Let the candidate know when he or she will be notified of the result (usually 3- 4 weeks)
- Make notes or comments in the space provided on the rating form / interview summary form and not other documents
- Complete the documentation in ink, not pencil
- If changes are to be made the reasons should be briefly noted



You should not:

- Reveal information given in confidential reports
- Reveal any of the interviewing panel's considerations or recommendations
- Grill or pressurise the candidate
- Reveal your own views and opinions
- Make assumptions
- Use jargon
- Ask questions in the sensitive areas relating to race, religion, sex, civil status or party politics
- Ask leading questions
- Ask long involved questions which require multiple answers
- Ask closed questions requiring only 'yes' or 'no' answers unless looking for facts
- Waste time
- Worry about short pauses
- Be fobbed off by superficial answers; probe if necessary or rephrase the question
- Interrupt the candidate or your panel colleagues while the interview is in progress
- Let the candidate control the interview
- Allow emotion to cloud your judgement
- Upset candidates by asking personal, patronising or discourteous questions
- Bracket candidates together on the interview summary sheet as being equal
- Decide a final agreed interview outcome until the interview and discussion with your panel colleagues has been completed



QUESTIONING TECHNIQUES

1. Questioning

The aim of interview questions is to gather as much information as possible about the candidate and to allow the candidate to provide as much information as possible to the assessment panel. This will allow the panel to score the candidate accurately against the selected competencies for the role.

It is important that the interviewers:

- Encourage the candidate to speak by asking open ended questions;
- Probe into answers by asking follow-up questions;

1.1. Type of Questions

1.1.1. Open Questions

Open questions provide the opportunity for the applicant to reveal thoughts, things that are important to the applicant, patterns of thinking and organisation and provide a tremendous amount of data for the interviewer to analyse. They are nonthreatening to the applicant and easy to answer. However, open questions may provide too much data for the interviewer to analyse, take up too much time, provide too much information that is not relevant to the interview and not be responsive to the interviewer.

- Used by interviewers when they expect more than a 'yes' or 'no' answer;
 - 'What can you tell me about yourself?'
 - 'Why are you interested in this position?'
 - 'What are your strengths?'

1.1.2. Closed Questions

Closed questions are useful in controlling the interview and in securing specific information. It is easy for the interviewer to ask closed questions and the interviewer can ask more questions in a shorter period of time. However, closed questions contain little information. Closed



questions do not reveal the reasons or thought process behind a course of action or a decision.

- Used by interviewers when they need a specific piece of information; questions which only require a yes or no answer.
 - ‘Are you experienced in?’
 - ‘Do you have a?’

How to Select the Questioning Type:

When selecting what type or degree of open or closed question to ask, design the question based on the importance of the following:

- Scope and depth of potential information -use open questions techniques to get the most information.
- Degree of precision -when the applicant's answer must be exact, tabulated or recorded, use a closed question.
- Control over question and response -Interviewers retain the greatest amount of control over responses to closed questions.
- Interviewer's skill -when the interviewer is unsure or untrained, closed questions are easier and more comfortable.
- Reliability of information -as with precision of the response, closed questions produce more reliable responses.
- Efficient use of time -more questions can be asked in a given timeframe by using closed questions.
- Opportunity to get at feelings and information -when the reasons why an applicant made the decisions or came to a course of action are important to access whether or not an individual can perform a specific job, the interviewer must use open-ended questions.
- Generally, the more complex the job, the more open-ended the questions used by the interviewer must be in order to secure the information necessary to determine whether or not the applicant can perform the Job



1.1.3. Prodding Question

Prodding questions allow the interviewer to gather more information by drilling down into an initial response that the candidate has provided:

- What happened next?
- Tell me more about ..
- How did you react ...
- I did not understand, please explain.
- What do you mean by (repeat statement)

1.1.4. Multiple Questions

Avoid multiple questions – As this will confuse the candidate and you may not get the answer required;

- *Tell me about a time when you had to who where they, what happened, how did you react, what was the outcome, would you react the same way if this scenario happened again, what would you do differently?*

1.1.5. Theoretical questions

Used to assess problem-solving skills, hypothetical;

- *How would you resolve if it occurred?*

1.1.6. Leading questions

These questions are assumptive;

- *You enjoy working in a team – don't you?*

1.1.7. Behavioural questions

Uses past experience to answer question.

- *Can provide details on how you have provided good customer service?*



When developing interview questions consider what types of questions best give you the information you require.

- “Can you give me an example of a time when you had to ...?”

1.1.8. Hypothetical questions

Hypothetical questions should be used sparingly and only if the hypothetical situation is realistic and relevant to the job, as these may be difficult for interviewees to answer without knowledge of the situation, and responses may be hypothetical as opposed to based on experience.

- “What would you if.....”

1.1.9. Linking questions

Linking questions are used to help the interview flow

- “Now that we've heard about..... could you tell us....”
- “Perhaps we could now turn to....”,
- “Could we go back to.....”

1.1.10. Summarising Questions

Used by interviewers to check that they are clear on the response provided by the candidate.

- “So as a result of.... you became involved in....?”

1.1.11. Personal Questions

Do not ask personal questions, for example on civil status, occupation of partner, domestic arrangements, age, ethnic origin, political or religious beliefs. If any of this information is volunteered, it should not be taken into account in selection decisions and has no relevance to the competency framework.

2. In preparing questions, Assessment Board members will need to:



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Base the questions on selection criteria as specified in the position description. Focus on the skills, experience and knowledge required for the job and ensure that a core common set of questions are agreed by all assessment board members to be asked of all applicants.

The questions should test the skills, experience and knowledge necessary for the job.