



**loetb**

Bord Oideachais agus Oiliúna  
Laoise agus Uíbh Fhailí  
*Laois and Offaly  
Education and Training Board*

# **Recruitment and Selection Policy**

**Adopted by the Board of Laois  
and Offaly ETB on  
26<sup>th</sup> June 2017**

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## **Procedure Statement**

Laois and Offaly Education and Training Board (LOETB) is committed to the recruitment and retention of staff of the highest quality, who will provide the best quality teaching, learning opportunities, and support services for all its students.

The role of the Human Resources (HR) Department is to ensure that LOETB's Mission is supported in the recruitment and selection process. With the growth in legislative provisions in the regulation of employment, new and revised approaches to recruitment and selection are required from time to time to reinforce the principles of equity, fairness, transparency and accountability. These principles will apply to all LOETB recruitment.

## **Establishing a Post**

The Recruitment and Selection process begins once a vacant post is identified and this can be either by way of;

- Creating a new post
- Filling an existing post

Identifying posts will be carried out with the Head of Human Resources/Chief Executive/Director of Schools/Director of Further Education/Director of Organisation Support and Development/Principal/Centre Manager as appropriate and sanction from the Department of Education and Skills will be sought where necessary. All appointments will be to the LOETB Scheme.

## **Job Description, Person Specification and Competencies**

The Job Description outlines the purpose of the job and should reflect the main functions and tasks of the post. The Job Description should be written in clear and neutral language and free from taint of discrimination. It should reflect the essential and desirable criteria necessary to fulfil the requirements of the post.

The Job description should focus on the purpose of the post and the responsibilities attached to same.

The job description will outline as a minimum:

- Title, subject area, reporting relationship
- A summary of the nature and purpose of the post
- A list of the principal duties and responsibilities of the Post (this list may not be an exhaustive list)

Job descriptions should be reviewed in all instances where a post becomes vacant and before any recruitment process is initiated.

A Person Specification is essentially a description of the qualities and personal attributes which the ideal person should have to fulfil the post. It should include details of qualifications, knowledge, skills and aptitudes, experience, and personal characteristics and any other personal qualities considered desirable in the performance of the duties of the post. The

Person Specification is drawn up on the basis of the job description. Criteria such as qualifications and experience should be examined carefully and should only be stated in the Person Specification if they are essential requirements in order to do the job properly.

A competency profile is developed for each post that will be filled through a competency-based recruitment process. Where a competency-based application form is used, a note will be provided for completing a competency based application form.

Competencies are the behaviour, skills and attitudes that underpin effective performance and provide a practical menu of the critical skills and visible '*on the job*' behaviours that underpin effective '*on the job*' performance. Specific competencies required for any post being filled will be included as part of each job description and specification.

## **Authorisation of the Post**

All posts must be authorised before a recruitment process is initiated. Care must be taken in the case of new or renewed Fixed Term/Purpose Contracts where objective grounds for the post will be required in order to comply with legislation.

The Post Authorisation Form (Appendix 1 and Appendix 2) will require the following signatures:

- Head of Human Resources and one of the following:
- Director of Schools
- Director of Further Education Training (FET)
- Director of Organisation Support and Development (OSD)
- Chief Executive

## **Advertising Posts**

It is procedure to advertise all vacancies in line with our Employment Equality Policy and to ensure that equality of opportunity is afforded to all staff and potential staff of LOETB.

- All posts will be advertised in the manner deemed most suitable for the particular post
- The CE/HR Department will decide if application forms are to be submitted by post/email/online
- Each post will have a defined closing date for receipt of applications
- All posts will be advertised for a minimum of one week
- A list of the advertising sites which may be used for advertising posts is as follows:

**All posts may be advertised on some or all of the following in line with our Advertising Policy**

- [www.loetb.ie](http://www.loetb.ie)
- Professional, Academic Journals/Specialist Websites
- National/Local Press
- Social Media

While the main purpose of advertising is to attract interest in the post from high quality applicants, it can also perform a public relations function for LOETB both at a service and corporate level. For such reasons it is important that all recruitment advertising is of a standard and consistency that it enhances the image and reputation of LOETB.

## **Shortlisting**

Before the interview process starts there may be a need to engage in a shortlisting process. Shortlisting is a process whereby candidates are assessed against agreed criteria, on the basis of information provided in the application documentation, in order to eliminate less suitable candidates.

A preliminary review of all applications should be undertaken by the HR Department for eligibility on grounds of: Teaching Council registration, qualifications, and minimum experience by completing the “for employer use” section of each application form. This may be undertaken by the HR Department, prior to convening the shortlisting panel.

Shortlisting will be carried out by a minimum of 2 of the following; Director of Schools, Director of FET, Director of OSD, Head of Human Resources, Principal or Centre Manager, as deemed necessary, together with a member of the HR Department. If a competency-based recruitment competition is being used then the applications may be shortlisted using the competencies provided for the post.

The shortlisting criteria to be used will be decided prior to the shortlisting process and written details of same will be maintained on the Shortlisting Report (Appendix 3).

Each member of the shortlisting panel will be required to sign a Conflict of Interest Form (Appendix 4).

Each post will have a defined closing date and time for receipt of applications.

## **References**

Reference-checking should be carried out in advance and is an important part of the assessment process as it will help to validate information already received. It will also give an assessment of previous performance and some indication of suitability and future potential. Reference-checking is to be carried out by the Principal/Centre Manager/Director of FET/Director of Schools/Director of OSD. A successful candidate shall not be appointed until satisfactory references have been received.

Confidentiality in relation to the work of the shortlisting panel must be observed at all times. No information can be disclosed (e.g. number of candidates, number shortlisted, whether any internal candidates applied etc.)

The HR Department should ensure that the following documents are made available to the shortlisting panel:

- Job Description and Person Specification (which includes the competencies for the post)
- Advertisement
- Conflict of Interest Form

- Completed Application Forms
- Shortlisting Report

The Shortlisting panel should not:

- Make negative assumptions or decisions on the basis of perceived over-qualification of a candidate
- Make negative assumptions or decisions about overseas qualifications with which they are unfamiliar
- Recommend for interview any candidate either internal or external, who does not meet the shortlisting criteria.
- Pre-determine the number of candidates to be interviewed.

The applicants who best match the job description and person specification will then be invited to attend for interview by way of written communication/email. Candidates who have not been shortlisted will be informed by way of written communication/email, using a Not Shortlisted Letter (Appendix 5). Any other necessary communication will be made in writing or email.

There is no right of appeal to the Shortlisting Process.

### **Director of OSD/HR Personnel Briefing**

The overall role of the Director of OSD/HR Department is to provide relevant information and advice to the Selection Board in relation to some or all of the following areas:

- Qualifications, skills, knowledge, and experience required for the post
- Personal qualities required for the post
- Background to the post
- Job specification for the post
- Likely number of vacancies to be filled and anticipated vacancies
- Location of vacancies
- Organisation and staff structure
- Type and extent of training
- Conditions of service
- Opportunities for promotion
- 

### **Role of the Selection Board**

- Selection Board
  - a) Chairperson (Representative of LOETB)
  - b) Relevant Expert
  - c) CE / CE's nominee
- Pre-Interview Discussion
- Director of OSD/HR briefing
- Freedom of Information Act, considerations

## **Selection Board**

The role of the Selection Board is to assess the suitability of candidates and to make recommendations based on that assessment to the CE.

Selection Boards normally consist of a representative of the ETB, the CE/CE's nominee, and an appropriate expert.

Composition of a Selection Board for Teacher posts will comprise of a representative of LOETB, the CE/CE nominee and a member from the agreed panel of experts.

Composition of a Selection Board for Teacher posts in Banagher College will comprise of a representative of LOETB, a Personnel Representative, an Educational Representative, a La Sainte Union Representative and a Department Inspector.

Composition of a Selection Board for Teacher posts in Dunamase College will comprise of a representative of LOETB, a Personnel Representative, an Educational Representative, an An Foras Pátrúnachta.

It is the responsibility of the CE to ensure that Selection Boards are appropriately constituted and in compliance with DES Circular Letters as appropriate and also takes cognisance of agreements in place with Trustee Partners.

All Selection Boards will have gender representation. A Chairperson is appointed to each Selection Board. It is the intention that each Selection Board should function as a team and that its recommendations would be the result of the contributions of all of its members. It would be inappropriate if any individual member sought, or was allowed by the other members, to have an overriding influence on the assessment of any candidate. Some members may, of course, be better placed than others to advise the Selection Board on specific matters, e.g. professional members in relation to their own specialities, but it is desirable that assessments be a consensus of the judgement of all the members.

Where it emerges that a Selection Board member is either related to, or otherwise connected with, one of the candidates to such degree as might give rise to an allegation that the impartiality of the member as a selector could be in question, the matter should be discussed with the Head of HR and a decision taken as to the appropriateness of the Selection Board member in question taking part.

If a member of the Selection Board is aware of a significant error or omission or concealment etc., or if the member is aware of adverse information to the effect that a candidate has some issue which may impinge on his/her ability to carry out the functions of the position, the member should bring the matter to the attention of the Head of H R in confidence.

### **a) Chairperson (Representative of LOETB)**

The Chairperson of the Selection Board has a key role to play in facilitating the smooth running of the selection process/interviews, in ensuring that candidates are treated professionally and that each member contributes fully, and adheres to the agreed procedures.

Key responsibilities include:

- Ensuring that the Selection Board as a whole has a clear understanding of what its objective is, and that each member contributes fully to the interview process even in cases where not all members participate in the questioning of candidates
- Agreeing in advance the order of questioning which will be dealt with by individual Selection Board members
- Ensuring that interviews adhere to the set timetable so that candidates are not delayed or adversely affected
- Welcome the candidate and thank them for their application and for attending for interview
- Ensure that the candidate is received courteously, put at ease and treated fairly
- Introduce each member of the Selection Board
- Explain the format the interview will take
- Confirm time allowed for the interview
- Confirm any details given on the application form
- Let the candidate know that they will have a chance to ask questions or provide supplementary information at the end of the interview
- Ensuring that questioning and assessment are approached with an open mind and that impartiality prevails
- Ensuring that the candidate is questioned in sufficient detail on all essential areas
- That each candidate is assessed and marked fairly by the panel
- That the candidate(s) that the Selection Board recommends has demonstrated the necessary competencies to carry out the post.
- If a panel is formed, that each candidate is placed on the panel in order of merit
- That all recommendations and selections are signed by each individual member of the Selection Board
- That any gap in employment history is accounted for as part of the selection process.
- Ensuring that the Candidate Marking Sheet (Appendix 6), Candidate Feedback Sheet (Appendix 7) and Selection Board Report (Appendix 8) are completed correctly and forwarded to the HR Department

The Chairperson should inform the other members of the Selection Board that the Candidate Marking Sheet and any relevant notes will be collected at the end of the interview process.

Ideally the candidate should be accompanied from the waiting area to the interview and escorted to the waiting area after the interview by a member of the Selection Board. The Chairperson should emphasise to the “meet and greet” person the importance of not engaging in any conversations with the candidates that might potentially be discriminatory as they escort the candidate to and from interview.

**Bring the interview to a conclusion by:**

- Confirming that all relevant areas have been covered
- Inviting the candidate to provide any relevant information not already furnished
- Clarifying any remaining issues by additional questioning



## **b) Relevant Expert**

The overall role of the relevant expert is to provide advice to the Selection Board. Key responsibilities include:

- Giving detailed guidance on current trends and developments in the relevant field
- Providing advice in respect of qualifications, knowledge, and experience
- Asking questions of a professional or technical nature to test knowledge and experience
- Contributing his/her expertise to the discussion, in relation to the post and the person specification if necessary

## **c) The CE/CE's nominee**

The overall role of the CE/CE's nominee is to ensure that LOETBs statutory obligations are fulfilled and that their policies are fully implemented.

Key responsibilities include:

- Leading the pre-interview discussion
- Background to the vacancy
- Ensuring that marks for qualifications are awarded in accordance with the scheme agreed at the pre-interview discussion stage
- Equality of opportunity
- Statutory requirements
- Job specification
- Person specification
- Marking scheme
- Use of references (where applicable)

## **Pre-Interview Discussion**

This is an essential part of the selection process, which should be undertaken approximately forty five minutes before the interviews commence. All Selection Board members should ensure that they are present at the time appointed.

The HR Department should ensure that the following documents are made available to the Selection Board in advance of the interview process:

- Schedule of interviews
- Job Description
- Person Specification
- Competencies
- Completed Application Forms
- Conflict of Interest Form

Prior to attending the pre-interview discussion, it is essential that Selection Board members familiarise themselves with all documents provided in relation to the competition. These documents should be read before the candidate enters the interview room and any points requiring special attention during the interview should be noted.

The main purpose of the pre-interview discussion is to ensure that all Selection Board

members have a common understanding of the requirements of the post and that they function as a team.

Where competency based recruitment is being used, an agreement should be reached on the competencies that each Selection Board member addresses.

## **Interview**

The interview is often the only part of the selection process in which LOETB has face to face contact with the candidate. Interview questioning should take the form of a pleasant but purposeful conversation, where the candidates do approximately 90% of the talking. Questions should be formulated to establish that the candidate fulfils the agreed criteria and should afford him/her an opportunity to give his/her best performance

Delicate subjects should not be passed over, but should be dealt with sensitively. The Chairperson will advise the Selection Board in this matter.

At the end of each interview the Selection Board should discuss the applicant in terms of the agreed criteria and agree a common mark for him/her. The Chairperson should ensure that the Candidate Marking Sheet and Candidate Feedback Sheet are completed.

If a Recording Secretary is present the Selection Board Members will confirm and sign the notes taken prior to completion of the interview process.

A Recording Secretary may only be provided at the discretion of the Chief Executive.

The Selection Board must observe confidentiality in relation to the interview process at all times.

## **Note-Taking**

All interviewers should take notes, a key responsibility of the Chair is to take notes throughout the entire interview in order to corroborate the evidence gathered by the other members of the panel. Notes should record facts rather than opinions, e.g. 'supervision - three staff for two years, trained, allocated and checked work' rather than 'supervision - good'.

## **Role of the Director of OSD/HR Department**

The role of the Director of OSD/HR Department is:

- Organise and confirm the most cost effective and appropriate venue for the interviews.
- Ensure that all Selection Board members have received their interview pack.
- Ensure all candidates have confirmed their attendance.
- Ensure all Selection Board members have confirmed their attendance and returned completed Conflict of Interest Disclosure.
- Ensure that the Principal/Centre Manager has notice of the interview schedule and has arranged to release staff attending interviews from their duties for a reasonable period, in advance of their interview time.
- Ensures that the Selection Board has been allocated time to meet (recommend a minimum of a forty-five minutes to prepare format and agree areas of questioning in advance of the interviews commencing.
- Set-up the room in advance of the interviews.
- Assist the Selection Board in the development of the selection criteria/competencies and areas of questioning for panel members.
- Ensure that all available equipment/arrangements are planned and prepared for the interviews e.g. suitable waiting areas, lunch, reception cover etc.
- Ensure that reasonable adjustments have been made for candidates who have made a specific request e.g. a candidate with a disability.
- To ensure that there is a mechanism established for all paperwork to be returned efficiently and safely back to the HR Department, so that it can be processed promptly
- Ensure the selection process is fair and equitable and compliant with Equality Legislation.
- Advise the Selection Board of the procedures to be followed including dealing with matters of a confidential nature.
- Agree a marking system-weighting system with Selection Board Members prior to the Interview
- Ensure documentation supporting the recruitment process is complete, e.g. Shortlisting Report, Candidate Marking Sheet, Candidate Feedback Sheet and Selection Board Report.

## **Employment Equality Act**

No questions pertaining to a candidate's gender, marital status, family status, sexual orientation, religious belief, age, disability, race and membership of the travelling community, as defined in the employment equality act 1998 can be asked, either directly or indirectly.

## Freedom of Information Act

The Selection Board should be aware that under the provisions of the Freedom of Information Act, candidates have the right of access to records created as a result of a competition in which they have competed.

For your information, Section 18 confers a legal right on each person to:

- Reasons for a decision on any matter particularly affecting that person
- Findings on any material issues of fact relevant to the decision
- Findings on any material issues of fact refer to matters taken into account in making the decision

They may include:

- All the steps of reasoning linking the facts to the ultimate decision
- The criteria relevant to the decision, the weighting attached to each criterion, and the conclusion reached on each
- Any internal rules and guidelines used as part of the decision making process
- Details of any recommendations, reports or investigations carried out by subordinate officers or experts and considered in the decision making process

## Data Protection Acts

LOETB is a data controller of Personal Data relating to its past, present and future employees, students, parents, ETB members, members of ETB schools Boards of Management and various other individuals. LOETB is obliged to comply with the principles of data protection set out in the Data Protection Acts 1988 and 2003.

Candidates' personal data (Curriculum Vitae/Application Forms) will not be retained for any longer than is necessary or for a purpose other than the purpose for which it was obtained, in line with LOETB Records Retention Policy applies.

### **The Job Offer:**

Once the Selection Board Report has been confirmed by the Chief Executive, all applicants will be communicated with as soon as possible, to inform them of the outcome of the interview process using either the **Successful Letter (Appendix 9)** or the **Unsuccessful Letter (Appendix 10)**.

If a panel has been formed by the Selection Board (Selection Board Report) for a Teaching post competition candidates who were placed on this panel may be asked if they wish to be included on the substitute teacher panel list for the academic year.

Candidates will be entitled to their own Candidate Marking Sheet and Candidate Feedback Sheet for a period of 2 weeks after notification of the outcome of the interview process.

Successful candidates will be asked to submit the following documentation;

- Original Birth Certificate.
- Completed Child Related Statutory Declaration
- Form of Undertaking.

- Completed Paypath Form.
- Completed Pension Related Deduction Form.
- Evidence of your PPS No. and / or P45 from your previous employer (as soon as this is available).
- Original transcripts for each year of your degree and/or post graduate degree (original obtained from the College).
- Original parchments for your degree/post graduate degree.
- A Statement of Service from previous employer/s, where appropriate.
- Two Recent References as per your Application Form.
- A satisfactory disclosure from the National Vetting Bureau. Please email your Digital Certificate to: gardavetting@loetb.ie.
- Current Teaching Council Registration where appropriate.

### **Panel:**

For some competitions, a panel of successful candidates may be formed following final interview stage. The placement on a panel does not necessarily lead to a job offer. Panels, where established, may be used to fill temporary posts that arise during the life of the panel based on order of merit.

The selection process will not be concluded until such time as satisfactory references have been obtained and appropriate checks completed i.e. Garda vetting, occupational health assessment, verification of education or mandatory qualifications or requirements (e.g. driving licence) or relevant experience.

If a candidate declines the offer of the post they forfeit their position on the panel and they are placed at the bottom of the panel.

The life of the panel;

- Academic posts: the remainder of the academic year
- All other posts: 12 months from date of the interview

## **Garda Vetting**

All new appointments to LOETB are subject to receipt of a satisfactory disclosure from the National Vetting Bureau. No person can take up appointment without first having been satisfactorily Garda Vetted in line with LOETB Garda Vetting Policy.

### **Infringements of Recruitment and Selection Procedures:**

If a candidate is found to have breached this procedure, then

- Where not appointed to a post the candidate will be disqualified from the competition.
- Where a candidate has been appointed subsequent to the recruitment process in question, they shall forfeit that appointment.

Any breach of recruitment and selection procedures may result in disciplinary action by LOETB employees, up to and including termination of employment, in line with the LOETB Disciplinary Policy.

## **Review of Recruitment Practice**

Recruitment procedures and practices should be reviewed annually so as to ensure that procedures are adhered to and to ensure that they do not include requirements or conditions that constitute, or may lead to, unlawful discrimination.

**POST AUTHORISATION FORM**

**Initial Recruitment Requirements & Contracts of Employment  
 (RR1 Form)**

**Human Resource Department will complete Sections A, B C. Principal/Centre Director to complete Section D**

<b>School / Centre</b>	
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**Section A**

<b>Staff to be issued with CID Contracts and/or additional CID Contracts in accordance with current arrangements and/or resulting from terms outlined within the Ward Report – Circular 0024/2015.</b>						
<i>* staff who currently hold a Part-time CID and are now entitled to a further CID in respect of additional hours</i>						
Name	Subjects	Start date with ETB	Date current CID effective from (if applicable)	Current CID Hours (if applicable)	Date <b>new/ additional</b> CID hours effective from	Total Hours

**Section B**

<b>Staff to be issued with CID Contracts in accordance with Ward Report – Circular 0024/2015</b> (e.g. staff who are currently in their second year on a Fixed Term Contract with LOETB)				
Name	Start date with ETB	Date CID effective from	Subjects	Total Hours

**Section C**

<b>Positions to be <u>terminated</u> in accordance with Ward Report – Circular 0024/2015</b> (e.g. Positions to be re-advertised where a member of staff is currently employed on <b>year one</b> on a fixed term contract with LOETB)			
Position (please specify the subjects)	Hours per subject	Reason for Vacancy (please specify if the post is covering a job share/career break)	Current Post Holder

**Section D**

<b>Proposed <u>new</u> positions to be advertised including positions resulting from Ward</b>		
<b>Position (please specify the subjects)</b>	<b>Number of hours per subject</b>	<b>Reason for Vacancy (please specify if the post is covering a job share/career break/Ward)</b>

**All the above proposed posts are subject to DES allocation or persons being redeployed into the scheme**

**Any changes which may arise at a later date to the above by way of additional posts etc. must be made on the RR2 Form.**

**Please return the above forms by (insert date)**

Signed: \_\_\_\_\_ Date: \_\_\_\_\_  
School Principal/Centre Director

\_\_\_\_\_ Date: \_\_\_\_\_  
Director of Schools/Director of FET

\_\_\_\_\_ Date: \_\_\_\_\_  
Director of OSD

\_\_\_\_\_ Date: \_\_\_\_\_  
Head of Human Resources

**Final Approval:**

Signed: \_\_\_\_\_ Date: \_\_\_\_\_  
Chief Executive



**POST AUTHORISATION FORM**  
**Additional Recruitment Requirements**  
**(RR2 Form)**

Please complete either Section A and/or Section B

<b>School / Centre</b>	
------------------------	--

**Section A**

<b><u>Proposed changes to posts already listed on your original RR1 Form</u></b>		
Position as on the RRI Form (please specify the subjects)	Adjustment/Change in hours/subjects	Reason for change

**Section B**

<b><u>New additional posts to be advertised</u></b>		
Position (please specify the subjects)	Number of hours per subject	Reason for Vacancy (please specify if the post is covering a retirement/additional allocation etc.)

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

Date: \_\_\_\_\_

School Principal/Centre Director

\_\_\_\_\_  
 Director of Schools/Director of FET

Date: \_\_\_\_\_

\_\_\_\_\_  
 Director of OSD

Date: \_\_\_\_\_

\_\_\_\_\_  
 Head of Human Resources

Date: \_\_\_\_\_

**Final Approval:**

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

Date: \_\_\_\_\_

Chief Executive

## **Shortlisting Report**

**Recruitment Process – Year:**

**Post:** \_\_\_\_\_

**Shortlisting Criteria:**

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_
5. \_\_\_\_\_

**The following candidates are recommended for interview:**

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_
5. \_\_\_\_\_

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

Date: \_\_\_\_\_

**Shortlisting will be carried out by a minimum of 2 of the following; Director of Schools, Director of FET, Director of OSD, Head of Human Resources, Principal or Centre Manager, as deemed necessary, together with a member of the HR Department.**



**CONFLICT OF INTEREST DISCLOSURE FOR LAOIS & OFFALY  
EDUCATION AND TRAINING  
BOARD SELECTION BOARD MEMBERS**

=====

Post:

No of Candidates for Interview:

Board Member \_\_\_\_\_  
Print Name

Address: \_\_\_\_\_  
\_\_\_\_\_

I confirm that I have received a copy of all details pertaining to candidates being interviewed, and I hereby declare that I have no conflict of interest with the candidates being interviewed by me for the above post.

I confirm that I will treat information obtained during the recruitment process as confidential.

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

Date: \_\_\_\_\_

=====

**OR**

I have received a copy of all details pertaining to candidates being interviewed for the above post, and I disclose that there is a conflict of interest with me and a prospective candidate for interview, and therefore I cannot act as a member of the Selection Board.

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



Appendix 5  
Sample

## Not Shortlisted Letter

Date  
Name  
Address

**Re: (enter post and School/Centre)**

Dear

Thank you for your application for the above post. The completed forms have now been considered by the Shortlisting Committee. I regret to inform you that you have not been shortlisted for interview on this occasion.

Thank you again for your interest in the position and I wish you every success in the future.

Yours sincerely

---

Pam Nolan  
Head of Human Resources



Appendix 6  
Sample

**Candidate Marking Sheet**  
**Post Name**  
**School**

Competency	Priority/ Importance (% weighted)								
		Rating	Weighted Score	Rating	Weighted Score	Rating	Weighted Score	Rating	Weighted Score
Professional Knowledge (Comprehension of Content & Pedagogy)	25								
Professional Practice (Instruction & Classroom Environment, Planning & Preparation)	25								
Professional Development	10								
Professional Values & Relationships	20								
Contribution to the School and Community	20								
<b>Total Score</b>									

**Selection Board Members:**      **Chairperson (Representative of LOETB):** \_\_\_\_\_

**CE Nominee:** \_\_\_\_\_

**Relevant Expert:** \_\_\_\_\_

**Date:** \_\_\_\_\_

## Rating System

A 1.5\* level rating system is used, based on the evidence gathered at interview

- 1 = **No evidence or very little evidence** of this competency was demonstrated
  - 2 = **Some evidence but not enough evidence** of this competency was demonstrated
  - 3 = **The required level of evidence** was demonstrated for this competency
  - 4 = **More than the required evidence** of this competency was demonstrated
  - 5 = **An exceptional level of evidence** of this competency was demonstrated
- In some circumstances it may be appropriate to use a 0.5 to differentiate between candidates

The weighted score is arrived at by multiplying the % weighting (indicating level of importance of this competency or criteria) by the rating given (1-5).

The lowest possible score is 100. The highest possible score is 500.



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*Laois and Offaly*  
Education and Training Board

Appendix 7  
Sample

## Candidate Feedback Sheet

**Post:**

Candidate	Comment	Overall Mark

**Signed:**

**Representative of LOETB:** \_\_\_\_\_

**CE/CE's Nominee:** \_\_\_\_\_

**Relevant Expert:** \_\_\_\_\_

**Date:** \_\_\_\_\_



**Laois and Offaly Education and Training Board**

**Selection Board Report**

Post:

School/Centre:

No. of Posts:

Date of interview:

No of Applicants who attended for interview:

It was decided to recommend that an appointment be made in accordance with the following order of merit:-

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_

**Signed:**

**Representative of LOETB:** \_\_\_\_\_

**CE/CE's Nominee:** \_\_\_\_\_

**Relevant Expert:** \_\_\_\_\_

**Date:** \_\_\_\_\_

**Confirmation by Chief Executive:**

**The Chief Executive of Laois and Offaly ETB confirms the above recommendations:**

**Signed:** \_\_\_\_\_  
**Chief Executive**

**Date:** \_\_\_\_\_





**loetb**

Bord Oideachais agus Oiliúna  
Laoise agus Uíbh Fhailí  
*Laois and Offaly  
Education and Training Board*

**Successful letter No 1**

Appendix 9  
Sample

Date

Name  
Address

**Re: - Post, Name & School/Centre**

Dear

Further to your recent interview for the above post, I am pleased to advise that you have been recommended for appointment by the Selection Committee. The appointment is subject to ratification by the Chief Executive of Laois and Offaly ETB.

This is a provisional offer of employment subject to the following conditions:

- A satisfactory disclosure from the National Vetting Bureau obtained through the Teaching Council.

Please confirm in writing your acceptance of the post and the earliest date you can commence this employment, and return to me no later than Thursday, 18<sup>th</sup> May.

Should you require any clarification please contact me.

Yours sincerely

---

Pam Nolan  
Assistant Principal Officer  
Human Resources Department

## **Successful letter No 2**

Date  
Name  
Address

Re: (enter post and School/Centre name)

Dear

Further to your recent interview and acceptance of the post of (enter post), I am pleased to inform you that the Selection Board has recommended you for appointment to the above post, subject to receipt and verification of the following:

- Original Birth Certificate
- Completed Child Related Statutory Declaration
- Form of Undertaking
- Completed Paypath Form
- Completed Pension Related Deduction Form
- Evidence of your PPS No. and / or P45 from your previous employer (as soon as this is available)
- Original transcripts for each year of your degree and/or post graduate degree (original obtained from the College)
- A Statement of Service from previous employer/s, where appropriate
- 2 Recent References as per your Application Form
- A satisfactory disclosure from the National Vetting Bureau. Please email your Digital Certificate to: [gardavetting@loetb.ie](mailto:gardavetting@loetb.ie)
- Current Teaching Council Registration where appropriate

It will also be necessary for you to complete a Pre-employment medical questionnaire (PEMQ1). This can be done on-line by logging onto [www.medmark4teachers.ie](http://www.medmark4teachers.ie) (enter school roll no) or if you prefer, a form can be sent to you for completion and return to Medmark Occupational Health.

*Note: all original documents will be photocopied and returned to you immediately –*

I would appreciate if you could submit the above no later than (enter date).

If you have any queries regarding any of the above, please do not hesitate to contact this office.

Yours faithfully

---

Joe Cunningham  
Chief Executive

**Unsuccessful letter**

Date

Name  
Address

**Re: (enter post and School/Centre)**

A Chara

Thank you for attending for interview for Re above post.  
I regret, however, that on this occasion you have not been successful.

If you wish to receive feedback regarding your interview, please contact the Human Resources Department within 14 days to arrange same.

I thank you for your application and wish you every success in the future.

Is mise le meas

---

Joe Cunningham  
Chief Executive