



Chairing a Recruitment & Selection Board

Recruitment Skills Course Support Guide

July 2023

This document is intended to provide general guidance to Chairs of Recruitment and Selection Boards in preparing for the process. The University Recruitment & Selection Procedures are set out on the HR website. The guidance included in this document is advisory and does not supersede the information contained in the University's procedures. While every effort has been made to ensure the information provided is up to date and correct, in the case of discrepancy between this document and the University's Recruitment & Selection Procedures, the latter take precedence.

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Chair of Recruitment and Board

The President's nominee (Dean/Head of Department/School) decides on the Chair of a recruitment and selection board. The Chair must have completed the Recruitment Skills seminar, which is mandatory for all internal board members involved in being part of a recruitment and selection board.

The Chair of the recruitment and selection board should ensure that the interview is carried out in compliance with the University's Equality & Diversity policy and [Recruitment and Selection Procedures](#)¹.

The procedures provide information on all key aspects, such as:

- The Selection Board
- Shortlisting
- References
- Conflict of Interest
- Bias
- Interviews
- Candidate Evaluation
- Offer
- Feedback
- Maynooth University Templates

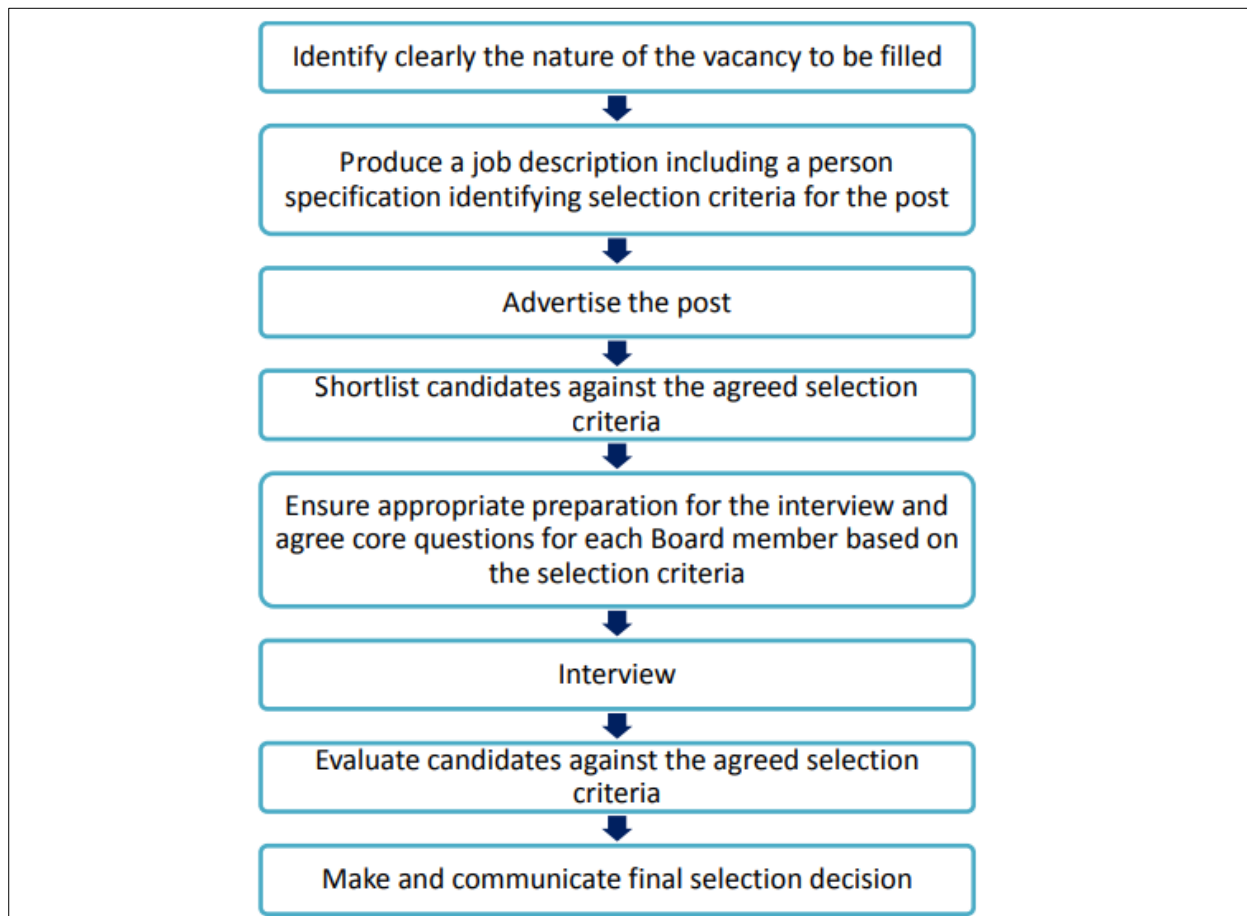
Role and Responsibilities of the Chair

Head of Department / Chair and Human Resources work together to develop:

1. The **job description** - this sets out the overall context and purpose of the job, the key duties and responsibilities, the reporting structure, and the operating environment within which the job is carried out.
2. The **person specification** - this is prepared after decisions about the responsibilities of the post have been made and the job description finalised. It defines the skills, knowledge, experience and personal attributes and other relevant factors which are required for effective job performance.

¹ The Recruitment & Selection Procedures should be read in conjunction with the Statutes of the University which are available on the University website.

Overview of the Recruitment and Selection process



The Chair has overall responsibility for ensuring the integrity of the selection process. The duties of the Chair begin in advance of the interview itself and therefore, in general terms, the person taking on the role needs to be available to take part in all stages of the process. If this is not possible for the shortlisting stage, it is the duty of the Chair to make sure the process is carried out in accordance with the appropriate procedure - [Maynooth University Recruitment & Selection Procedures](#).

This includes:

- Ensuring that all internal individuals chosen for the recruitment and selection board have completed MU training before they participate in the process.
- Meeting with the Board members in advance of the process. This meeting provides an opportunity for the Chair to agree the shortlisting criteria, the respective roles, the interview questions, and the procedures for candidate evaluation, with individual board members. It is essential that the Chair ensures that candidates are marked by each Board member on the basis of objective criteria agreed before the process commences. It may be helpful if the actual wording of the questions is

agreed on in advance. An Interview Planning Sheet, (Appendix 4 of MU Recruitment & Selection Procedures) may be useful for this purpose.

- Introducing the Board members to each candidate and outlining to the candidate how the interview will be conducted and the areas that will be covered by individual board members.
- Ensuring that board members fully explore the selection criteria with each candidate, to complete the interview at the appropriate time, and to oversee the evaluation process.
- Ensuring that all notes made by members of the Board at interview are retained and provided to the Human Resources Office. The Chair should also provide to the Human Resources Office a note of the areas of questioning covered by individual board members.
- Ensuring that all board members have signed the selection board report, which confirms the decision arrived at and that the appropriate documentation is passed on to the Human Resources Office, where it will be retained in accordance with the University's data retention policy.

It is the Chair's responsibility to ensure that all the candidates, whether successful or not, are informed of the outcome. The Chair should notify the Human Resource Office, who will then contact the candidates.

Support Documentation

It is helpful to create a specific folder for the role being recruited and save the following documents and templates, all of which can be found as part of the Recruitment and Selection Procedures, or by contacting the Recruitment team (recruitment@mu.ie).

- MU Recruitment & Selection Guidelines
- Applications
- Job Description and Role Criteria and Duties
- Shortlisting Scoresheet Criteria
- Shortlist Record
- Interview Questions
- Interview Scoresheet
- Selection Board Report (sent to the President for approval)

The Interview

Preparation before the interview

The Recruitment team deals with candidate requirements, including reasonable accommodation that may be required before interview stage.

For online interviews using [Microsoft Teams](#), the Chair of the board should refer to the *HR Guide to Interviewing Remotely* in advance of the interview stage.

For 'in person' interviews the Chair should arrange for the board to meet at least 15 minutes before the first candidate is due to arrive. Use this time to:

- Check that all the board members have read and understood the information they have been given.
- Check that the Board is using an agreed set of criteria based on the person specification.
- Ensure that individual board members have assigned roles and areas of questioning.

Keeping records

Ensure the Board take notes based on objective observations and record the process (for example, with an agreed scoring system). It is important to remember that interview notes can be made available to candidates upon request.

During the interview

- When in a room setting, ensure it is set up appropriately – privacy, no documents on table that are not required, good ventilation, water and a chair set up for the candidate.
- When online, ensure cameras are on, appropriate background is in place, board members are on mute when not speaking and the candidate is ready to start.
- Greet the candidate, thank them for attending and introduce them to the members of the board.
- Explain the overall process to the candidate, including explaining that they can expect members of the Board to take notes as they speak.
- Ask an opening question designed to relax the candidate and help them overcome their nerves.
- Ensure the Board keep to time including ensuring that the candidate has sufficient time at the end to ask questions.
- Questions that could be construed as indicating an intention to discriminate on any of the grounds identified in the Equality Acts should not be asked in any situation.

At the end of the interview

- Bring the interview to a close by thanking the candidate for their time and explain the decision-making process and how and when the candidate will be informed of the outcome.

- Online: Close out the call for all participants, board members and candidates, after each interview to avoid any possibility of prior interviewees still being online if they did not hang up properly.
- Ensure the Board measure the candidates against the agreed objective criteria rather than against each other.
- If there is disagreement about the final decision, resulting in an equality of votes, the Chair will normally have a casting vote.
- Complete and return all relevant paperwork to the recruitment team recruitment@mu.ie

Recruitment Skills Courses

A Recruitment Skills seminar runs every 6 weeks (approximately) and can be booked through the employee self-service under learning and development. The seminar outline is available on the [L&D Course Directory](#). It is required that all internal selection board members complete this course before participating on a selection board. It is recommended that this seminar be completed at least once every 3 years, as material and content is regularly updated.

We have developed an online course for those who have previously completed the facilitator-led recruitment skills course and wish to refresh their skills in shortlisting and selecting candidates. This course is available to internal board members on Moodle under 'My Courses'. Please note this course does not replace the facilitator-led course.