

**RECRUITMENT, SELECTION
AND
TRANSFER PROCEDURE**

**Final Signed
30 June 2015**

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LABOUR RELATIONS AGENCY

RECRUITMENT, SELECTION AND TRANSFER PROCEDURE

1. INTRODUCTION

- 1.1 The Labour Relations Agency's (the Agency) Recruitment, Selection and Transfer Procedure has been developed within the scope of the Recognition and Procedural Agreement and has been agreed with the Northern Ireland Public Service Alliance (NIPSA). The procedure details the arrangements for the recruitment of employees to the Agency, the transfer of employees within the Agency and the appointment of employees on a substantive and temporary basis.

2. THE RECRUITMENT, SELECTION AND TRANSFER PROCEDURE AND THE ACHIEVEMENT OF THE AGENCY'S OBJECTIVES

- 2.1 All appointments to the Agency will be considered in the context of the Agency's ongoing operational needs and in relation to the requirements of the Agency's Corporate and Business Plans

3. OBJECTIVES OF THE RECRUITMENT, SELECTION AND TRANSFER PROCEDURE

- 3.1 Through this procedure the Agency aims to:
- (a) ensure that all eligible persons either within the Agency or externally, as appropriate, are made aware of job vacancies and given the opportunity to apply;
 - (b) secure fair and equitable consideration of applications from employees of the Agency and those seeking to be employed by the Agency; and
 - (c) ensure that individuals are appointed to positions within the Agency through recruitment, promotion or transfer irrespective of religious belief, political opinion, gender, marital status, age, disability, sexual orientation, race, ethnic origin, nationality, trade union membership or non-membership.

4. PRINCIPLES APPLYING TO RECRUITMENT, SELECTION AND TRANSFER

- 4.1 Appointment to posts within the Agency is by grade. The Agency's procedures in relation to the recruitment, selection and transfer of employees are based on the principles of equality, merit, objectivity, quality, and integrity.

4.2 In applying these principles the Agency will

- (a) take full account of equal opportunity provisions and relevant Codes of Practice;
- (b) make appointments based on the merit principle;
- (c) ensure decisions are free from bias and other forms of subjective judgement;
- (d) apply job specific criteria to appointments, promotions and transfers; and,
- (e) ensure that these job specific criteria are included in associated documentation such as job descriptions and person specifications.

5. EMPLOYEE AND CAREER DEVELOPMENT

5.1 All employees of the Agency will be afforded every available opportunity to develop their careers and employability. The Agency will ensure this by supporting employees through its performance management and employee development policies and procedures. The aim of these policies is to continuously enhance the knowledge and skills of employees in order that each employee has the opportunity to realise his or her full potential. The Agency will also ensure career development by considering voluntary transfer within grade. The appropriateness of transferring employees, including voluntary transfer, will be considered as and when vacancies arise.

6. DETERMINING THE POST

6.1 Before commencing an appointment process, the Agency will:

- (a) determine if the post is required;
- (b) review the duties of the post taking account of operational needs;
- (c) determine the grade that the duties of the post are commensurate with;
- (d) determine if the appointment is to be substantive or temporary.

6.2 The proposals for and documentation relating to the filling of the post will be subject to consultation with NIPSA.

7. DEVELOPING THE APPOINTMENT DOCUMENTATION

7.1 Where the Agency decides that an appointment will be made, the Director (Corporate Services) will;

- (a) draft a job description -
Management will ensure that all job descriptions detail the duties, reporting relationships and responsibilities of the post. Job descriptions will reflect the strategic and operational requirements of the Agency.
- (b) draft a person specification -
The Director (Corporate Services) will draft person specifications in consultation with the appropriate line manager. The specification will detail the job related criteria to be applied for the purposes of selection such as experience, knowledge, skills and, as appropriate, qualifications.

- (c) draft an internal trawl and /or public advertisement -
Internal trawl notices and public advertisements will reflect the content of job descriptions and person specifications and also indicate that the Agency is an equal opportunity employer.

7.2 The Agency will provide draft job descriptions, person specifications, internal trawl notices and public advertisements to NIPSA in order to facilitate consultation.

8. PERMANENT APPOINTMENT MECHANISMS

8.1 The agreed position will be that open competition will be deployed for all permanent posts.

8.2 In the filling of permanent posts, due consideration will be given to the principles set out in paragraphs 2,3,4 and 5.1 of this procedure and relevant guidance such as the Equality Commission or other Statutory organisation's Codes of Practice.

8.3 In instances where there are no applicants or no eligible candidates apply or where a selection panel finds that no eligible candidate is suitable for appointment NIPSA will be consulted on any further proposals for filling the post.

9. COMPOSITION, TRAINING AND DECISIONS OF SELECTION PANELS

9.1 The selection panel for the post of Chief Executive and Accounting Officer will be determined by the Board of the Agency following consultation with the LRA parent Department.

9.2 Selection panels for appointments at Grade 7 (Principal Officer) will normally comprise the Board Chairperson (panel Chair), the Chief Executive and one other member of the LRA Board.

9.3 Selection panels for appointments at the Deputy Principal Grade will normally comprise the Chief Executive (panel Chair) and two Directors.

9.4 In exceptional circumstances the selection panel will consist of the Chief Executive (Panel Chair), 2 Directors and a Board member nominated by the Board Chairperson. The panel may also avail of the services of an 'advisor' in accordance with paragraph 9.8 below.

9.5 Exceptional circumstances may apply where:

- The normal composition of the selection panel could be considered to be imbalanced on grounds of equality considerations, or
- There is a conflict of interest, or
- The duties of the post are of a specialised nature.

The above list is illustrative rather than exhaustive.

- 9.6 For all other posts selection panels will normally comprise of three persons at least one of whom will be at least two grades higher than the officers being considered for appointment.
- 9.7 Selection Panels will consist only of those persons who have received skills training in interviewing.
- 9.8 Where it is deemed to be beneficial, the panel may avail of the services of an "advisor" who can offer advice on the entirety of the process and its documentation and who may sit in on selection interviews but not score or rank candidates.
- 9.9 The process of determining the eligibility and shortlisting of candidates will be in accordance with the NICS Recruitment Policies and Procedures Manual in the context set out in paragraph 15.3 of this document. In all circumstances shortlisting will be undertaken by the selection panel appointed in each individual recruitment and/or selection exercise. All assessment will be undertaken by suitably qualified and competent personnel. The use of assessment methods other than interviews will be subject to consultation with NIPSA at the outset of the recruitment or promotion process.
- 9.10 The panel's selection decisions will be final.

10. USE OF RESERVE LISTS

- 10.1 The Agency will not normally use reserve lists as a means of making appointments, however the Agency reserves the right to use reserve lists in the interests of the efficiency of the service. Where reserve lists are to be used NIPSA will be consulted. Where a reserve list is used it will be valid for a maximum of six months from the date of the first appointment.

11. EMPLOYEE COMMUNICATION

- 11.1 Management will inform, and invite applications from employees, through staff circulars and/or circulating public advertisements. Employees who are temporarily absent will be informed simultaneously of the appointment process in writing. Where appointments are to be made through open competition employees of the Agency will be advised of the appointment process on the date that the advertisement is published.

12. TRANSFER ARRANGEMENTS

- 12.1 As appointment to posts within the Agency is by grade the Agency reserves the right to transfer employees to any post within the Agency appropriate to their grade and mobility status. The Agency also recognises the benefit to employees in having an opportunity to transfer across a range of posts for career development purposes. The facility to transfer employees within grade can also assist the Agency in making best use of its resources and maintaining an effective and efficient service delivery. While employees do not have an entitlement as such to be transferred the Agency will seek to facilitate transfer requests as far as is reasonably practicable.
- 12.2 The transfer of employees within grade and between sections will be considered as and when operational needs require or where the transfer facilitates the career development of an employee. Factors such as the following will be taken into account when considering the transfer of an employee
- (a) the operational requirements of the Agency;
 - (b) how the abilities of the employee might be best utilised;
 - (c) the particular needs and circumstances of the individual
 - (d) matters relating to equality of opportunity;
 - (e) the effect which the transfer would have on both the exporting and importing sections.
- 12.3 To facilitate the transfer process any employee who wishes to be considered for transfer should indicate this in writing to his/her respective Director who will consult with the Director (Corporate Services). All requests will be considered sympathetically and where a transfer is to be arranged discussions will take place with the individual about the effective date.

13. TEMPORARY APPOINTMENTS

- 13.1 It is the intention of the Agency that all appointments will be substantive. There may be occasions when a post requires to be filled on a temporary basis to cover for extended leave periods, maternity leave or sick absences etc. All temporary appointments will be made in line with paragraphs 2, 3 and 4 above.
- 13.2 Temporary appointments can be made either through an internal trawl or externally. Management will normally trawl internally for temporary appointments. Management will normally use external means of appointment where there is no capability and/or capacity to undertake the temporary duties in-house. Management will consult on the proposed temporary appointment process with NIPSA prior to taking action.

14. APPEAL RELATING TO RECRUITMENT SELECTION AND TRANSFER

- 14.1 The Agency's normal grievance procedure does not apply to the Recruitment, Selection and Transfer Procedure. However, an employee can appeal a selection panel decision not to short-list the employee for interview. This right of appeal applies when a post is being filled only through an internal procedure and solely in relation to the employee's failure to be shortlisted for interview.
- 14.2 An employee who has not been shortlisted for interview will be informed of the reasons by the Director (Corporate Services). The employee must submit an appeal to the Director (Corporate Services) in writing stating the grounds of appeal within 3 working days of receipt of the reasons for non invitation for interview.
- 14.3 The Director (Corporate Services) will convene the Selection Panel which will consider the grounds of the appeal and decide whether or not the appellant should be called to interview. The Selection Panel decision will be communicated to the appellant within 3 working days of the decision being made and will be final and binding.
- 14.4 The above arrangements do not circumvent an employee's statutory rights under employment, equal opportunity and fair employment legislation.

15. SUPPORTING ARRANGEMENTS

- 15.1 This policy and procedure represents the particular arrangements established by the Agency as an independent NDPB.
- 15.2 As the Agency seeks to apply policies and procedures which are consistent with those of the Northern Ireland Civil Service, it will in all other respects seek to use central guidance and training facilities.
- 15.3 For guidance, the Agency will use, as appropriate, the NICS Recruitment Policies and Procedures Manual. The LRA Director (Corporate Services) will supply any necessary interpretations, consulting with the NICS HR Section and the sponsoring Department as necessary.

- 15.4 For training on selection interviewing, the Agency will in the first instance seek places on courses run by the NICS Centre for Applied Learning (CAL). Such training is consistent and up to date with the NICS Recruitment Policies and Procedures Manual. Where training cannot be provided by CAL on a timely basis, the Agency may tender for equivalent training.
- 15.5 Board members nominated for selection panels will be required to undertake selection and interviewing training commensurate with NICS/LRA methodologies.

16. MONITORING OF THE APPLICATION OF THESE PROCEDURES

- 16.1 The Agency will monitor the application of these procedures to ensure that (a) action taken is in line with the requirements of paragraph 2 above and the objectives and principles set out in paragraphs 3, 4, and 5 above and (b) that there is consistency of approach to all procedures undertaken in relation to the Agency's recruitment, selection and transfer practices. The Director (Corporate Services) will provide an annual report to the Chief Executive. The Agency's Joint Negotiating and Consultative Committee will be informed of the findings of the annual report.

17. REVIEW AND REVISION OF THESE PROCEDURES

- 17.1 The Recruitment, Selection and Transfer Procedure will be reviewed on a five year cyclical basis from the date of the Agreement as set out below. Notwithstanding the cyclical review periods the procedure will be reviewed and, if required, revised to reflect developments in best employment practice and legislative changes. All changes to this document will be subject to agreement between the Agency and NIPSA.


18. TERMINATION OF THE AGREEMENT ON RECRUITMENT SELECTION AND TRANSFER

- 18.1 This agreement on Recruitment Selection and Transfer procedures can be terminated by either the Agency or NIPSA. Either party is required to give six months notice in writing to the other party before the date of termination.

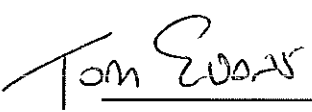

AGREEMENT BETWEEN
THE LABOUR RELATIONS AGENCY
AND
THE NORTHERN IRELAND PUBLIC SERVICE ALLIANCE
OF THIS DOCUMENT

We undertake to adhere to the principles and procedures set out in the document "The Labour Relations Agency Recruitment Selection and Transfer Procedure" dated .

**Signed on behalf of the
Northern Ireland Public Service Alliance**

 _____	<u>TONY WRIGHT</u>	<u>BRANCH CHAIR</u>	<u>3RD AUG 2015</u>
Name (printed)	Signature	Position held	Date

**Signed on behalf of the
Labour Relations Agency**

 _____	 _____	<u>Chief Executive</u>	<u>31/7/2015</u>
Name (printed)	Signature	Position held	Date