



MERIT SELECTION PROCEDURES

OCTOBER 2013

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Associated Docs	

TABLE OF CONTENTS

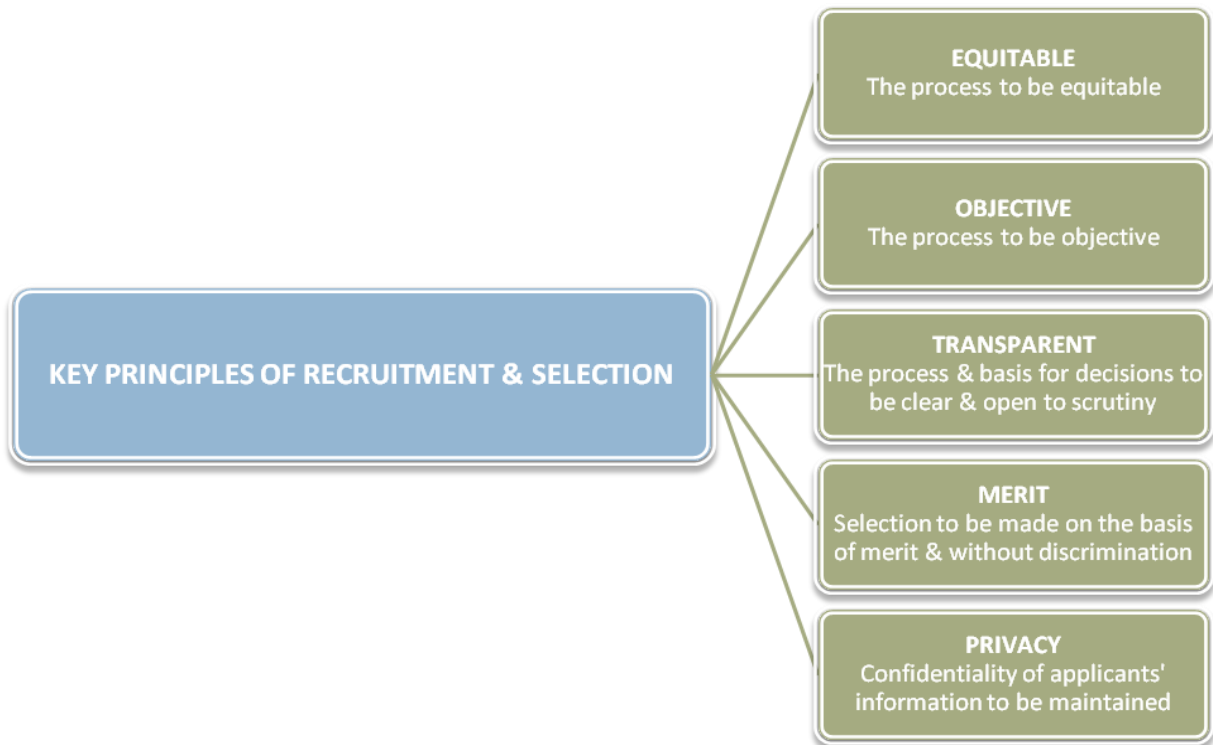
Introduction	3
Key Principles	3
Equity and Equal Opportunity (EEO) Principles of Recruitment.....	3
Procedures	4
1 Positions to be filled through Merit selection	4
2 Advertising positions	4
3 Applications	4
4 Composition of Selection Panel.....	5
5 Responsibilities of Selection Panel members	6
6 Short listing.....	6
7 Referee Checks	8
8 Interview Process	8
9 Post Interview Process –the Selection Panel Report.....	9
10 Appointment	9
11 Advising Applicants of the Selection Panel’s Decision.....	10
12 Announcement of the Appointment	11
13 Appeals Procedure	11
Appendix A Grading sheet for interviews	13
Appendix B Child Protection Questions.....	14
Appendix C Previous Employment Activities Check	15
Appendix D Sample letters.....	16
1 Acknowledgement of receipt of application	16
2 Non-selection for interview.....	16
3 Confirmation of interview time and place.....	17
Appendix E Panel Selection Report	18
Appendix F Equity & Equal Employment Considerations	22

INTRODUCTION

Selection of staff on merit is essential to the delivery of quality education in the diocese and significantly impacts on the learning outcomes of our students. Merit based selection is widely acknowledged as the key process for selecting the best person for the job. In meeting its commitment of service to schools the Catholic Schools Office has in place Merit Selection Procedures to ensure that the best available applicant is appointed to temporary and permanent school based positions.

KEY PRINCIPLES

The key principles in the merit selection recruitment framework in Catholic Schools in the Diocese of Maitland-Newcastle are:



EQUITY AND EQUAL OPPORTUNITY (EEO) PRINCIPLES OF RECRUITMENT

EEO in recruitment is a key factor in recruiting the best person for the position. EEO has its basis in the merit principle which means that in general, employment and promotion is based on open competition and on an individual's merit. The merit principle:

- ensures an equal opportunity for people to compete for a position
- ensures people are judged fairly and without bias and favouritism
- enables the best person for the position to be chosen

Discriminatory practices in recruitment are often based on stereotypical ideas of who is the best person for the job rather than objective criteria of the required skills, knowledge and attributes to do the job.

Whilst all members of the selection panel are to ensure that the process is equitable, the overall responsibility of this rests with the convenor of the panel. Decisions should be made without fear or favour consistent with the values of fairness, integrity, efficiency and effectiveness. Each applicant should be given equal opportunity and assessed using the same method.

Discrimination is unlawful and occurs when a person is treated less favourably than others because of certain attributes or stereotyped assumptions that are not connected to that person's ability to do the job. As part of merit selection consideration will be given to the capacity of each candidate to promote the ethos of Catholic schools in the Diocese of Maitland-Newcastle. Consequently whilst no candidate for a merit based position will be subjected to any unlawful discriminatory assessment, criteria relevant to a candidate's capacity to discharge the inherent requirements of any particular position may be assessed. *(Further information is available in Appendix F).*

1 POSITIONS TO BE FILLED THROUGH MERIT SELECTION

- Teaching, non-teaching, co-ordinator and executive positions in the Catholic School system of the diocese will generally be filled through merit selection. This includes any position which is greater than one school term. However, with the exception of casual appointments, the principal is not to offer a position without prior discussion with Employee Services.
- In the case of temporary (more than four (4) school weeks) teaching and non-teaching positions of one (1) school term or less, the same procedures for appointing casual employees will apply.

NOTE: Where expressions of interest are called for the filling of a position in a school, the notice will be placed on the staff noticeboard. The notice will include details of the position including the skills, qualifications, experience, how to apply and closing date. The closing date must be at least three (3) school days after the notice is placed on the staff noticeboard.

Internal filling of acting co-ordinator and executive positions must not commence without referral to Employee Services.

No offers of appointment are to be made without approval of Employee Services.

2 ADVERTISING POSITIONS

- Advertisements will be prepared by Employee Services in consultation with the Principal and/or Assistant Director.
- Employee Services will determine where positions will be advertised. This may include staff noticeboard, CSO website, *Teachers On Net* and newspapers.

3 APPLICATIONS

APPLICATION PROCESS FOR PRINCIPAL AND ASSISTANT PRINCIPAL POSITIONS

- Applicants must complete an application, in accordance with the advertisement and return it to Employee Services.
- Employee Services will arrange for a letter of receipt to be sent to the applicants.
- The applications will be checked by Employee Services to ensure that the applicants are eligible to be considered for the position.
- It is a requirement that applicants for permanent positions have Australian Citizenship.

APPLICATION PROCESS FOR OTHER POSITIONS

- Applicants must supply a letter addressing the selection criteria together with a current resume, to the Principal of the school.
- Where there is a delay between the closing date and the interview, the Principal is expected to arrange for a letter of receipt to be sent to the applicants. (see Appendix D)
- Applicants for the above positions must meet the CSO criteria for employment.

- Applicants must also meet the criteria for the position.
- It is a requirement that applicants for permanent positions have Australian Citizenship.

4 COMPOSITION OF SELECTION PANEL

The table identifies the appropriate composition of selection panels.

It is important to ensure the appropriate EEO principles apply in the panel composition and selection process to reflect specific job requirements and community needs. The reference to “one other” panel member is to ensure that there is gender balance and that those on the panel possess the skills to participate in discussions at a level appropriate to the position being offered.

Position	Convenor	Other members
Non Teaching	Principal or Assistant Principal	Assistant Principal or nominee [#] , and one other (as required)
Senior School Officer	Principal	Assistant Principal or nominee [#] , Representative of the CSO Finance team (where the role includes finance), and one other (as required)
Primary Teaching	Principal or Assistant Principal	Assistant Principal or nominee [#] , Parish Priest (or nominee) and one other (as required)
Learning Support Teacher	Principal or Assistant Principal	Assistant Principal or nominee [#] , Representative of the CSO Teaching and Learning team, and one other (as required)
Secondary Teaching	Principal or Assistant Principal	Assistant Principal [#] , KLA Coordinator, and one other (as required)
Secondary Coordinator	Principal	Assistant Principal, a Coordinator ^{###} and one other (as required)
Primary Coordinator	Principal	Assistant Principal, Parish Priest (or nominee) and one other (as required)
RE/RS Coordinator/ Ministry Coordinator/Pastoral Care Worker	Principal	Assistant Principal, Representative of the CSO RE team, Parish Priest (or nominee), and one other (as required)
Assistant Principal	Assistant Director	Principal, a Senior CSO Officer ^{##} , Parent representative, Parish Priest (or nominee) and one other (as required)
Principal	Assistant Director	Parent Representative, two Senior CSO Officers ^{##} , Parish Priest (or nominee), and one other (as required)

[#] In schools with enrolments of less than 100, where there is not an Assistant Principal, then the principal is to contact Employee Services. Where the Assistant Principal is the Convenor, another suitable person must be included on the panel.

^{##} Normally a member of the CSO Leadership team

^{###} This person is to possess the skills to participate in discussions at a level appropriate to the position being offered. In the case of a job share situation, the staff member who would share the position may be included as the ‘one other’ on the panel.

5 RESPONSIBILITIES OF SELECTION PANEL MEMBERS

- The role of the selection panel is to RECOMMEND to the Director, or nominee, the best applicant for the vacant position.
- The recommendation will be based on the extent to which each applicant meets the selection criteria for the position after assessing information from all stages of the selection process, i.e. applications, referees' comments and interviews.
- The confidentiality of the process must be observed DURING and AFTER the selection process.
- Selection panel members must not divulge information about the progress of the process, content of the panel discussions or reveal any information about any applicant to anyone outside the selection panel.
- It is expected that the convenor explain these expectations to the panel members.
- Each panel member is an equal participant in discussion, assessment and decision-making.
- If for any reason a selection panel member is unable to attend any part of the process, the selection panel member should notify the panel convenor as soon as possible.
- The panel convenor will consider if it will be necessary to convene a new selection panel.
- In the case of Job Share positions the teacher who is sharing may be involved. The level of involvement will be determined by the convenor of the panel.
- All applicants must be treated with respect and be assessed in an impartial and thorough manner.
- The principles of Equal Employment Opportunity (EEO) apply in all aspects of the selection process.
- The panel convenor will ask all selection panel members to declare any prior personal knowledge of, or interest in, any of the applicants before undertaking the short-listing process. The panel convenor will also make a self-declaration if necessary.
- A panel member may provide a reference for an applicant if necessary, but should declare this to other panel members at short-listing.
- The declaration process ensures equity for all applicants.
- Prior knowledge of an applicant does not necessarily exclude participation in the selection process.

6 SHORT LISTING

(i) Managerial Appointments

- In the case of Principal and Assistant Principal, Employee Services will provide to the convenor of the panel all applications from eligible applicants following the closing date for applications.
- The selection panel will undertake a short-listing process, which is based on the selection criteria for the position. All panel members should be involved in this process.
- Once the shortlisting is completed the convenor will send a list of shortlisted applicants to Employee Services. Employee Services will send letters to applicants who were not shortlisted advising them of the outcome. Employee Services will also send letters to successful applicants advising of time and place of interview.

(ii) Other permanent positions – To be read in conjunction with iv below

- In the case of permanent positions, and where an application has been made, the panel must interview at least one applicant, who meets the position criteria, who has been employed as a permanent employee for five (5)

years or more in a 'Hard to Staff School' or seven (7) years or more in other schools of the Diocese. Preference will be given to applicants currently employed in 'Hard to Staff Schools'. Where there is more than one applicant from a "Hard to Staff School", preference will be given to the applicant with the longest service in their current school. (St Joseph's High School Aberdeen, St Joseph's Primary School Bulahdelah, St Joseph's Primary School Denman, St Joseph's Primary School Gloucester and St Joseph's Primary School Merriwa).

- Applicants must provide evidence of the above in their application.
- Where there are one or more applicants who claim that they meet the above requirements, and the panel determines that they do not meet the position criteria, the convenor must discuss the matter with the Head of Employee Services prior to organising the interviews.

(iii) Permanent employees applying for temporary positions – To be read in conjunction with (iv) below

- Permanent employees who have held their current position for three (3) years or more in a 'Hard to Staff School' or five (5) years or more in other schools of the Diocese, are eligible to apply for advertised temporary positions.
- These positions must be of equal or greater FTE than their current position (unless the employee is prepared to reduce their FTE).
- If part-time, the hours required cannot be in conflict with their current position.
- The position must be for more than one school term, but cannot extend into a new school year.
- At the end of the temporary appointment the employee will return to their substantive position and will not be eligible to apply for another temporary position for three (3) years without resigning from their permanent position.
- Positions will be advertised and filled through merit selection.

(iv) All other appointments - To be read in conjunction with (ii) and (iii) above.

- The selection panel decides which applicants meet the selection criteria.
- If an applicant does not meet the selection criteria then the applicant will not be shortlisted.
- The number of applicants to be interviewed is determined by the panel.
- During the short-listing process, the panel will determine the preferred date and time of interviews.
- The panel will also prepare the questions to be asked and who will ask them.
- All questions are to be based on the selection criteria and the same questions are to be asked of each applicant.
- The convenor, or nominee, contacts all applicants to be interviewed and advises them of:
 - Date and time of interview (same amount of time should be given to each applicant)
 - Location of interview
 - Composition and names of selection panel members
- Generally, three (3) working days notice of an interview shall be given to the applicant.
- The Principal will be responsible for informing applicants that they have not been shortlisted. (See Appendix C)
- If no applicant is considered to have met the selection criteria, or there are no applicants, then the convenor of the panel will discuss with Employee Services the steps to be taken to fill the position.

7 REFEREE CHECKS

- At least one (1) referee of all shortlisted applicants must be contacted by the convenor of the panel. This must be done prior to interviews. This also includes positions which require a Parish Priest reference.
- If the convenor has knowledge from referees that raises questions which need clarifying during the interview, the convenor would inform the panel of the issues before the interviews commence.
- So as not to bias the panel's impressions of the applicant at interview, the convenor would normally reserve comments from the referees till after the interviews and then contribute the comments to the panel's discussions about the applicant.
- Convenors need to note that due to privacy requirements the only referee checks to be made are with persons whose details have been provided by the applicant. However, the convenor reserves the right to contact other referees following agreement with the applicant.
- The questions asked of referees are to relate to the criteria for the position.
- Notes taken about a referee's comments should be taken objectively and discreetly as they may be referred to at a later date. Referee's comments are confidential to the panel.
- In the case of promotions positions, the Director of Schools reserves the right to contact the Director (or nominee) of the Diocese in which the applicant is currently employed, or an appropriate person if not in a Diocese.

8 INTERVIEW PROCESS

- The interview is ONLY ONE part of the selection process. Its purpose is to seek further information in addition to the written applications to determine which applicant is the most suitable for the position.
- The convenor is responsible for managing the interview process. This includes ensuring that the venue is suitable, all applicants are treated fairly, privacy for the applicants is provided, the process as per these procedures is followed and all documentation is completed. Interviews will generally be conducted face-to-face.
- Where possible, interviews should be held outside school hours. Where this is not possible, when allocating times, consideration should be given to the distance the applicant has to travel.
- Where it is absolutely necessary to replace panel members and/or applicants, the principal can contact Employee Services to seek approval for the CSO to cover the cost.
- Environmental considerations (e.g. interviews on ground floor level for physically disabled persons) should be made for those shortlisted applicants with physical or sensory disabilities.
- The convenor will welcome the applicant, introduce the other panel members and then outline the interview process.
- The convenor will inform the applicant of the approximate length of the interview and that the panel members may take some notes during the interview.
- While a prepared set of questions is used it is recognised that during the interview additional questions may be necessary to clarify responses.
- The applicant will be given an opportunity at the end of the formal questions to provide additional information or ask questions.

- At the conclusion of the formal interview the convenor is required to ask applicants the child protection questions that are listed in Appendix B. The responses to these questions for the preferred applicant are to be forwarded with the Selection Panel Report to Employee Services.
- Convenors may wish to offer panel members a grading sheet which can be used to assess candidate's responses to the interview questions. An example of a grading sheet is attached as Appendix A.

9 POST INTERVIEW PROCESS –THE SELECTION PANEL REPORT

- The Convenor must ensure that the Previous Employment Activities Check (See appendix C) has been completed.
- The panel having decided upon a preferred applicant will complete the Selection Panel Report. (See appendix E)
- Comments made regarding suitability should clearly outline the relative merits of applicants in terms of the selection criteria for the position. These comments must be objective, discreet and appropriate as they will form the basis of feedback and may be considered as part of any appeal process.
- Each selection panel member is requested to sign the Selection Panel Report.
- The convenor will forward the 'Selection Panel Report' the preferred applicant's application, the child protection question form, previous employment activities check form, and referee check advice to Employee Services.
- The panel is expected to assist the convenor to prepare feedback for each of the applicants about their application and interview performance so that the convenor can offer clear and specific feedback.
- Well formed feedback is vital to ensure confidence in the process.
- The convenor will collect all paperwork from the panel members before the panel is dissolved.
- The convenor will hold for one month all original applications, a copy of the selection panel report, a copy of the child protection responses and referees' comments for each person interviewed. All other documents to be destroyed.
- After one month (or when all appeal processes have been completed) the convenor is to destroy all applications.

10 APPOINTMENT

- On receipt of the recommendation of the panel, Employee Services will check the documentation provided by the convenor.
- Employee Services will ensure documentation relating to the appointment of Principal, Assistant Principal, REC, RSC and Ministry Co-ordinator has been approved by the Director of Schools.
- Once the recommendation has been approved, Employee Services will notify the convenor.
- The convenor will verbally offer the position to the preferred applicant noting that the offer is subject to any appeal, clearance by the child protection screening processes, and completion of the registration process. A verbal offer constitutes a contract and should only be made after all processes have been adhered to.
- The verbal offer will be followed by a notification or letter of appointment from Employee Services.
- On receipt of the notification of appointment the applicant should immediately sign and return the acceptance advice to Employee Services.
- In the case of a letter of appointment, the preferred applicant is to immediately sign and return to Employee Services.
- Employee Services will send a copy of the notification of appointment to the Principal.

APPOINTMENT OF PRINCIPALS

- **NOTE:** The Director of Schools reserves the right to interview the preferred applicant for these positions and confer with the convenor of the panel about the decision.

11 ADVISING APPLICANTS OF THE SELECTION PANEL'S DECISION

There are two distinct stages when advising applicants of the panel's decision, firstly informing them of the decision and secondly offering feedback if requested.

(i) Informing applicants about the decision of the panel

- The convenor of the panel verbally informs the successful applicant that he or she is the preferred applicant for the position, subject to any appeal and screening.
- The applicant has forty eight (48) hours (two working days) from time of offer to accept or decline the position.
- If the applicant accepts the position, with the exception of the points noted below, they will not be eligible to commence another position until they have completed at least one (1) school year in the accepted position.
- Unsuccessful applicants that were interviewed should normally be informed verbally by the convenor that another applicant has been recommended for the position by the panel.
- Should an applicant question the panel's decision it is important that only the convenor responds and that the response does not try to justify the panel's decision but rather confirm that the decision has been made by the panel following standard procedures.
- **NOTE:** If first* appointment, once accepted, the applicant will not be eligible for other positions.

If not first appointment, once accepted, the applicant will only be able to accept another position if it was a greater number of hours, significantly closer to their home, a permanent position where the one accepted was temporary, or it was a higher level position.

- *first appointment
- never previously worked in this Diocese
 - only worked as a casual for previous two (2) years
 - only worked in a temporary capacity for four (4) terms or less in previous two (2) years

(ii) Feedback

- The panel convenor is expected to make written notes of the feedback formulated and agreed to by panel members.
- These comments must be objective, discreet and appropriate as they will form the basis of feedback and may be considered as part of any appeal process.
- Should an applicant seek feedback then it is offered by the convenor.
- Any enquiries about feedback or the interview process made to selection panel members should be redirected to the panel convenor.
- If the convenor is not prepared to give the feedback during the first conversation with an applicant the convenor should inform the applicant that the information is not readily available and then give a commitment to offer the feedback, in a timely manner.
- **The panel convenor is the only person to provide feedback.**

12 ANNOUNCEMENT OF THE APPOINTMENT

Following acceptance of the offer of appointment by the successful applicant and after all other applicants who were interviewed have been contacted, the announcement will be made by either the Director of Schools, Senior CSO Officer or convenor of the panel.

13 APPEALS PROCEDURE

- When an applicant believes that the merit selection process has not been followed correctly the applicant would need to write to the Head of Employee Services within two (2) working days of the announcement of the panel's decision.
- Appeals can only be made on the grounds of an alleged procedural breach in relation to the procedures as outlined in this document.
- Applicants can seek the advice of the Independent Education Union to assist in this process.
- As part of the appeal process the Head of Employee Services or delegate and if requested a nominee of the IEU will review all documentation associated with the process and interview the convenor and other panel members where appropriate.
- A written response to the person raising the appeal would normally be made within ten (10) working days of receipt of the written appeal.

APPENDICES

APPENDIX A

GRADING SHEET FOR INTERVIEWS

NAME OF APPLICANT	1	2	3	4	5	6	7	COMMENT
	Catholic Ethos	Selection Criteria	Selection Criteria	Selection Criteria	Selection Criteria	Selection Criteria	Selection Criteria	

APPENDIX B CHILD PROTECTION QUESTIONS

CHILD PROTECTION INTERVIEW QUESTIONS

APPLICANT: _____ DATE: _____

INTRODUCTORY REMARKS TO APPLICANT

'The information which you provide to us in this interview will remain confidential and will only be forwarded to other designated parties if there are legislative requirements to do so. If such requirements exist, you will be informed that these steps have been taken.

As a result of recent Child Protection legislation, employers are to determine an applicant's suitability for child-related employment. As this position may be described as child-related employment, I am obliged to ask the following questions.'

Question 1. Have you been convicted of any sex offences? If so, what are the circumstances and details of such convictions?

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Question 2. Have you ever been the subject of an Apprehended Violence Order which was made for the purpose of protecting a child or young person from the risk of harm? If so, please provide the circumstances and details of such orders.

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Question 3. Is there any incident or event in your history which may adversely affect your suitability for child related employment?

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.....
.....

(Convener's Name & Signature)

(Witness's Name & Signature)

PREVIOUS EMPLOYMENT ACTIVITIES CHECK

DATE:/...../.....

APPLICANT'S NAME

REFEREE'S NAME:

PHONE:.....MOBILE :FAX :

RESPONSES RECORDED BY:POSITION:.....

Question 1. During what period were you responsible for the supervision of the applicant in child-related employment or activities?

Question 2. In what capacity do you know or have you had contact with the applicant?

Question 3. To the best of your knowledge, is there any concern or reservation which you hold about the applicant regarding her/his suitability for child-related employment?

Question 4. To the best of your knowledge, has the applicant ever been charged with a serious sex offence (that is, an offence involving sexual activity or acts of indecency - including child prostitution or child pornography, carnal knowledge, sexual assault, sexual abuse of a child, assault of a child)?

Question 5. Whilst under your supervision, was the applicant ever the subject of disciplinary proceedings or an investigation relating to acts of violence, sexual misconduct or abuse of children? If so, please provide details.

Question 6. Is there any information which you can provide either to support or to raise concern about the applicant's suitability to work in close contact with children in an unsupervised environment?

Signed: Date:

THE FOLLOWING SAMPLE LETTERS ARE PROVIDED TO ASSIST PANEL CONVENORS

1 ACKNOWLEDGEMENT OF RECEIPT OF APPLICATION

Date

Dear

Your application for _____ of _____ has been received. Thank you for your interest in the position. Shortlisting will take place in the near future. You will be advised in due course if you have been selected to attend an interview.

Yours sincerely

Name & Title

2 NON-SELECTION FOR INTERVIEW

Date

Dear

I am writing to advise that the interview panel has met and undertaken the shortlisting process for the position at _____ (Ref. _____). Unfortunately you have not been shortlisted on this occasion.

I would like to take this opportunity to wish you well in any future applications.

Yours sincerely

Name & Title

CONFIDENTIAL

Date

I write to thank you for submitting an application for the position of _____ at _____.

I am pleased to advise that you have been listed for interview by the selection panel and I would be grateful if you could attend as follows:

Date: _____ **Time:** _____ **Venue:** _____

Panel: *Member 1, Member 2*
Member 3, Member 4

Would you kindly report to the main reception area.

Your interest in this position is appreciated and the panel looks forward to meeting with you.

Yours sincerely

Name & Title



PANEL SELECTION REPORT

ALL SECTIONS TO BE COMPLETED BY THE PANEL CONVENOR

POSITION

POSITION NUMBER

SCHOOL

STATUS OF THE POSITION PERMANENT

TEMPORARY

NAME OF PERSON BEING REPLACED

DATE OF COMMENCEMENT

FINISHING DATE IF TEMPORARY APPOINTMENT

DOES THE POSITION REQUIRE A PRACTICING CATHOLIC? YES NO

TOTAL NUMBER OF APPLICATIONS RECEIVED. MALE FEMALE

NUMBER OF APPLICANTS FROM HARD TO STAFF SCHOOLS MALE FEMALE

NUMBER OF APPLICANTS INTERVIEWED MALE FEMALE

NUMBER INTERVIEWED FROM HARD TO STAFF SCHOOLS MALE FEMALE

PLEASE RETURN THIS REPORT WITH THE CV, CHILD PROTECTION QUESTIONS FORM, PREVIOUS EMPLOYMENT ACTIVITIES CHECK FORM AND REFEREE ADVICE FOR THE PREFERRED APPLICANT.

OFFICE USE ONLY

DOCUMENTATION CHECKED

PRINCIPAL ADVISED

SIGNED DATE

RECOMMENDATION OF THE PANEL

RECOMMENDED APPLICANT:

THE FOLLOWING APPLICANTS HAVE BEEN INTERVIEWED AND CONSIDERED SUITABLE FOR THE POSITION. SHOULD THE RECOMMENDED APPLICANT DECLINE OR WITHDRAW.

THEY ARE TO BE LISTED IN ORDER OF PREFERENCE

1	
2	
3	
4	
5	
6	
7	

THE FOLLOWING APPLICANTS HAVE BEEN INTERVIEWED AND CONSIDERED UNSUITABLE FOR THE POSITION.

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PANEL MEMBERS

NAME	POSITION	SIGNATURE
(Convenor)		

Information regarding recommended applicant

RECOMMENDED APPLICANT:

SIGNIFICANT STRENGTHS AS IDENTIFIED THROUGH THE INTERVIEW PROCESS

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1.CHILD PROTECTION QUESTIONS ASKED Form (Appendix A) is to be included

2.PREVIOUS EMPLOYMENT ACTIVITIES CHECK Form (Appendix C) is to be included

3.REFEREE CHECKS COMPLETED Attach summary including Parish Priest if appropriate

NB: A summary of the referees comments are to be attached. Comments must be included.

Information regarding applicants interviewed and considered suitable for the position other than preferred applicant.

TO BE LISTED IN ORDER OF PREFERENCE

APPLICANT:

REASONS FOR DECISION. THIS INFORMATION WILL FORM THE BASIS OF FEEDBACK AND SHOULD IDENTIFY DIFFERENCES BETWEEN EACH OF THE SUITABLE APPLICANTS.

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CHILD PROTECTION QUESTIONS ASKED REFEREE CHECKS COMPLETED

APPLICANT: RANKING:

REASONS FOR DECISION. THIS INFORMATION WILL FORM THE BASIS OF FEEDBACK AND MUST IDENTIFY DIFFERENCES BETWEEN EACH OF THE SUITABLE APPLICANTS

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.....
.....

CHILD PROTECTION QUESTIONS ASKED REFEREE CHECKS COMPLETED

APPENDIX F EQUITY & EQUAL EMPLOYMENT CONSIDERATIONS

The responsibility for applying EEO policies and principles rests with all employees involved in the recruitment process. Throughout this guide you will note that EEO principles are integrated through every step of the process. If you apply the principles set out in this guide you will provide every applicant with the same opportunity to prove their suitability for the position.

QUICK TIPS

- Panel members should ensure that applicants with a known disability are accommodated and are considered on the basis of merit and the ability to perform the inherent requirements of the position (including making reasonable adjustments to current procedures / techniques to enable an applicant to perform the key position responsibilities).
- Applicants with vision impairment should be told where the seat is and offered assistance (allow them to take your elbow while explaining where to move). The layout of the room should also be explained.
- Selection Panels must ensure that questions are relevant to the Selection Criteria only.
- A number of discrimination cases have resulted from discriminatory questions asked at interview, including sexually suggestive and intrusive questions. Sample discriminatory and non-discriminatory questions are provided below:

The following questions are clearly discriminatory:

- How do you think you will manage the duties associated with this job together with responsibility for a small child?
- Do you have plans to start a family in the near future?
- In view of your family commitments, how will you be able travel between schools if you need to?

Alternative, non- discriminatory questions are:

- This position requires supervision of students from 8am-4pm, Monday-Friday. Are you able to meet these requirements?
- This position entails occasional overnight excursions; would you be available to do this?
- Travel between schools is involved in this job, are you willing to travel as required?