

SAMPLE

SHORT LISTING ASSESSMENT

Job Title:

Name of Applicant	SC1	SC2	SC3	SC4	SC5	SC6	Interview? Y/N	Comments

NB - Comments should be made in the case of all candidates, especially those not shortlisted for interview. Comments should explain why the candidate's application was/was not considered competitive.

SC= Shortlist Criteria

Rating Guidelines:

1= Poor

2= Adequate

3= Excellent

SAMPLE

SHORTLIST BOARD REPORT

Post Information

Post Title	
Programme	
Grade	

Advertising Information

Dates advertised	
Locations advertised	
Closing date	
Number of applications received:	

Shortlist Board Information

Member	
Member	

SHORTLISTING REPORT

The Shortlisting Board met on xxxxx to consider all applications of candidates for the position of

A total of applications were received from the following:

The following criteria based on the position requirements as outlined in the job description were used in selection for interview:

Based on the selection criteria the following applicants were short listed for interview:

A signed copy of the shortlisting assessment sheet is attached.

Signed:_____.

Signed:_____.

SAMPLE

INTERVIEW ASSESSMENT

Job Title:

Name of Applicant	SC 1	SC2	SC 3	SC4	SC 5	SC6	Order of merit	Comments

SC= Selection Criteria

NB - If an interviewed candidate is found unsuitable for appointment, they should not be given a placing in the order of merit. The order of merit may be used for appointment to the post should the recommended candidate decline the offer.

Comments should explain why the candidate's application was/ was not considered suitable for appointment.

SAMPLE

Knowledge/Experience Rating System

Education 15 (max)	Knowledge/ Experience 60 (max)	Knowledge of people management and general management experience/ skills 60 (max)	Communication/ Interpersonal/ motivation skills 30 (max)	Computer Literacy and Familiarity with IT systems 15 (max)	General Suitability 60 (max)
<p>Relevant training + education courses = 10</p> <p>Relevant 3rd Level = 5</p>	<ul style="list-style-type: none"> ▪ Break down into relevant Categories <p><u>Marks :</u> Poor = 1-15 Fair = 16-30 Good = 31-45 Excellent = 46 –60</p>	<ul style="list-style-type: none"> ▪ Problem solving ▪ Operational Planning ▪ Leading ▪ Organising ▪ Controlling ▪ Supervision ▪ Negotiating ▪ Conflict resolution ▪ Industrial / employee relations ▪ Training & Development of staff ▪ Induction ▪ Staff Appraisal ▪ Contribution to strategic management issues <p><u>Marks :</u> Poor = 1-15 Fair = 16-30 Good = 31-45 Excellent = 46 – 60</p>	<ul style="list-style-type: none"> ▪ Ability to communicate clearly ▪ Tact and diplomacy ▪ Ability to listen & understand ▪ Ability to assimilate & interpret information ▪ Ability to think quickly ▪ Presentation skills ▪ Ability to motivate/ gain respect and loyalty ▪ Openness ▪ Confidence ▪ Self reliance ▪ Concentration <p><u>Marks :</u> Poor = 1-7 Fair = 8-15 Good = 16–22 Excellent = 23 –30</p>	<ul style="list-style-type: none"> ▪ Word ▪ Excel ▪ Powerpoint ▪ Use of laptops ▪ E-mail ▪ Electronic information gathering 	<p>Ability to perform to a satisfactory standard a broad range of tasks which may arise in the role of xxxx.</p> <p>Ability to relate to and work with staff and senior management (team player).</p> <p>Corporate Awareness</p> <p>Level of flexibility / open-mindedness</p> <p>Initiative</p> <p>Level of drive & commitment</p> <p><u>Marks :</u> Poor = 1-15 Fair = 16-30 Good = 31-45 Excellent = 46 – 60</p>

SAMPLE

INTERVIEW BOARD REPORT

Post Information

Post Title	
Programme	
Grade	

Advertising Information

Dates advertised	
Locations advertised	
Closing date	
Number of applicants shortlisted:	

Selection Committee Information

Chair	
Member	
Member	
Member	

Report of Interview

An interview board was convened on xxx to interview for the position of

The following applicants were invited to interview:

The following applicants did not attend:

Following the completion of each interview the Assessment Board discussed the strengths and weaknesses of the candidate, and reached a consensus on the scoring under each selection criteria, which are based on the job requirements. The attached Interview Assessment form outlines the scoring and final results. (A signed copy of the rating system is also attached.)

Based on the assessment of both application and interview performance, the Interview Board believes that the scores accurately reflect the relativities between the candidates. On that basis the Interview Board find the following candidates suitable for the position in order of merit:

Signed:_____.

Signed:_____.

Signed:_____.

SAMPLE

REFERENCE FORM

STRICTLY CONFIDENTIAL

Ms _____ is being considered for the post of with . and has submitted your name as a referee.
In the circumstances I would ask you to confirm the following :

What was her/his position with your Company/Organisation ? :

What dates was s/he employed? _____

What was her/his attendance pattern? : _____

Who did s/he report to? _____

What were the nature of her/his duties? _____

Did s/he have any staff reporting to her/him? _____

How would you rate her/his working relationship with the following?

(a) Her/his staff (if applicable) _____

(b) Her/his colleagues _____

© Her/his supervisor _____

How would you rate her/his performance & achievements: _____

What was her/his salary? _____

Reason for leaving (if applicable): _____

Would you re-employ her/him

? _____

Any obvious strengths and/or weaknesses

Is there any other information of relevance you feel we ought to be aware of (please use a separate page if necessary):

Signed : _____

Position/Title : _____

Date : _____

Relationship to _____

If you wish to provide additional information, in the form of a covering letter, please do so.

Pobal. undertakes to use its best endeavours to hold confidential any information provided by you to Pobal. subject to our obligation under the law including the Freedom of Information Act, 1997.

Pobal will consult with you about the release of any information provided by you before making a decision on any Freedom of Information request

SAMPLE

Contract between [Name of Company]

and

[insert name]

[insert position]

Temporary Contract of Employment

1. Duration of Contract

This is a contract between *insert name of Company* and *insert name*. The appointment is to a temporary position for a period from *insert date* to *insert dates*. This is a fixed term contract of employment and therefore the provisions of the Unfair Dismissals Act, 1977 to 2001 will not apply to the termination of this contract where such termination is by reason only of the expiry of the fixed term.

2. Probation

You will be on probation for the first six months of this contract. The probationary period may be extended at the *name of Company* discretion. *Insert name of Company* reserves the right to terminate your employment either during or at the end of this probationary period at its discretion.

3. Salary

The salary for the position is €*insert* per annum. The salary will increase incrementally, subject to satisfactory performance in accordance with the scale for *insert grade*. Copy of salary scale is attached. Your salary will be subject to increases allowed for under the national wage agreements as appropriate.

Salary will be subject to PRSI at the A1 level of deductions.

4. Expenses

(Note for information only not to be included in contract: *The level of travel and subsistence is a matter for each Company to decide – max non-taxable payable under revenue rules are Civil Service rates.* When absent from home and local headquarters on duty you will be paid appropriate travelling expenses and subsistence allowances in accordance with

5. Pension

(Note for information only not to be included in contract: *All staff employed for periods of more than 6 months must have access to either a Personal Retirement Savings Account or an Occupational Pension Scheme*)

6. Duties

You will be required to perform any duties which may be assigned to you from time to time as appropriate to your position and to undertake all legitimate requests of the Company and it's

designated officers. The position will be whole time and you may not engage in private practice or be connected with any outside business, which might interfere with the performance of official duties, without the express agreement of ***insert name of Company Board***.

7. Hours of Work

The hours of work will be 41 hours per week, with **1.25** hours per day for lunch breaks.

8. Headquarters

Your headquarters will be such as may be designated from time to time by the ***Board of insert name***

9. Annual Leave

Your annual leave allowance will be ***insert*** working days. Annual Leave will be calculated in accordance with the provisions of the Organisation of Working Time Act, 1997. Annual leave is exclusive of the usual public holidays. Annual leave must be approved in advance by the ***Manager or*** his authorised Officer.

Payment for annual leave will be covered by the provisions in Part III of the Organisation of Working Time Act, 1997.

Public Holidays shall be given in accordance with the Organisation of Working Time Act, 1997.

When a termination of this contract occurs and the paid holidays already taken exceed the paid holiday entitlement on the date of termination, ***insert name of Company*** shall deduct the excess holiday pay from any termination pay.

10. Sick Leave (Note for information only – not to be included in contract: *It is a matter for each company to decide on sick pay policy – paid sick leave is not a statutory entitlement*)

In the event of absence due to illness you must contact ***the Manager***, by 11am on the first day of illness to explain the absence. A certificate from a qualified medical practitioner must be furnished to ***the Manager***, on the third day of illness and on a weekly basis thereafter.

The ***insert name of Company*** reserves the right to have you examined by their own medical practitioner.

11. Study Leave – *Insert if appropriate*

12. Maternity Leave

(Note for information only – not to be included in contract of employment: All employees are entitled to 18 weeks maternity leave which is covered under PRSI. There is no statutory requirement to pay salary during the 18 weeks maternity leave and it is a matter for each Company to decide whether or not to top-up the PRSI payment during the 18 weeks period. In addition to the 18 weeks maternity leave an employee may take a further 2 months unpaid leave which is not covered by PRSI payment)

You will be eligible to 18 weeks paid maternity leave following successful completion of your 6 month probationary period in accordance with the terms of the Company's Maternity Leave procedure as outlined in the Company Staff Handbook.

13. Secrecy and Integrity

You will agree not to disclose to third parties any confidential information either during or subsequent to the period of employment.

14. Prior Approval of Publications

You will agree not to publish material related to your official duties without prior approval of the **Board of**.

15. Grievance Procedure

If you have any grievance, which you consider to be genuine in respect of any aspect of your employment, you have a right to a hearing by your immediate superior or other management as circumstances warrant. If you are unhappy with the outcome of the hearing you may appeal to a more senior manager. You may be accompanied, should you so wish, either by a fellow employee or a representative of your choice at the appeal hearing.

16. Termination Provisions

Notwithstanding the fact that this is a fixed term contract, **insert name of Company** reserves the right to terminate your employment prior to the expiry of the completion of the fixed term.

Termination in such situations can be for any of the following reasons:

- Incompetence or poor work performance;
- Misconduct (serious or persistent);
- Incapacity;
- Failure to carry out reasonable instructions;
- Redundancy;
- Circumstances which are not foreseen at the outset, e.g. lack of funding or insufficient funding, Government decisions, strikes in the workplace or externally affecting **insert name of Company** or if for any other reason the work or project cannot be completed or is no longer required;
- Other substantial reasons occur.

Dismissals will be carried out in accordance with the provisions of Clause 16 of this contract of employment.

Except in circumstances justifying immediate termination of your employment by **inset name of Company** you will be entitled to receive the appropriate period of notice set down in the Minimum Notice and Terms of Employment Act, 1973, as amended by the Unfair Dismissals Act, 1993.

17. Dismissal Procedure

The following procedure will be followed before a decision to dismiss you from **insert name of Company** is taken:

- A full investigation will be carried out by **insert name of Company** during which time you may be suspended with or without pay, pending the outcome of this process;
- You will be informed of the reasons for the proposed dismissal, and you will have the right to state your case. You may be accompanied, should you so wish, either by a fellow employee or a representative of your choice;
- You may appeal to the **Manager** (or other appropriate person) if a decision is taken to dismiss you at the conclusion of the full investigation;

- If you wish to challenge the dismissal then, in accordance with normal procedures, the matter shall be referred to a Right's Commissioner, the Labour Court, the Labour Relations Commissioner, or the Employment Appeals Tribunal as appropriate;
- Certain serious breaches of ***insert name of Company*** rules, customs or practice may result in your being dismissed without notice or pay in lieu of notice.

18. Voluntary Resignation

Should you wish to resign voluntarily, you will be expected to provide one month's notice in writing. This may be waived by agreement with ***insert name of Company***

19. Safety Statement

Insert name of Company has prepared a safety statement in accordance with the Safety, Health and Welfare at Work/ Act, 1989. You should familiarise yourself with the safety procedures for your employment.

20. Variation

The parties to this contract reserve the right to vary the terms herein by agreement in writing. Any such variation will henceforth form part of this contract.

If you are prepared to accept the appointment on these terms and conditions please sign and date the acceptance form below and return the completed contract to the ***Manager, insert name of Company***. A copy of the contract is enclosed for retention by you.

Signed on behalf

Manager/Chairperson Board

Date: _____

Declaration of Acceptance

I accept an appointment in ***insert*** on the terms and conditions set out above.

Signed _____

Date _____