



Feidhmeannacht na Seirbhíse Sláinte  
Health Service Executive

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**HSE Circular 011/2006**

**To:** Each National Director  
Each Asst. National Director  
Each National Care Group Manager  
Each Network Manager  
Each LHO Manager

**RE:** Recruitment

I refer to the requirement to improve recruitment timelines. A detailed analysis of current recruitment processes has been considered by the HSE National Management Team. In particular, consideration has been given to delays in recruitment processes and the need to improve efficiency in this regard.

It has been decided that the following arrangements be implemented with immediate effect:

**1. Sequencing of Interview Board Activity**

No post is to be advertised until arrangements regarding interview boards and dates for interviews are in place regarding the competition.

In some cases this may require an initial estimate of interviewing days required based on previous candidate numbers. This can be modified once the candidate pool is established.

This arrangement will also allow for advance notice of potential dates to candidates in communications.

**2. Interview Board Composition**

The following arrangements should be observed regarding the formation of interview boards:

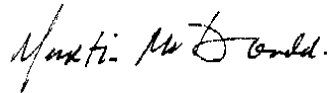
- Interview boards should generally be constituted with three people
  - An appropriate person from the area where the vacancy exists.\*
  - An appropriate person familiar with the job content from another area of the HSE.
  - An independent Chair (this refers to an appropriate person with no direct interest in the post being filled who may be from within or external to the HSE.)
    - \* for large scale competitions appropriate general representation.
- Interview board should have gender mix.

- Interview board members should generally hold positions in the organisation at least one level above the position being interviewed for.
- Interview board members should generally have had training in interviewing techniques.

I would be obliged if you bring these decisions to the attention of all relevant personnel and ensure their application with immediate effect.

Any enquiries in relation to this matter should be addressed to the relevant Recruitment Manager.

Yours sincerely,



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**Martin Mc Donald,**  
**A/National Director of Human Resources.**

Cc Prof. B. Drumm, Chief Executive Officer.