



Banc Ceannais na hÉireann
Central Bank of Ireland

Eurosystem

Talent Acquisition Policy

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Approval Framework/Authorisations

Description/Amount	Relevant Approver
Material Changes	Performance and Resourcing Committee
Non-Material Changes Changes relating to policy clarification only and/or a change in operational practice.	Chief People Officer
Request to hire	Head of Division- All roles up to HOF All vacancies at Head of Division and above must be agreed by the Governor before proceeding to fill the role.
Acting up approval	Head of Division, Director, or ELT member only. And in all cases, this approver must be at least one grade above the role being approved.

Contents

Internal Mobility	6
Acting Up Arrangements	6
Sourcing of Talent.....	6
Selection of Talent.....	6
Key Appointments.....	6
Director Level Appointments.....	6
Travel Expenses	6
Conflict of Interest.....	6
Talent Pool	6
Direct Recruitment	6
Inward Secondments.....	6
Employability Opportunities	6
Internships	6
Transition Year (TY) Placements.....	6
Appendix 1: Acting Up Policy.....	17

Introduction

The Central Bank of Ireland is committed to creating a fulfilling place to work for our people recognising the need for diverse talent to deliver on our mandate. Our talent acquisition approach uses a blend of internal mobility, external hiring, and work placement opportunities to enable the Bank to build a workforce that is reflective of a diverse society.

Purpose

The Talent Acquisition Policy aims to ensure that talent attraction and selection are conducted in an open, fair and transparent manner; delivering an effective talent solution to the business; ensuring a positive and inclusive experience for candidates, whilst also building on the Central Bank's overall vision to reflect the diversity of society in Ireland.

The policy is designed to facilitate the sourcing and selection of the most suitable candidate for each role through multiple channels, using both the internal talent pool and accessing the external market. All sourcing and selection methods should be appropriate, targeted, cost effective, timely and within agreed workforce plans. The policy ensures the Bank's recruitment and selection process is carried out in accordance with current legislation, and in an inclusive manner, putting the candidate and the hiring manager experience at the centre of considerations.

Scope

The policy applies to the recruitment and selection of candidates for all roles in the Central Bank from Graduate and Early Careers programmes to Senior Leadership roles and applies to both internal and external applicants. Internal candidates who are on probation or a Performance Improvement Plan (PIP) are not eligible to apply for new roles for either transfer or promotion.

Policy Statement

The following sections set out the Central Bank's inclusive approach to sourcing and selecting talent that supports the effective and efficient delivery of our mandate under the following headings:

Internal Mobility
Acting Up Arrangements
Sourcing of Talent
Selection of Talent
Key Appointments
Director Level Appointments
Travel Expenses
Conflict of Interest
Talent Pool
Direct Recruitment
Inward Secondments
Employability Opportunities
Internships
Transition Year (TY) Placements

1. Internal Mobility

To align with the Central Bank's vision to create a fulfilling workplace and to create career development opportunities for employees across the Central Bank, opportunities for lateral moves within the bank will be considered in the first instance at a Directorate level prior to commencement of a recruitment campaign.

Employees can be transferred laterally within Directorates to suitable roles as required to meet urgent business needs at the discretion of the Director without the need to advertise the role or for a formal assessment process. Mobility moves may also be considered more broadly beyond Divisional/Directorate boundaries to meet urgent business needs and/or for individual development. Mobility is a key tool that will be utilised to enable individual and organisational capability development.

Placement of staff returning from prolonged or special leave, such as secondments, maternity leave or career breaks, may occur without the role being advertised. Such placements will be at the same grade the person held before they commenced the period of leave and promotion to a higher grade may only occur through participation in the standard campaign process.

2. Acting up Arrangements

The Central Bank expects a certain level of flexibility whereby an employee(s) will provide cover for colleagues on a short term basis. However, there are some circumstances where more formal cover arrangements at a higher grade will be required to meet business needs over a defined period.

It is not intended that acting up arrangements be used to cover periods of discretionary annual leave or address long term business requirements. The minimum duration of any arrangement will be three months and it is expected that in general, arrangements will last no more than one year unless an exceptional business need arises.

Please refer to **Appendix 1** for the Acting Up Policy and details on Initiating & Appointing to Acting-Up Arrangements.

3. Sourcing of Talent

Before activating an internal or external campaign the bank wide talent pool should be reviewed by the Talent Acquisition (TA) team to check if there are any suitable candidates whose skills, capabilities and experience align to the open role(s) requirements.

Following the consideration of either an internal lateral move, acting up arrangement and/or the internal talent pool to fill a role, a recruitment campaign for appointment may then commence.

The hiring manager has the flexibility to utilise the following options at their discretion. The process can be amended in agreement with Talent Acquisition and the Hiring Manager, as outlined below

1. Advertise the role internally, typically for 1-2 weeks, or
2. Advertise the role internally and externally at the same time”.

For expediency, interviewing may commence once a sufficient number of qualified applicants has been received”.

However, the Central Bank reserves the right to hold group campaigns for several roles together, closed campaigns , or to make a direct appointment should the needs of the role require this with supporting Director Approval being required.

Roles may be advertised through a range of channels including, but not limited to:

- Internally (through our intranet);
- Central Bank website;
- Relevant job sites, both domestic and international;
- Relevant professional bodies;
- National press;
- Social media platforms;
- Recruitment Agencies;
- Executive Search.

At the start of a recruitment campaign, on receipt of an approval to hire from the relevant approver, the TA team will consult with the hiring manager and agree the most appropriate means to attract and source candidates. Depending on the specific requirements of the role, the Central Bank may seek the assistance of a recruitment agency/agencies in line with our agency framework to source applicants. This is reviewed on a case by case basis and will only be used in circumstances where Talent Acquisition and the hiring manager are in agreement that it is necessary.”

Recruitment agencies for contingent recruitment and executive search for LN roles will be used in the event that the normal methods of sourcing are not sufficient or, if the role is at a level of seniority that the normal approach is deemed not to be appropriate. Executive search may only commence with sign off from the Talent Acquisition Manager and the business Director.

Central Bank offers internship opportunities, aligned with business needs and offering interns the opportunity to be hired into business areas on a temporary basis connected with their course of study". To initiate a request to hire, hiring managers can submit a request to hire through candidate manager.

4. Selection of Talent

The Central Bank will ensure consistency and inclusivity throughout the selection process and ensure candidates are measured against appropriate standards identified for the role. The selection process has been designed with a focus on candidate experience.

Candidates with special requirements are accommodated throughout the recruitment process with support from the Talent Acquisition team. All reasonable accommodations will be provided to ensure candidates are afforded the best opportunity to demonstrate their suitability for the requisite role and to allow the Central Bank to see the best version of the candidate. The components of the selection process typically used throughout the Bank are set out below.

(A) Shortlisting of Applications:

Shortlisting of applicants, based on review of initial applications, is carried out by the Hiring Manager in advance of the interview stage with support from the wider interview panel and Talent Acquisition/People Business Partner ("PBP") where requested. Shortlisting is based on the particular job requirements and person specification for the role, which are detailed in the job advertisement and role profile.

The Central Bank is committed to having a process that mitigates against bias and enables hiring managers to shortlist a diverse pool of candidates that carries through to each stage of the recruitment process. The Central Bank will monitor its applicant and shortlisting pools and will take proactive steps as needed to achieve this.

For internal candidates at the same level applying for lateral roles at BP2 level and above, the hiring manager has the discretion to progress shortlisted candidate straight to second round interview of the process.

Assessment Tools

The Central Bank may utilise assessment tools to support the selection process for roles. Depending on the technical skills, behavioural competencies and management/leadership requirement, different assessment tools may be utilised.

A blend of personality, situational and ability on-line tests are available for each recruitment process as appropriate. The purposes of these tests are (1) to support the shortlisting and selection processes, (2) to enable the Central Bank to assess both technical ability and behaviour competency strength, and (3) to support the Central Bank in;

- Building and developing diverse and effective teams;
- Identifying the most suitable candidates for a role;
- Identifying an individual's unique range of talents and strengths;
- Identifying future leaders.

Depending on the role, the Central Bank may utilise a range of selection tools such as ability tests, relevant role plays, in-tray exercises, presentations, situational judgment questionnaires, case studies and assessment centres.

(B) Interviews

Panel interviews are a core part of the selection process and allow selection decisions to take account of how the candidate has demonstrated the requirements of the role. All interviews

and assessment processes will comprise of technical, behavioural competency and values based questions relevant to the specific role requirements.

In general, the interview panel consists of the Hiring Manager and a business representative. For managerial roles, an additional business manager or a People Directorate representative may be invited to partake in the panel. The Central Bank aims to have a gender balance where possible on our panels while at the same time ensuring operational requirements are being met. Selection and appointment decisions are the responsibility of the interview panel.

Selection decisions for pre-managerial roles (up to and including BP3 grades) will typically be made after one interview, combined where applicable, with additional relevant assessment tools.

Selection decisions for managerial and senior specialist roles e.g. BP2 level and above will typically be made after two interviews combined with the appropriate testing/assessment tools.

To ensure the Central Bank is conducting interviews in a consistent, fair and inclusive manner, interview training is available to all interview panel members. This training provides managers with the skills to effectively assess the individual through each stage of the interview process.

Candidate feedback is available on request from the Talent Acquisition team or a member of the interview panel once the candidate is no longer in the process or the process has concluded.

5. Key Appointments

The following roles in the Central Bank are considered as “key appointments” for the purpose of Section 3 of the Code of Practice for the Governance of State Bodies:

- Deputy Governor- Monetary and Financial Stability;
- Deputy Governor-Financial Regulation;

- Deputy Governor- Consumer and Investor Protection;
- Chief Operations Officer;
- Chief Transformation Officer;
- All Director roles;
- Head of Division Internal Audit;
- Head of Division Organisational Risk;
- Registrar of Credit Unions;
- General Counsel;
- Secretary of the Central Bank.

*For key appointments, the interview panel must consist of a minimum of one member of the Executive Leadership team (ELT) for each round, and a People Directorate representative (Head of Division or Chief People Officer). For second round interview the panel must also include one Non-Executive Commission Member. The final selection decision must be approved by the Governor.

In the case of *lateral transfers* (i.e. where the person being appointed is already an employee at the same salary grade as the key appointment), such decisions will be made by ELT in consultation with a non-executive Commission member.

*With the exception of appointments to the ELT where the panel composition will be the Governor, Chief People Officer and non-executive Commission member(s).

6. Director Level Appointments

For appointment at Director Level, a minimum of one member of the ELT must be part of the first and second round interview panel, accompanied by a Head of Division from the People Directorate or the Chief People Officer. For second round interview the panel must also include one Non-Executive Commission Member. The final decision of the interview panel must be approved by the Governor.

7. Travel Expenses

Reasonable economy travel expenses may be refunded to candidates who must travel from overseas for interview. Any such costs must be approved in advance of an interview being scheduled with the Talent Acquisition Team.

8. Conflict of Interest

In line with the Central Bank's code of ethics, at all stages of the selection process, panel members must confirm and declare that they do not have any conflicts of interest in connection to candidates applying or shortlisted for interview. Potential conflicts of interest must be advised to the Talent Acquisition team without delay.

Any appointment that might give rise to a potential conflict of interest e.g. appointment of close family members to the same division, will be on an exceptional basis only. Where a potential conflict arises, the Hiring Manager should discuss it with the Talent Acquisition team/relevant PDBP in the first instance.

9. Talent Pool

As part of the selection process through recruitment campaigns, an unsuccessful candidate(s) who has demonstrated the relevant competencies, experience and overall suitability for a role may be placed in a talent pool, managed by the talent acquisition team, for a period of up to twelve months for roles across the bank. This means that if a role arises in the Central Bank in that twelve month period, the candidate may be offered that role, without the need for their suitability to be re-assessed in a full selection process. This appointment from the talent pool is made at the discretion of the hiring manager and may encompass an informal meeting to support the decision making process. Once a candidate (internal or external) is offered and accepts a suitable role either on a Contract of Indefinite Duration Specified Purpose Contract or Fixed Term Contract basis they are automatically removed from the talent pool and are no longer considered for any further roles via this mechanism.

10. Direct Recruitment

To support the Central Bank's ability to deliver on its mandate and to ensure continuity of key deliverables or address exceptional critical business requirements the Central Bank can,

at its discretion, appoint an external or internal candidate via direct recruitment without the need to advertise the role internally or externally at any grade. Direct appointments at LN level are subject to the Governors ratification on a talent mobility basis. The selection process for both internal and external “Direct Appointment” will encompass the Central Bank’s standard interview and assessment process that pertains to the level of role being filled. However there is flexibility to condense the interview and assessment process for urgent roles. In such instances, for internal candidate’s, assessment is optional. For external candidates there is an option to reduce the number of interview rounds and/or remove the requirement for the assessment (for example removal of aptitude testing or objective leadership assessment centre applicable to the level of the role).

11. Inward Secondments

In order to facilitate critical business needs and to provide the Central Bank with the requisite specialist skills to deliver on urgent projects or specific pieces of work where the skills set cannot be sourced within the bank, inward secondments may be utilised.

The terms of inward secondments between the Central Bank and the individual seconded must be in line with the Master Agreement in place with the Central Bank and the requisite firm.

To initiate an inward secondment please refer to the bank’s secondment policy and contact onboarding@centralbank.ie

12. Employability Opportunities

The Central Bank’s approach to talent acquisition is underpinned by our diversity and inclusion vision with the vision of reflecting the diversity in Irish society. The Central Bank supports a number of initiatives which are aimed at proactively attracting more diverse talent to the bank. The bank partners with a wide range of educational institutions and work placement programmes to facilitate work placements to candidates who are not currently

represented well within the workforce (e.g. disability, socio-economic) with the aim of providing longer term employment opportunities.

In addition the bank leads and supports initiatives that offer employment and further study opportunities to candidates not currently in education, training or employment that enables them to start their career in the bank while pursuing further education.

13. Internships

The Central Bank recognises the importance of providing paid internship and placement opportunities that enables students to gain skills and experience that will help set the foundation for their career. The Internship programmes and Summer Placement programmes are advertised at relevant points in the calendar year. Expressions of interest are invited from line managers prior to the commencement of internship and placement intakes. These interns are viewed as a talent pipeline for the future.

14. Transition Year Placements

The Central Bank offers work placement opportunities to TY students on an annual basis with a strong focus on supporting this initiative within the local community, extending this placement opportunity to a diverse range of students on an annual basis.

Policy Review

This Policy will be reviewed by the Policy Owner every two years at a minimum to determine if changes are required. Non material changes have been delegated for approval to the Chief People Officer and will be reported on an annual basis to the Performance and Resourcing Committee. Material changes must be approved by the Performance and Resourcing Committee.

Roles and Responsibilities

The following provides a definition of the individual roles of those participating in the Talent Acquisition Policy.

Roles	Responsibilities
Talent Acquisition Manager	<ul style="list-style-type: none"> • Policy Owner
Chief People Officer	<ul style="list-style-type: none"> • Policy approver (non material changes)
Performance and Resourcing Committee	<ul style="list-style-type: none"> • Policy approver (material changes)
Talent Acquisition Team HR Support	<ul style="list-style-type: none"> • To partner with hiring managers to fill roles. • To provide support to candidates on the process. • To update the records of employees where applicable.
Employees	<ul style="list-style-type: none"> • Adhere to all aspects of the talent acquisition policy when applying for promotion or lateral opportunities within the bank or applying for an outward secondment.
Line Managers	<ul style="list-style-type: none"> • Consider requests and opportunities for mobility moves, outward secondments, adhere to all aspects of the Central Bank's talent acquisition policy when seeking to hire talent. • Ensure that staff reporting to them adhere to all aspects of Central Bank's Talent Acquisition

	policy where applicable for relevant stages within their career.
Hiring Managers	<ul style="list-style-type: none"> • Work in partnership with the Talent Acquisition team to deliver the best outcome for the Bank. • Conduct the recruitment/selection process in a fair and transparent manner. • Select the best candidate for the role. • Provide quality feedback, if requested, to candidates participating in the process.
Interview Panel	<ul style="list-style-type: none"> • Conduct the recruitment/selection process in a fair and transparent manner. • Select the best candidate for the role. • Provide quality feedback, if requested, to candidates participating in the process.
Head of Division/Director	<ul style="list-style-type: none"> • Consider and sign off on acting up arrangements and requests to hire for both new hires and replacement hires in line with approved workforce plans for their division.

Contacts

Any queries on the above, should be directed to Talent Acquisition PD
recruitment@centralbank.ie

Policy Implementation Procedure

This policy is owned and reviewed by the Talent Acquisition Manager, Talent & Organisation Development Division, and implemented by the Talent Acquisition team.

Related Documentation (Documents considered in the drafting of this policy)

Document	Reference	Rationale
Policy	Interview Protocol Guidelines	For Completion
Policy	Diversity and Inclusion Policy Statement	Further Information
Circular	Starting pay on promotion or establishment	Further Information

Appendices

Appendix 1: Acting Up Policy

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