



**TITLE: RECRUITMENT AND SELECTION POLICY**

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<b>Approved By</b>	Management Board	<b>Date Approved</b>	22 November 2017
		<b>Review Date</b>	22 November 2020 <i>or as required</i>
<b>Superseded or Obsolete Policy / Procedure(s)</b>		<b>Owner</b>	
		Human Resources Office	

**1. Purpose of Policy**

Effective recruitment and selection procedures are essential in attracting and retaining high quality staff. For recruitment and selection procedures to be effective it is essential that they are fair, rigorous and transparent. It is the Policy of Carlow College, St. Patrick's (hereafter Carlow College) to ensure that the best candidate for the job is selected. Individuals will be selected on the grounds that they are the most suitable candidate for the role. Job applicants must be treated no less favourably on the grounds of gender, civil status, family status, sexual orientation, religion, age, disability, race or membership of the Travelling community.

Recruitment and selection of employees is operated in accordance with the principles of Carlow Colleges' equal opportunities statement and the *Employment Equality Acts 1998–2015*.

**2. Scope of Policy**

The Human Resource Office supports the College's strategic objective of recruiting and retaining the best staff. To further meet the strategic objectives of the College, the Human Resource Office in conjunction with academic leadership and management undertakes a strategic resource analysis to ensure that the College is adequately resourced.<sup>1</sup> It is specifically responsible for ensuring that recruitment is conducted in a manner which attracts and identifies the most talented people and in compliance with all employment legislation and College policy. This Policy and its subsequent and/or related procedures covers all activities that form part of the recruitment and selection process.

This Policy covers all staff areas and appointments within the College.

**3. Policy Statement**

Carlow College is an equal opportunities employer which is committed to providing equality and opportunity to all. The College is dedicated to promoting fairness, following good practice

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<sup>1</sup> This is achieved through the Human Resources Report submitted to Management Board every September.

recommendations and codes of best practice, thus ensuring fair opportunities for internal promotions and across all other roles. Furthermore, the College is dedicated to ensuring that no roles will be filled, unless all recruitment practices and procedures have been followed.

The objective of effective recruitment and selection is to employ the right people with the right skills whilst at the same time complying with recommended best practices and legal requirements. Carlow College invests considerable time and financial resources into the recruitment process therefore it is important to achieve a satisfactory result for both the candidate and the College. Successful recruitment depends on the success of each stage of the recruitment process.

This Policy has therefore been designed to increase the chances of successful recruitment while ensuring fairness, effectiveness, transparency and equality for all involved during the recruitment process. In filling any vacancy, both Line Managers and staff will be expected to follow a systematic process designed to ensure the most cost-effective deployment of the Colleges' current and potential employees (see Appendix 1: *Recruitment and Selection: Practices & Procedures*). For Line Managers, please see Appendix 1.1: *Recruitment Guidelines for Managers*.

## **4. Roles and Responsibilities**

### *4.1 Human Resource Office*

The **Human Resource Office** holds responsibility for this Policy and any subsequent and/or related practices and procedures thereafter. These responsibilities include, but are not limited to:

- Liaise with the “hiring lead” (e.g. Supervisor, Line Manager, Assistant Registrar, Vice President for Academic Affairs and Registrar, Director(s) and President) to plan and prepare the recruitment process;
- Management of the recruitment process;
- Advertising and circulation of vacancies;
- Gaining sign off and approval from the relevant hiring lead and President;
- Provision of professional support and advice to the Selection Committee to ensure that the most suitable and qualified candidate(s) is identified;
- Provision of support, guidance and advice to managers and candidates in relation to the recruitment process;
- Interpreting terms and conditions of employment for both candidates and Selection Committees;
- Providing guidance to the Selection Committee on College procedures and fair employment practices;
- Maintaining appropriate records of the recruitment process.

### *4.2 Line Managers*

The relevant **Line Manager's** responsibilities include, but are not limited to:

- To ensure employees are aware of the College's recruitment policy and procedures;

- To provide information, guidance and support to an employee who demonstrates interest in an advertised role;
- To prepare any necessary documentation i.e. job descriptions etc.;
- To sign any necessary documentation in relation to the recruitment process, procedures and activities;
- To promote an environment of equality, diversity and inclusion which supports staff;
- To adhere with the recruitment policies and procedures.
- To assist the recruitment and selection process and attend interviews where necessary.

#### *4.3 Employee/Candidate Responsibilities*

- a) To familiarise themselves with the recruitment policies and procedures.
- b) To adhere with the recruitment policies and procedures.

### **5. Associated Documentation**

- Appendix 1: Recruitment and Selection: Practices and Procedures
- Appendix 1.1: Recruitment Guidelines for Managers
- Appendix 1.2: Recruitment Request Form (RRF)
- Appendix 1.3: Example of Criteria/Ranking Form
- Appendix 1.4: Example of Shortlisting Form
- Appendix 1.5: Sample Job Description

### **6. Referenced Policies**

- *Equality Policy*
- *Garda Vetting Policy*
- *Performance Management & Development Policy*

### **7. Monitoring and Review**

The Policy will be formally reviewed on an annual basis by the HR Office to reflect any legislative changes. Staff will be informed through regular email communication and through the staff portal regarding any updates to same.

## Appendix 1: Recruitment and Selection: Practices & Procedures

### Recruitment and Selection: Practices & Procedures



#### 1. Establishing a Vacancy

The recruitment and selection process is initiated once a vacant post is identified (see Appendix 1.1: *Recruitment Guidelines for Managers*). This can be either:

- a) Creating a new position *or*
- b) Backfilling a vacant existing position.

The first task is to clarify exactly what the post holder will do, and then prepare a job description. This is done by reviewing the role, tasks, manager expectations of the role, and discussions with current post holders (where and if applicable). If it is an existing position, consider whether the job has changed, and whether the job description needs to be updated to accurately reflect what the person in the post will now be required to do.

#### 2. Approval of Vacancies

All vacancies within the College must be sanctioned and approved by the President with HR and the relevant line manager contributing to all meetings in relation to recruitment needs. In all cases budgetary considerations are taken into account. Objective criteria must be developed and all posts require the presentation of cases, including a full job description, by the relevant line manager establishing the need for a vacancy. This can be achieved by managers completing the *Recruitment Request Form (RRF)* (see Appendix 1.2).

#### 3. Job Description

The job description can be used for a variety of purposes, including:

- a) Recruitment
- b) Job Grading
- c) Clarification of roles and responsibilities
- d) Developing and reviewing performance

A clear description of exactly what is required of the position will enable the College to select the most suitable candidate for the post.

#### 4. Drafting the Job Description & Person Specification

The job description will describe the overall responsibilities of the role and the key tasks involved in doing the job. Each job description will state that the organisation reserves the right to request an employee to be flexible in his or her duties when the business need requires it.

The job description should focus on the purpose of the post and the principal responsibilities. This means identifying what the position needs to achieve but not the exact method by which the work is done.

The College's job description template should include the following information:

- a) Position information such as role title / contract type / hours of work / days of work, function / reporting line.
- b) A function overview, or statement, summarising the nature and responsibilities of the function.
- c) A role overview, or statement, summarising the nature and purpose of the role.
- d) A list of the key responsibilities.

#### **4a. Person Specification**

The person specification will identify the personal attributes that the job holder must possess in order to be capable of performing the job to a high standard. The person specification will include the qualifications necessary for the job, skills, personal attributes and experience. The organisation aims to measure experience through the quality of the experience gained and not the quantity of experience in years. Each person specification will outline the criteria that are essential for the role and any criteria that may be desirable:

- a) A list of required qualifications (if required).
- b) A list advising on the experience required for the role.
- c) A list of the required skills and competencies of the role.
- d) Links to other supporting information relevant to perspective candidates.

\* Please note that as part of Carlow College's *Recruitment Policy*, it is a condition that all offers of employment are subject to two satisfactory employment reference checks, Garda vetting and evidence of qualifications. Please see the *Garda Vetting Policy* for further information.

\*A job description template has been developed to assist with the compilation of this information (see Appendix 1.5: *Sample Job Description*).

#### **5. Reviewing and Updating Job Descriptions**

- a) The job description is a snapshot of the post at the time it was written and should be reviewed for accuracy on a regular basis.
- b) While job descriptions are usually future focused, they still become outdated as the duties and responsibilities of the job change. Job Descriptions must be reviewed in all instances where the post becomes vacant and before any recruitment action is initiated.
- c) Where significant change has occurred to a post over time, it is essential that the relevant line manager contact the Human Resources who will assist in the reviewing, providing support and guidance re next steps of the role.

## **6. Authorisation of a Post**

As previously mentioned, The President sanctions approval of all roles within the College, with HR and the relevant Line Manager contributing to all meetings in relation to recruitment needs.

### **6a. Management Steps**

- a) Before a job description / role is finally drafted and approved, line managers must complete the *Recruitment Request Form (RRF)* (see appendix 1.2.) before submitting to Human Resources for initiation of the specific recruitment need.
- b) This form must be signed by the Line Manager, Human Resources and the President for approval.
- c) Where significant change has occurred to a post over time, it is essential that the relevant Line Manager contact the Human Resources Office who will assist in the review, providing support and guidance on next steps of the role.
- d) A post cannot proceed until the completed RRF is fully signed by all members mentioned above.
- e) HR will advise if any additional approvals are required.

## **7. Role Advertising**

The Human Resource Office is responsible for the placement of all recruitment advertisements. The College retains the right to advertise all positions both internally and/or externally. Advertisements and the selection process will not discriminate on any of the nine grounds protected by the *Employment Equality Acts*. These are gender, civil status, family status, sexual orientation, religion, age, disability, race, and membership of the Travelling community. It is essential that advertisements for all vacancies are impartial and objective. In general, vacancies should be advertised so as to ensure the best possible field of applicants.

The most appropriate method of advertising is determined by the nature of the position. The Human Resources Office can advise on the various options available to line managers.

### **7a. Procedures for Advertising**

- a) Vacancies to be advertised, whether internally in the first place or externally, should be given as wide a circulation as possible to those who are likely to possess appropriate qualifications and have relevant experience.
- b) Employees will be notified via email from Human Resources in relation to any new / backfill positions that may arise within the College.
- c) The email communication will advise of the position title / contract type / qualifications / skills and experience required, including a detailed job description.
- d) The email will also advise if the post is being advertised internally or externally.
- e) If the role is being advertised externally, it is normal practice for the College to utilise the College website, professional advertising sites, newspapers, professional body organisations etc.
- f) Advertising should be cost effective. Staff on Parental Leave and Leave of Absence, where possible, will be informed of relevant vacancies by the relevant line manager. It is essential that all staff on leave, who wish to be kept informed, provide the HR Office

with their personal email in order for role notifications to be sent to them. All job advertisements are agreed between the Human Resources Office and the relevant line manager.

## **7b. Advertising Guidelines**

Employees are welcome to apply for any vacancy arising within the College once they have satisfactorily completed their probation period and are eligible to apply. Employees may be asked to provide their Performance Management Review Form(s), however they are under no obligation to do so. Employee's may wish to produce this information to demonstrate their achievements, training and abilities in addition to their Curriculum Vitae (C.V) and covering letter. This form is an associated document of the *Performance Management and Development Policy*.

Interested employees should contact their Line Manager and/or Human Resources for more information.

Employees wishing to interview for a position, should submit a detailed cover letter and their most current C.V. to the Human Resources Office.

## **8. Shortlisting / The Selection Committee**

The primary method of shortlisting within the College is by means of a Selection Committee. The College will at all times endeavour to have a gender balanced Selection Committee. A Selection Committee is established in respect of each post and is asked to recommend a candidate(s) for each post. The Selection Committee assesses all applications against the selection criteria.

The Selection Committee will normally consist of Human Resources and the relevant Line Manager and other committee members where applicable i.e. senior management / management roles of the post advertised. However, depending on the nature of the role, other Committee members may include, senior management, the President and an external panel member who has a specific expertise which the College Selection Committee may require. Other appropriate staff members from the College may also be asked to participate in the screening/shortlisting process, but at least one other appropriate person must be involved. The Selection Committee will initially meet to assess all applications received.

Those involved must ensure that all applications are treated confidentially. All applications received and all relevant information used in the screening/shortlisting process will be made fully available to members of the Selection Committee if required. The Selection Committee will provide an average of their scores (see Appendix 1.4: *Example of Shortlisting Form*).

### **8a. Conflict of Interest**

To avoid any real or perceived conflict of interest, Carlow College, St. Patrick's staff involved in recruitment and selection should not interview and/or make hiring decisions on immediate family or someone they have a personal relationship with. If these circumstances arise then it is expected that the Selection Committee member will recuse themselves from the Committee and other Selection Committee members will identify a replacement.

Selection Committee members may have a positive or negative bias with one or more of the applicants for a position. In these circumstances, they should inform Human Resources and the other Selection Committee members prior to commencement of the short listing and interview processes.

If the member of the Selection Committee feels that the relationship may make it difficult for her/him to apply the merit principle, or feels that her/his participation may compromise application of the merit principle, then the Selection Committee should decide whether it is appropriate for the Committee member to be part of the selection process.

Advice on this matter(s) should be sought from the Human Resources Office. If the Selection Committee member continues in the selection process, then her/his opinion should be canvassed last in any discussion to avoid any perception of them influencing the outcome.

### **8b. Changes to Selection Committee**

While changes to Selection Committees are generally to be avoided, if it is necessary to vary the membership the following procedures apply:

- a) Notify Human Resources regarding the change of Selection Committee membership.
- b) Where changes in the Selection Committee membership impact the gender representation, every effort must be made to try and ensure the replacement identified will restore the appropriate representation although this might not be possible at short notice.
- c) Selection Committee members must be present for all interviews. If, in exceptional circumstances, a Committee member cannot be present for all interviews he/she should withdraw from the Committee and cannot make a case for any of the short listed applicants or vote for the appointment of any applicant. A substitute may be invited to participate on the Committee in order to cover a particular area of expertise and this substitution must be clearly documented.
- d) If the Selection Committee composition drops below the minimum requirements, the Selection Committee must be reconstituted at a later date.

### **8c. Procedures for Screening / Shortlisting**

- a) Prior to shortlisting, Human Resources in conjunction/consultation with the line manager / Selection Committee should prepare selection criteria for every vacant position and the selection decisions should be based on these criteria.
- b) All screening should be based on the application and measured against the requirements specified in the selection criteria.
- c) Those participating in the screening process therefore require a full set of applications, together with the selection criteria, job description and further particulars.
- d) Only those candidates who meet all the essential criteria should be shortlisted and considered for interview.
- e) Preliminary phone screening and/or interviews may sometimes be used to assist in screening/shortlisting.
- f) Screening should be carried out as soon as possible after the closing date for receipt of applications.
- g) The line manager is responsible (in consultation with HR) for ensuring that the reasons for not shortlisting each unsuccessful candidate are clearly recorded.
- h) The Human Resources Office should notify in writing to all candidates who have not been included on the shortlist, that their application was unsuccessful. This will be done



as soon as the shortlist is determined, unless the line manager / Selection Committee requests that this action be delayed until after the interviews.

- i) All candidates should be advised promptly by the Human Resources Office of interview times and any other arrangements.

#### **8d. Role of the Selection Committee when shortlisting**

All members of the selection committee must follow the below guidelines when shortlisting candidates:

- a) Ensure that fair and transparent decisions are reached.
- b) Establish a number of quality candidates only referencing Candidate 1, 2 etc.
- c) A complete and accurate record of the Committee's short-listing decisions will be required to support the College's Equal Opportunities Policy and for the purposes of satisfying feedback and Freedom of Information requests. To facilitate this process Human Resources circulates a short-listing spreadsheet with the applications to the hiring leader.
- d) The most highly ranked candidates shall be called for interview and the number called for interview should ideally (where possible) reflect an applicant to appointment ratio of 5:1 (e.g. average of five candidates per position), for reasons of fairness and equity.
- e) Not to canvass either directly or indirectly any person involved in the recruitment process

#### **8e. Guidelines to Selection Committee when shortlisting**

When shortlisting, members should not:

- a) Make negative assumptions or decisions on the basis of perceived over qualification.
- b) Make negative assumptions or decisions about overseas qualifications with which they are unfamiliar.
- c) Recommend for interview any applicant, whether internal or external, who does not meet the essential criteria.
- d) Predetermine the number of applicants to be interviewed. If it is not possible for the Selection Committee to meet, Human Resources is responsible for contacting all members about their individual shortlists and drawing up a final shortlist acceptable to all Selection Committee members.

#### **8f. The Selection Committee will:**

- a) Agree on and record a final shortlist if unanimous.
- b) Include in the shortlist all applicants about whom there is dispute if unanimity cannot be achieved.
- c) Consider re-advertising the position if none of the applicants meet all the essential criteria.
- d) Shortlist further; a structured phone screen to finalise the short list may be used.

- e) Agree on a set of questions based on the selection criteria, which will form the basis of the Interview Plan.
- f) Forward all shortlisting documentation to Human Resources.

## **9. The Interview Process**

Interviews are the most commonly used assessment tool enabling the Selection Committee to:

- Assess the personal attributes, past performances, technical skills, strengths and weaknesses.
- Gain insight into attitudes and values.
- Probe for inconsistencies and contradictions.
- Provide candidates with more detailed information about the position.

### **9a. Interview Preparation**

The Human Resource Office will organise and prepare documentation for the Selection Committee. This relevant documentation will be sent via email to Committee members with HR printing packs for each Committee member when possible.

The interview pack will contain the following:

- A copy of the job description.
- A copy of the selection criteria/ranking form.
- A schedule of all candidates called for interview.
- The application of the candidate i.e. Cover letter and C.V., and any other relevant application(s).
- Interview Questions

\*The Selection Committee must ensure that the questions asked are relevant to the position and based on the agreed criteria. HR must also ensure that questions could not be construed as discriminatory under any of the nine areas covered by the *Employment Equality Act, 1998 - 2015* (Gender, Sexual orientation, Disability, Civil status, Religion, Race, Family Status, Age or Membership of the Traveller Community).

### **9b. Other forms of assessment**

For some posts it may be necessary to supplement the interview with other forms of assessment. The Selection Committee should notify HR who will advise short-listed candidates in advance of any alternative forms of assessment.

The College reserves the right to use a variety of assessment techniques such as:

- Giving a brief presentation on a particular subject.
- Demonstrating the safe use of a basic piece of equipment.
- Completing an assessment of computing skills, for example Office Applications.
- Writing/drawing on a particular topic.

- Psychometric testing.
- In the case of academic appointments short-listed candidates may be required to present a seminar and provide copies of published material to the Selection Committee.

Any additional assessment methods used must accurately and specifically test essential or desirable knowledge and/or skills, as expressed in job descriptions, advertisements and selection criteria to ensure that they are neither directly nor indirectly discriminatory.

### **9c. Information to Candidates**

The College will endeavour to ensure that candidates receive sufficient notice of an approaching interview so as to allow them ample time to prepare for the interview, and if necessary, prepare for seminars or gather any requested work samples and travel arrangements.

HR will contact short-listed candidates and confirm their willingness to attend interview, followed by a formal invitation via email. Whenever possible, the interview schedule will be finalised taking into account a candidate's current commitments and availability. Should the candidate not be able to attend on the allotted date, the Committee will decide whether or not an alternative interview date can be facilitated. This might not be possible particularly where an external assessor is included on the Committee or the Committee members themselves are unavailable.

Human Resources will communicate with candidates in relation to all details pertaining to the interview process for a role.

Candidates shall be provided with the following information:

- Interview date, time and location.
- Interview panel member's names and titles.
- Time allocated for the interview(s).
- Stages of the interview process i.e. first and second round interviews etc.
- Preparation required i.e. Presentation subject or other forms of assessment as mentioned above.
- Request of notification for any specific requirements.
- Any other required interview information.

### **9d. Procedures for the Interview Process**

Ahead of the scheduled interview(s), the following procedures will follow:

- a) The Selection Committee will review the interview pack.
- b) Review and agree on a set of core questions which will form the basis of the interview and will be asked of all applicants.
- c) Supplementary or clarifying questions can be used in addition to the agreed core questions.
- d) Base their questions on selection criteria as specified in the Job Description.
- e) Focus on the skills, experience and knowledge required for the job.

- f) The Selection Committee should meet at least 15 minutes before the interview takes place to plan the interview procedure.
- g) Each member of the Committee should be briefed on their role and areas in which to question candidates.
- h) The Selection Committee should have given prior consideration to the areas to be addressed, to ensure their purpose and clarity and ensure that all interviewees will be similarly assessed.
- i) While each member might be asked to pursue a particular line in questioning interviewees, Committee members should be otherwise free to pursue those aspects of the candidate's background considered relevant to the position.
- j) Interviews should be used also to explore with candidates any ambiguities or lack of information in written applications.
- k) Questions must be objective and in keeping with the provisions of Equal Opportunity and Anti-Discrimination legislation.
- l) Comparable information sought from each candidate / interviewee should be related directly to the selection criteria.

The role of Human Resources is to co-ordinate the interview and to ensure that it is conducted fairly and without discrimination or bias, ensuring transparency. This includes:

- a) Making necessary introductions of the Selection Committee members to the candidates and explaining the format of the interview process
- b) Ensuring that each candidate feels sufficiently at ease to be able to communicate effectively during the course of the interview
- c) Ensuring that the Selection Committee has gathered sufficient information on each candidate to enable a valid assessment to be made regarding the candidate's suitability for the post
- d) Concluding the interview and informing each candidate of the next stage of the process
- e) Coordinating the Selection Committee in the assessment of the interviewed candidates and seeking agreement from the Committee on the rank order of the candidates who are deemed suitable for appointment to the position.
- f) Confirming and agreeing the selection criteria on which applicants will be scored.
- g) That every candidate receives the same opportunity (and time) to explain their experience, ability and potential to the Committee.
- h) Opening and closing the interview with the candidate.
- i) To ensure that discriminatory questions are recalled. Intervening and "striking out" any potentially discriminatory questions posed by the Committee if this happens to arise either before, after or during the interview.
- j) Keeping interviews on time so that all candidates receive the same time to make their case.
- k) Ensure that all areas of a candidate's application have been sufficiently explored throughout the interview so that an evaluation judgement can be made.

- l) Reminding the Selection Committee that the selection process is confidential.
- m) Noting that interviews are stressful ‘life experiences’ and that all representatives of College treat the candidate in a professional manner by ensuring the Selection Committee demonstrate interest in the candidate’s application, maintaining eye contact, switching off mobile phones or other electronic devices (e.g. PDAs), refraining from doodling etc.
- n) Advising the Committee that the College must also ‘market’ itself to prospective candidates and be prepared to impart information that will ‘sell’ the College. But, at all times cognisant of not ‘over-selling’ College or creating unfair expectations in the candidate’s mind.
- o) Advising the Committee that the same core questions must be asked of each candidate.
- p) Ensure adequate records are retained for the purposes of employment equality, Freedom of Information (FOI) and feedback purposes. Each scoring sheet from all Selection Committee members will be collected by Human Resources after interviews.
- q) Record the proceedings of the interview such as criteria used, weightings assigned, the evaluation of candidates against the criteria, explanation of marks allocated, the reasons for ranking and potential feedback to candidates.

The ranking of the candidates must be based on all aspects of the selection process. This includes written application, interview, presentation (if appropriate to the competition) or any other testing, together with referees' reports (*which may be requested prior to interview with the consent of the candidate or requested when the College offers a provisional offer of employment, pending the outcome of obtaining satisfactory references*), completing the *Interview Criteria/Ranking Form* (see Appendix 1.3). The completed form should list the names, in rank order, of those candidates deemed suitable for appointment to the post.

All members of the Selection Committee should sign the *Interview Criteria/Ranking Form*.

The College endeavours to promote a friendly, reasonably relaxed atmosphere to encourage candidates to talk freely. Following the interview, adequate time and attention should be given to each member of the Selection Committee to ensure full discussion and assessment of each candidate. Every effort will be made to adhere to the overall timetable to avoid keeping candidates waiting.

All College staff who become involved in Selection Committees should undergo a formal training programme on interviewing skills. This training is arranged by the Human Resources Office.

For the majority of vacancies advertised within the College, written applications, short listing, interviews, Garda Vetting and reference checking will form the basis of the Selection Process. Candidates may also be asked to submit a Presentation. The process and all interview information will be communicated to candidates ahead of the interview process. The College reserves the right to request that candidates undergo a pre-medical assessment prior to employment.

### **9c. Referee Reports**

Referee reports provide another source of information about the candidate(s). They should be seen as one part of the selection process. Candidates are required to authorise the College to seek at least two references. Permission to seek a reference from their current employer will be

sought. It is recognised that some candidates may prefer not to give this permission until after the interview stage and the offer of a position is likely.

Referees will be advised that references which are provided may be released to candidates under the *Freedom of Information Act 2014* and *Data Protection Acts 1988* and *2003*, soon to be GDPR, if requested

In any event, no offer of official appointment will be made unless satisfactory references have been received by HR. Only provisional offers will be offered pending the College receiving two satisfactory references. Referees should be provided with information about the position and be requested to address the selection criteria. HR will obtain verbal referee's report(s) using the selection criteria (ranking form and referencing check form) as the basis of the request. This can improve the benefit of references in the selection process. In such cases an accurate summary of the conversation should be recorded in a written note by Human Resources and kept with the written references.

Where a member of the Selection Committee is a referee for a short-listed applicant it is essential that the remaining referee reports come from a non-panel member.

Canvassing Representations on behalf of an applicant, including unsolicited recommendations, will be treated as canvassing. Canvassing seeks to establish an unfair advantage for one applicant relative to others and may result in disqualification of that applicant.

## **10. Provision of References**

References are only provided by Human Resources and/or the relevant Line Manager. A statement of facts is provided by the Human Resources Office in consultation with the relevant Line Manager in the first instance. However, where a performance/experience reference is requested, this may be provided by the Line Manager, subject to consultation with HR. With regard to the provision of references for former employees, Line Managers should seek advice from HR in the first instance to ensure adherence to Employment Legislation.

## **11. Medical Reports**

New appointments, may be subject to a pre-employment medical examination with the College's doctor and/or complete a medical questionnaire. In this situation, confirmation of your appointment to a position will be dependent on the doctor confirming you are fit for employment. The College will not discriminate against any candidate on the grounds of disability and will at all times act in accordance with current Employment Equality legislation.

## **12. Procedures for Medical Reports**

Offers of employment may be subject to a medical assessment. Should a medical assessment be required, and when candidates are formally advised of the success of their application, they will also be advised that they should not resign from their current employment until the College indicates that all the necessary details, including the receipt by the College, of a satisfactory medical report (if and when required), have been fully adhered to. This overcomes a possible situation where a successful candidate resigns his/her employment to find that the College cannot proceed with their employment.

If a medical assessment reveals a candidate to have a disability within the meaning of the *Employment Equality Act, 1998 – 2015*, the candidate will be dealt with in accordance with the provisions of *Employment Equality Act, 1998 – 2015*.

All information provided is treated in the strictest confidence and will only be accessible by our nominated Occupational Health Practitioner (OHP) and Human Resources. The candidate/employee will also receive a copy of same.

## **12. A Verification of Qualifications**

All candidates applying for a job where a qualification is a mandatory criterion will be requested to provide copies of your qualification to HR, copies of your certificates will suffice.

Non-provision of the required qualifications may cause a delay in the recruitment process until the correct documentation is received. No appointment will be made unless HR is satisfied that a candidate's academic/training qualifications are bona fide.

## **13. Garda Vetting**

The College is committed to ensuring that pre-defined and published regulations and legislation are consistently adhered, therefore, to ensure that Carlow College is compliant with legislative requirements for relevant organisations as set out in the *National Vetting Bureau (Children and Vulnerable Persons) Act 2012*, all persons employed by the College will be subject to Garda Vetting clearance.

It is a condition precedent that all offers of employment are subject to two satisfactory employment reference checks and evidence of qualifications

All new employees therefore, must complete the Garda Vetting Form and authorise the College to conduct a background check via the Garda Síochána National Vetting Bureau (GSNVB). The vetting process will be carried out by an Authorised Liaison Person. HR has an Authorised Liaison Person who is the liaison between College and the Vetting Bureau for staff. All offers of employment are subject to satisfactory Garda vetting clearance. Please see the *Garda Vetting Policy* for further information.

## **14. Interview Feedback**

As previously outlined, a written record of the decision-making process is maintained by HR throughout the relevant stages of the College's recruitment and selection process. These records are essential to support the likelihood that candidate(s) will request feedback post interview.

The purpose of feedback is to provide factual and accurate information on the selection and decision-making process, however, feedback on areas where a candidate(s) may improve on interview skills and interview preparation might also be discussed; it is important to confirm with the Selection Committee if this level of supplementary feedback is desirable before offering constructive advice.

Feedback can be given verbally via a meeting with the hiring manager and candidate for internal interviews. The conversation must provide qualitative feedback to a candidate that is both informative and helpful towards the candidate's development. Due to the usual high number of applications / interviews, where external candidates attend interview, it is not always possible to provide to feedback immediately, however all requests will be managed and processed in line with the *Freedom of Information Act 2014*.

Advice and assistance on preparing and delivering candidate feedback is available from HR to the candidate(s). A letter of regret will be sent to unsuccessful applicants to external candidate(s) from HR.

## **15. Post Offer and Contract of Employment**

When the interview process has completed and the successful candidate has been identified, HR will complete the following steps:

- a) Initial verbal offer of role to the candidate subject to post requirements as mentioned above i.e. References, Garda Vetting, copies of qualifications etc.
- b) HR may also issue an offer letter to the candidate.
- c) Agree a start date with the candidate.
- d) Prepare a contract of employment and covering letter for the candidate asking the candidate to supply the relevant required documentation and to return a signed copy of their contract.
- e) Once the signed contract is returned, HR will notify Payroll.
- f) HR will then advise the President of the formal acceptance of the role from the Candidate.
- g) The President will issue a communication regarding the new hire to all staff.
- h) HR will then notify both IT and Facilities and/or any other relevant departments where required.

## **16. Induction Training**

At present, Induction for new hires is conducted by the relevant line manager. A new hire checklist is emailed to the manager ahead of commencement of employment. The HR Office is responsible for the role and will inform the relevant Line Manager, Payroll, Facilities, IT etc. of the new staff member's start date.

## **17. Career Development**

Providing development opportunities for employees can mean increasing the capacity to perform through training, giving assignments that introduce new skills or higher levels of responsibility, improving work processes, sharing information through knowledge sessions, coaching and mentoring and internal/external training. Providing employees with developmental opportunities encourages good performance, strengthens job-related skills and competencies, and helps employees keep up with changes in the workplace. If employees wish to discuss their career plan and development, assistance can be provided by the relevant Line Manager or a member of the HR Office.

## **18. Promotion**

Carlow College endeavours to provide career opportunities for employees wherever possible and to encourage employees who wish to progress. Promotion can be achieved through application for advertised vacancies, and through expansion of existing roles. All such opportunities and vacancies are notified to all employees. Where appropriate, training to enable employees to progress will be provided.

## **19. Confidentiality**

The fact of and the information contained in a candidate's application, his/her performance at interview and the subsequent marking process are highly confidential. This information is subject to the provisions of the *Freedom of Information Act 2014* and the *Data Protection Acts 1988 – 2003* and any other provisions that have been clearly identified in the published



documentation. Those involved in recruitment processes are made aware of their responsibilities in this regard.

## **20. Equal Opportunities**

Carlow College is committed to equality of opportunity and to the elimination of all forms of discrimination within the work place. The *Employment Equality Acts*, 1998 and 2015 are the relevant legislation, which detail the grounds upon which discrimination can occur.

The policy ensures that no person is treated less favourably than another on the grounds of gender, civil status, family status, sexual orientation, religion, age, disability, race or membership of the Travelling Community.

It is our policy that the principles and practice of equality of opportunity should apply to all conditions of service for employees. This includes recruitment, selection, career development, training, pay and terms and conditions of employment (this list is not exhaustive).

Responsibility for ensuring that the policy is implemented fairly and consistently rests with every individual working in Carlow College. All employees must be aware of their individual responsibilities in relation to Carlow College's Recruitment and Equality policy.

If any employee considers they have been treated less favourably on any of the grounds listed above, they should follow the procedures detailed in the grievance procedure. This is a right of all employees of Carlow College. Please see the *Equality Policy* for further information.

## **21. Interview Records**

It is a requirement that the Selection Committee record factual notes on each candidate interview and submit them to the recruitment file at the end of the appointment as part of the College's official record of the appointment.

These records must be retained for twelve months by Human Resources or as long as the notes are deemed relevant. All applicant records are subject to release under the *Freedom of Information Act 2014/Data Protection Acts 1988 and 2003* (changing to GDPR in May 2018). The Selection Committee is responsible for adequately recording its evaluation of each applicant against the selection criteria and its reasons for rating and ranking each individual.

The Criteria/Ranking form noting all those deemed appointable and in rank order shall be signed by each member of the Selection Committee.

\* The College, from time to time, has the right to change, alter, amend or replace the provisions set out in this Recruitment and Selection Policy and Procedures. Any such changes will be notified to staff as soon as possible after the changes have been made. This will be done via email communication, Communication meetings from line managers and the staff portal.

## Appendix 1.1. Recruitment Guidelines for Managers

Please see below the recruitment steps and processes for managers:

### Phase 1: Establishing a Vacancy

- Establish if a vacancy is required.
- Put together an initial draft Job Description, advising of requirement, length of role, type of role etc.

See Point 1 of Recruitment and Selection: Practices & Procedures.

See Points 3 – 5 of Recruitment and Selection: Practices and Procedures for drafting a job description.

### Phase 2: Approval for Vacancy

Seek approval for the role with both HR in the first instance and the President.

- After official approval, Line Managers must draft a job description in full. HR can assist in this process.
- Before a role is finally drafted and approved, Line Managers must complete the Recruitment Request Form (RRF) before submitting to HR for initiation of the specific recruitment need.
- The RRF must be signed by the Line Manager, HR and the President for approval.

See Point 2 & 6 of Recruitment and Selection: Practices & Procedures.

#### Note(s)

\*A post cannot proceed until the completed RRF is fully signed by all members mentioned above.

\*You will be advised by HR if any additional approvals are required.

### Phase 3: Advertising the Vacancy

HR, once all the relevant steps have been carried out, will draft an Advertisement of the role.

- Line Managers will be provided with a draft advertisement for final review ahead of final advertisement, advising of changes/amendments.
- All applications received will be forwarded to the line manager for shortlisting, giving the Line Manager the opportunity to assess all applications against the selection criteria.

See Points 7 & 8 of Recruitment and Selection: Practices & Procedures

#### Note(s)

\*To avoid any real or perceived conflict of interest, Carlow College staff involved in recruitment and selection should avoid interviewing and/or making hiring decisions on immediate family.

### Phase 4: The Interview Process

- Line Managers will participate in the drafting of the selection criteria of candidates.
- Line Managers will participate and engage in the Interview Process.
- Line Managers will provide all recruitment documents to HR (i.e. signed shortlisting criteria form, recruitment notes and candidate selection form).
- Participate in the interview feedback to all internal candidates either successful and non-successful.

See Points 7 & 8 of Recruitment and Selection: Practices & Procedures

### Phase 5: Induction

Once a contract of employment has been returned by the new hire accepting the offer of employment, the following steps should be followed by managers re induction:

- All line managers are responsible for welcoming and inducting new hires into the College.
- All managers should meet and greet the new hire on their first day of employment.
- A new hire checklist is emailed from HR to the manager ahead of commencement of employment.

### General Information

- Familiarise yourself with the recruitment process and adhere to all relevant processes, procedures and documentation.

- 
- At all times, ensure that every candidate is treated fairly, adhering to both the Colleges *Equality Policy* and *Recruitment Policy*.
  - Always seek advice and guidance from HR for information pertaining to recruitment and selection.

**Appendix 1.2. Recruitment Request Form (RRF)**

**PERSONAL DETAILS**

NAME OF EMPLOYEE: \_\_\_\_\_

ADDRESS: \_\_\_\_\_

TELEPHONE NUMBER: \_\_\_\_\_

MOBILE NO: \_\_\_\_\_

EMAIL: \_\_\_\_\_

**CONDITIONS PRECEDENT**

QUALIFICATION EVIDENCE: \_\_\_\_\_

SATISFACTORY REFERENCES: \_\_\_\_\_

PRE-EMPLOYMENT MEDICAL: \_\_\_\_\_

**ROLE DETAILS**

POSITION TITLE: \_\_\_\_\_

LINE MANAGER: \_\_\_\_\_

DEPARTMENT: \_\_\_\_\_

JOB DESCRIPTION / DUTIES (attach): \_\_\_\_\_

CONTRACT COMMENCEMENT DATE: \_\_\_\_\_

CONTRACT COMPLETION DATE (if fixed term temporary): \_\_\_\_\_

**\*Contract Renewal – Required**  
Employee Original Start Date: \_\_\_\_\_

How many contracts has the Employee Received? \_\_\_\_\_

**CONTRACT TYPE DETAILS**

Contract Types		Tick Yes/No, and additional detail if required	
1. Permanent	Yes / No	Full-time (i.e. norm 35hrs/week):	Yes / No
2. Fixed-term - Temporary	Yes / No	Part-time: (i.e. less than 35hrs/week): (Please indicate total number of hours)	Yes / No
3. Fixed-term – Temporary – Term time/Student Term (only, vs 52 wks. p.a.	Yes / No	<b>Other Details?:</b>	
4. Specific Purpose - Temporary	Yes / No		
5. Independent Contractor	Yes / No		

**WORKING HOURS DETAILS**

DAYS OF WORK (Mon-Fri): \_\_\_\_\_

START TIME (norm 9:00 a.m.): \_\_\_\_\_

FINISH TIME (norm 5:00 p.m.): \_\_\_\_\_

REST PERIODS:

A) MORNING BREAK (paid): \_\_\_\_\_

B) LUNCH BREAK (unpaid): \_\_\_\_\_

C) AFTERNOON BREAK (paid): \_\_\_\_\_

**REMUNERATION DETAILS**

**SALARY:** *Tick Yes/No, and additional detail if required.*

HOURLY RATE: YES / NO \_\_\_\_\_

DAILY RATE: YES / NO \_\_\_\_\_

WEEKLY RATE: YES / NO \_\_\_\_\_

ANNUAL RATE: YES / NO \_\_\_\_\_

PRO-RATA'D RATE: YES / NO \_\_\_\_\_

**APPROVAL DETAILS**

SIGNED BY:

DATED:

LINE MANAGER: \_\_\_\_\_

H.R. OFFICER: \_\_\_\_\_

PRESIDENT: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Update: Payroll \_\_\_\_\_

Update: House Management, IT, Alison (Attendance, Leave, Contracts). \_\_\_\_\_



**Appendix 1.3. Example of Criteria/Ranking Form**

**Role:**

	Criteria 1	Criteria 2	Criteria 3	Criteria 4	Criteria 5	Criteria 6	Criteria 7	Criteria 8	Criteria 9	Criteria 10	Criteria 11	Criteria 12	TOTAL	Comments
Weighting	10	10	10	10	10	10	10	10	10	10	10	10	120	
Name	Presentation	Knowledge of role / C.V / Experience	Strengths	Challenges	Experience / skills that are transferrable	Results-oriented	Improvements / Initiatives to bring to the role	Key Attributes	Relationship Building	Communication	Change Management	Technical Skills (Microsoft)		
1 Candidate 1														
2 Candidate 2														
3 Candidate 3														
4 Candidate 4														
Panel Members Signatures														
Manager:														
Date:														



**Appendix 1.4. Example of Shortlisting Form**

**Shortlisting Criteria - Example**

	Criteria 1	Criteria 2	Criteria 3	Criteria 4	Criteria 5	Criteria 6	Criteria 7	Criteria 8	Criteria 9	Criteria 10	Comments
<b>Name</b>	<b>Degree</b>	<b>Experience (Years applicable)</b>	<b>Salary Expectations</b>	<b>In-depth experience in a comparable role i.e. demonstrable experience throughout C.V</b>	<b>Experience in Project Management</b>	<b>Decision making experience throughout C.V</b>	<b>People Management Experience</b>	<b>Leading Teams</b>	<b>Leading / working within Change Management culture / process</b>	<b>Technical -IT (Microsoft)</b>	
1 Candidate 1											
2 Candidate 2											
3 Candidate 3											
<b>Panel Members Signatures</b>											
<b>HR:</b>		<b>Panel Member 1:</b>		<b>Panel Member 2:</b>							
<b>Date:</b>		<b>Date:</b>		<b>Date:</b>							

## Appendix 1.5. Sample Job Description

### Job Description – Marketing Manager

<b>Job Title:</b>	Marketing Manager	<b>Contract Type:</b>	Fixed term – 2 years Full-time
<b>Function:</b>	Marketing Communications	and	<b>Hours of Work:</b> 5 days per week
<b>Reporting To:</b>	Assistant Registrar	<b>Salary:</b>	tbc

#### Carlow College, St. Patrick's

Carlow College, St. Patrick's is a small third level College specialising in degree level education in the Arts, Humanities and Social Care areas. The College has a rich tradition of education since its establishment in 1782. Its historic campus close to the centre of town offers an ideal learning environment. The College has a strong reputation for the quality of its education, based on small class sizes, an engaging and research active faculty, with strong academic supports for students. Currently it delivers degree programmes involving the disciplines and fields of English Literature, History, Philosophy, Theology, Psychology, Social Care and Social Studies, and Citizenship and Community Studies. At postgraduate level, a professionalising Masters is offered in Therapeutic Child care. Additionally, it has an international programme attracting students from a number of Colleges in the United States. Student enrolment is around 500.

The College is now embarking on a 5-year strategic plan to strengthen its operational capacities and to increase its student enrolment. The Marketing and Communications function will play a key role in the achievement of this plan through developing and communicating the College's marketing message, building and engaging the College's student and stakeholder base, and creating effective strategies that will promote the long-term growth of the College.

The College now seeks to appoint a **Marketing Manager** to lead this function and ensure the communication of the College's message to prospective students, and to local, regional, national and international stakeholder groups.

#### Role Overview

The Marketing Manager will create and execute a brand message and a multi-annual marketing plan, thereby ensuring the College, its educational programmes, and all related activities are promoted effectively and attain the utmost stakeholder engagement.

#### Reporting Line

The Marketing Manager will report directly to the Assistant Registrar.

#### Key Responsibilities

##### Strategic Development

- Create and execute an approved Branding Plan for the College in support of its strategic aims and with reference to the stakeholder groups of the College.
- Create and execute a multi-annual Marketing Plan for Carlow College, St. Patrick's which drives student recruitment.
- Negotiate and monitor Marketing budget requirements.
- Prepare, manage the publication of, and ensure the effective distribution of the College's Prospectus and related material in co-operation with Programme Board Chairs, Admissions, V.P for Academic Affairs and Registrar, President and relevant staff members.
- Develop the relationship between the College and the College Alumni.
- Identify and source good sponsorship opportunities to promote Carlow College, St. Patrick's.



### **Communications / PR**

- Map key stakeholder groups of the College and develop a communications strategy to support the College's engagement with these groups.
- Ensure that local media opportunities are realised, by preparing and supplying advertisements and editorial copy to local and regional press and radio as budgets permit.
- Negotiate advertising and promotional agreements with relevant media.
- Create and distribute a regular staff newsletter to keep all staff up to date and to reinforce organisational culture.

### **Marketing Management**

- Ensure marketing is familiar with ongoing and important community events to ensure that where possible Carlow College, St. Patrick's is represented and/or utilised as a centre for activities.
- Design and produce both external and in-house marketing materials to be of visual impact and within brand guidelines.
- Liaise with relevant internal/external personnel to ensure social media, websites, etc. are fully utilised to further promote Carlow College, St. Patrick's.
- Provide relevant literature to internal departments to support the promotion of their services.
- Attain utmost promotion/PR, and ensure maximum participation from the College community by managing the marketing activity at all College events, conferences, activities, etc.
- Liaise with relevant staff members and students to support and ensure their active participation and involvement in promoting Carlow College, St. Patrick's courses, events, conferences, etc.
- Collaborate with the School Liaison Officer (SLO) on all written and promotional material to ensure Carlow College, St. Patrick's agreed marketing message is consistently and accurately delivered.
- Attend certain promotional events (e.g. Career fairs/exhibitions) with the SLO.
- Collaborate with the SLO in organising the annual Open Day.

### **Qualifications & Experience**

- Recognised 3<sup>rd</sup> level qualification in marketing or related area.
- 5+ years' experience of management in a comparable role.
- Record of achievement in the design and execution of marketing plans.
- Operational knowledge of marketing within the educational sector would be advantageous.
- Good working knowledge of social media's role and its related tools within marketing/promotional activity.
- Being fully competent in Adobe InDesign and Adobe Photoshop is desirable.

### **Skills & Competencies**

The candidate must be able to demonstrate their capacity in the following areas:

- Excellent interpersonal skills.
- Ability to work effectively with all College departments.
- Strong communication skills i.e. verbal and written.
- High level of initiative, supported with a positive and flexible approach.
- Ability to generate plans and effectively manage projects/initiatives.
- Strong organisational skills.
- Creative with good attention to detail.
- Demonstrate the ability to self-manage.

This job description is not intended to contain a comprehensive list of activities, duties, or responsibilities. Additional duties may be assigned based on business operational needs.

### **Application Requirements**

Candidates should submit their C.V and covering letter specifically outlining how their qualifications and experience fits the requirements of the role to [hr@carlowcollege.ie](mailto:hr@carlowcollege.ie) Closing date for applications is [DATE](#).

**\*Please note that all applicants should consider the following questions when submitting their application:**

1. Do you hold a recognised 3<sup>rd</sup> level qualification in Marketing or equivalent?
2. Do you have at least 5+ years' experience of management in a comparable role?
3. Does your current and / or previous work experience meet the requirements of the role? If so, please explain in your cover letter.

\*Please note that as part of Carlow College, St. Patrick's recruitment policy, it is a condition precedent that all offers of employment are subject to two satisfactory employment reference checks and evidence of qualifications.

***Carlow College is an equal opportunities employer.***

SAMPLE