



TITLE: RECRUITMENT AND SELECTION POLICY

Version	3.2	Date Approved	18 June 2025
	Appendix 1, section 19, updated to align with the Information Security Management Framework and current practice.	Review Date	8 November 2028 or as required
Approved By	Management Board		
Owner	Human Resources		
Version Control			
Version No.	Date Approved	Documented Changes	
3.1	6 November 2024	Appendix 1, section 13, updated to reflect revised language from the Data Protection Officer.	
3	8 November 2023	The policy was updated to include the following changes: clarity provided in terms of ‘Interview Panel’ and ‘Selection Committee’; Privacy Notice hyperlink updated throughout policy; Job Description example with title, role etc. removed and replaced with key words; HR and Line Manager roles and responsibilities updated as required; appendices removed where deemed unnecessary and gender neutral language included throughout the policy.	
2	20 November 2020	Policy updated to reflect College practices, introduction of new policies such as DP, D&R, FOI policies etc. Other updates came from action points related to Athena SWAN, which were deemed eligible to be updated at this review (i.e. exit interviews).	
1	22 November 2017	Initial Issue	

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*, as well as *Equal Status Acts 2000-2015*, *Freedom of Information Act 2014*, and *Data Protection Act 2018*.

2. Scope of Policy

The Human Resource Office supports the College's strategic objective of recruiting and retaining the best staff. 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 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. This policy covers all Academic and Professional Support and Services appointments.

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.

The College's recruitment and selection processes and procedures are designed to ensure the primary objective of assessing a candidate's suitability for the role for which they apply.

Unconscious bias can however influence individual's decision making when selecting candidates.

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 1.2: *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, Programme Directors, 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;
- To ensure that all posts reflect the business needs of the College and that all decisions within this policy and its subsequent practices and procedures align with Carlow College's strategic plan and organisational structures;

- Make the initial provisional offer, carry out pre-employment checks, offer the formal contract.; and
- Endeavouring to have a gender balanced Selection Committee

The HR Office will endeavour to ensure that the College Recruitment and Selection process is conducted in a timely manner, whilst adhering to the College's policies and governance requirements.

4.2 Line Managers

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

- 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 assist in the preparation of 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; and
- Make themselves available to sit on interviews as far as is reasonably practicable to ensure the prompt completion of the interview and recruitment process.

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 Documentation¹

- [Recruitment and Selection Handbook](#)

6. Referenced Policies

- *Academic Workload Allocation Policy* (see Staff Portal)
- [Data Protection Policy](#)
- [Dignity and Respect Policy](#)
- [Equality Policy](#)
- [Freedom of Information Policy](#)
- [Staff Vetting Policy](#)
- [Performance Management & Development Policy](#)
- *Probation Policy* (see Staff Portal)
- *Staff Code of Conduct Policy* (see Staff Portal)

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 it. A number of policies are currently in development which will support this policy.

Employees found to be abusing this policy and its subsequent and related practices and procedures will be subject to the organisations disciplinary action up to and including dismissal.

¹ Another important document that is uniquely tied to this Policy is the Employee Handbook.