
Old Coolattin Country CLG
T/a
Carnew Training and Consultancy

Recruitment, Selection & Vetting Policy



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Policy

The following procedures and practices cover all recruitment to Old Coolattin Country CLG, t/a Carnew Training and Consultancy irrespective of internal departments.

Freedom of Information and Recruitment & Selection

On 14 October 2014, the Freedom of Information Act 2014 came into effect and repealed the 1997 and 2003 Acts. The Act confers on individuals a legal right of access to their own personal information held by any relative body and to their own employment records. It also confers a legal right to have made known to them, in writing, the reasons for decisions made that have materially affected them. The Board have decided, as a matter of policy that all records relating to an individual's application for a position can be made available to them automatically on written request without the need to go through the Freedom of Information process.

The Board of Old Coolattin Country CLG adopt this policy in line with Pobal's action and operate open and transparent processes and make an any individual's recruitment records available to him/her upon written request.

Old Coolattin Country CLG operates processes, which are rigorous, transparent and professionally conducted. All decisions relating to recruitment and selection are justifiable in relation to the criteria outlined for the post.

1.0. The Job

The recruitment and selection process begins with a job analysis, which will identify the following:

- The key areas of responsibility role and requirements of the post, including how the role may develop into the future
- The reporting and working relationships of the post
- The impact the new position will have on existing roles/posts
- The status/contract duration/grading of the post

If it is an existing position, the following issues need to be considered:

- Whether the job has changed, and why
- Whether the job description needs to be changed to accurately reflect the role and responsibilities of the post and how the role will develop into the future.

1.1. The Job Description/Person Specification

In addition to recruitment & selection, the job description may be used for a variety of purposes, including:

- Identifying needs in respect of training and development

- Ensuring a rational system of job grading exists
- Ensuring mutual understanding between the employee, the line manager and other co-workers about the allocation of responsibilities and priorities and associated job accountabilities
- Providing a reference point for reviewing performance and identifying development needs.

A clear job description helps to select the most suitable candidate for the post and provide an opportunity for applicants to inform themselves about what your organisation can offer them.

1.2. Writing the Job Description

It is the responsibility of the Board/Manager, in consultation with the appropriate staff, to draft the job description. This is essentially a summary of the tasks and responsibilities of the jobholder and it should include the following information:

- The main purpose of the job and the context in which it exists
- The key areas of responsibility and accountabilities involved
- The reporting relationships
- The tasks and skills involved
- In writing a job description, the following broad principles should be borne in mind:
- The job description describes the job, not the person in it
- The job description must describe what the job will be and what the post holder will be required to do now and into the future
- The aim is to describe the principal tasks of the job
- Specific conditions pertaining to the functions of the post should be clearly defined
- The job description should allow for flexibility in the allocation of new duties relevant to the core functions of the post. This will avoid potential issues such as demarcation and the like and ensure the required level of flexibility amongst staff exists.
- The job description must not be discriminatory or make explicit or implicit reference to the age, gender or any other irrelevant characteristics of the position holder.

1.3. Person Specification

Once the job description has been written, the person specification outlining the skills, qualifications, knowledge, behaviour, competencies and experiences required of the person being sought can be decided. The person specification contains the selection criteria against which applicants will be assessed. It is more likely that the best candidate will be selected for the job, if the accurate criteria are specified and available. Selection criteria are critical to the recruitment and selection process as they provide:

- A consistent and objective set of standards for all applicants, which can be observed and measured
- A structured and rational means for assessment of applicants
- Selection criteria that can be divided into essential and desirable.

Essential Criteria are those that are critical for the satisfactory performance of the job. All applicants must meet all essential criteria to be considered for the next stage of the recruitment and selection process.

Desirable Criteria are those, which enhance a person's capacity to do the job. They are usually not listed as essential because it is expected that they can be acquired once in employment. For instance, while specific knowledge about your programmes may be of benefit, it can also be learned.

1.4. Conditions of Employment

The job details include the following:

- Salary
- Working Hours
- Location where the job will be based
- Pension
- Annual Leave
- Expenses
- Duration of the contract

1.5. Selection Process

Details of the selection process are included in the job description e.g. short-listing and structured interviews.

1.6. Final Draft

The Manager should ensure that the job description conforms to current HR Policies and relevant legislation and the agreed format, as appropriate to the organisation.

2.0. Application Form

An application form may be used to aid the process. The application form only contains questions relating to the requirements of the job i.e. questions on the skills and the experiences required for the position. Questions on marital status, numbers of children, date of birth, medical history or any other of the nine grounds listed in the Employment Equality Act, 1998 - 2015 are not included in the application form.

2.1. Advertising the Position

Having regard to the potential vacancy to be filled, a decision is made on the most appropriate method of advertising which will result in sufficient levels of interest from suitable candidates. This might include advertising the vacancy internally within the workplace or externally using national press, local press, website, recruitment agencies, FÁS etc.

2.2. Drafting the Advertisement

The advertisement (internal or external) is carefully drafted with specific regard to the job description and person specification. The advertisement should conform to current HR Policies and relevant legislation, particularly equality legislation, and the agreed organisational format. The draft advertisement should include the following details:

- The job title
- The level of the position/ remuneration
- The key duties and responsibilities of the position
- The location/base of the post
- The essential and desirable selection criteria (taken from the job description)
- The closing date for receipt of applications
- The availability of full job details, Tel/Fax No, email and website address
- Company logo and NDP logo and EU logo, if appropriate

2.3. Selection

It is vitally important to remember that all documentation throughout the selection process is submitted in confidence. All parties involved in the recruitment process must respect candidates' right to privacy and confidentiality. Discussions regarding individual candidates must not be engaged in by members of the interview board or staff involved in the management or administration of the process, outside the process. The names of candidates who have applied for a position(s) should never be disclosed to any party who is not involved in that process.

The most common method of selection is by means of a formal structured interview, supplemented in some cases by other assessment techniques such as presentations and second interview. In relation to the Interview Board, it is recommended that every Interview Board will:

- In most cases comprise of a minimum of three persons (including chairperson). In the case of short-term appointments or more junior positions, an Interview Board may comprise of a minimum of 2 persons
- Be of a composition appropriate to the post being filled
- Have gender representation where possible
- Where appropriate, include a member of the Board
- Be given a copy of the recruitment and selection guidelines
- Receive appropriate interviewing training, including equality training.

3.0. Conflict Of Interest

There can be times when a member of an Interview Board has a family relationship, well-known friendship or other form of relationship, positive or negative, with one or more of the applicants for a position. In these circumstances, if a member of the Interview Board feels that he/she may have a conflict of interest, they can opt to withdraw from the selection process. Alternatively, s/he should inform the Chairperson and other Interview Board members prior to commencement of the short listing and interview processes. If the interview member feels, that his/ her participation may compromise the application of fair process, then the Interview Board should decide whether it is appropriate for him/her to be part of the selection process.

4.0. The Short Listing Process

Short listing is the process whereby candidates are assessed by at least two members of the Interview Board against agreed criteria, because of information provided in the application documentation, in order to eliminate unsuitable candidates and identify those candidates who most closely meet the criteria for further assessment. At least two members of the Interview Board must assess the applications, to shortlist who will be invited to interview. This helps bring objectivity to the process and can minimize allegations of bias. Once the application deadline has closed, all members of the short listing board will be given a full and complete set of the following

- Job description
- Person specification
- Advertisement
- A list of all applicants and their complete application documentation.

The Short-listing board should agree the shortlist criteria in advance of the shortlist process. The shortlist criteria should be based on the specific requirements of the job as outlined in the job description and person specification.

These criteria and a rating system should be agreed in advance of the short-listing meeting and should be applied consistently in respect of all applicants. Each Member of the Short-listing Board should:

- Agree on a set of criteria for short listing

- In the first instance, shortlist all applicants who possess the essential criteria stated in the advertisement or information package
- Shortlist further by rating remaining applicants against the essential and desirable selection criteria only
- Note briefly the reasons for not short-listing each unsuccessful applicant.

See – Appendix A

At the commencement of the process, a meeting of the short-listing board should be arranged, and a Chairperson agreed. This person should be fully briefed and equipped to properly discharge this role, having due regard to the requirements of *Pobal* under Freedom of Information legislation. Ideally, all members of the short-listing board should then attend a short-listing meeting arranged by the Chairperson. Where this is not possible he/she should forward their draft shortlist, together with the applicant ratings to the Chairperson in advance of the short-listing meeting. The Chairperson should consult with them before the final shortlist is agreed. Once this exercise has been completed, they should:

- Agree on and record a final shortlist of candidates that have been assessed as being competitive in the format outlined in ***Appendix B***
- Include in the shortlist those applicants about whom there is dispute if unanimity cannot be achieved
- Consider re-advertising the position if no applicants meet all the essential criteria

When short-listing, board members should never:

- Recommend for interview any applicant, whether internal or external, who does not meet the essential criteria
- Make negative assumptions or decisions based on perceived over-qualification
- Exclude candidates from further consideration for reasons that are not related to the selection criteria such as personal bias, age, disability, gender, race or any other of the nine grounds listed in the Employment Equality Act, 1998 - 2011.

At the end of the short-listing process, the Chairperson of the short-listing board should return a copy of the shortlist report signed by all members of the short-listing board together with a signed copy of the shortlist assessment sheet to a person nominated by the Board. The shortlist assessment sheet should include a brief comment as to why a candidate has **not** been short-listed.

A person, nominated by the Board, should be designated to notify unsuccessful candidates by letter or email as soon as possible after the short-listing process has been completed. Unsuccessful candidates should be advised that written feedback on the short-listing process is available by written request. This feedback will only relate to the individual applicant. No reference should be made to the performance of another individual applicant.

5.0. Interview & Selection

5.1. The Interview Plan

The Interview Board should meet in good time prior to the interview and draft an interview plan with specific areas of questioning for each interview board member. In preparing questions, Interview Board members will need to:

- Base the questions on selection criteria as specified in the Job Description see interview assessment sheet at
- Focus on the knowledge, skills, attainments, competencies and behaviour required for the job
- Ensure questions are sufficiently rigorous and searching to assess ability and differentiate between candidates

Ensure that questions are well structured, relevant and probing.

See - Appendix C

The questions asked at selection interviews must be wholly relevant to the specific job. The Chairperson should ensure that questions asked are relevant to the position, are aimed at assessing the candidates in relation to the agreed criteria and will elicit information to assist in selecting the best candidate for the job. Interview Boards should be mindful at all times of not asking questions, which could be construed as potentially discriminatory under the nine areas covered by the Employment Equality Act, 1998 - 2015 i.e.

1. Gender
2. Marital status
3. Family status
4. Sexual orientation
5. Religion
6. Age
7. Disability
8. Race
9. Membership of the Traveller Community

5.2. Other Forms of Assessment

For some posts, it may be necessary to supplement the interview with other forms of assessment. Short listed candidates should be advised in advance of any alternative forms of assessment. Such additional forms of assessment may include:

- Giving a brief presentation on a particular subject;
- Completing an assessment of computing skills, for example word processing, spread sheet or desktop publishing skills;
- Testing report writing

6.0. The Interview Process

At the start of each interview, the Chairperson should introduce applicants to the Interview Board and explain their roles. They should explain the purpose, expected duration and

structure of the interview to the applicant and indicate that notes will be taken by Interview Board members. The applicant should be put at ease so that he/she can answer questions to the best of their ability. This may involve asking an early 'ice-breaking' question. The Interview Board should question all applicants against the same selection criteria and only questions relevant to evaluating an applicant's ability to fulfil the requirements of the job should be asked. The Interview Board should ask all applicants the same core questions to ensure a consistent and fair approach. Supplementary questions, may be asked if required to clarify issues, obtain further information or to explore areas that arise in the interview

- The Interview Board should actively listen and actively seek clarification
- Members of the Interview Board should obtain sufficient information from applicants to make accurate decisions. Assumptions should not be made about an applicant's capabilities to perform various aspects of the position under consideration
- Applicants should be asked if they wish to discuss matters that may not have emerged in response to questions raised during the interview, to add any information, or to ask any questions
- Applicants should be advised about the timing of decision-making and notification of the outcome of the process.

See – Appendix D

All Interview Board members should be present for all interviews. If, in exceptional circumstances, a Board member cannot be present for all interviews he/she should withdraw from the Board. In exceptional circumstances where a Board member has to withdraw, a substitute may be invited to participate on the Board in order to cover a particular area of expertise. This substitute should receive all necessary documentation and should be properly briefed to satisfactorily complete their role. The substitution should be clearly noted in interview files/papers.

7.0. Decision Making

When making a decision on the most suitable applicant candidates should be ranked suitable or unsuitable for appointment based on their performance at interview(s) and the quality of their written application. The Chairperson should seek to facilitate the interview board in jointly completing the Interview Assessment Form. This will detail an assessment of the candidate against the core competencies, knowledge skills, attainments & behaviour required to carry out the particular role. Effort should be made to reach a unanimous decision, however if this is not reached a majority decision is acceptable. Where the Interview Board vote is tied, the Chairperson has the casting vote.

The Chairperson should prepare a final report, which will include the Interview Board's recommendation naming the candidate recommended for appointment, or in the case of multiple posts the recommended candidates in order of merit. Where possible, reserve candidates should be named by the Interview Board and should be listed on a panel in order

of merit. It is imperative that only those candidates deemed suitable to perform the job should be placed on the panel.

The Chairperson should ensure the following is completed and returned to a person assigned by the Board:

- The Interview Board report is signed by all members of the Interview Board in the format outlined in **Appendix E**
- The assessment sheet is signed by all members of the Interview Board and includes a brief comment on the following:
 - The reasons why a candidate has not been found suitable for the appointment
 - The relative merit of the recommended applicant(s) on the basis of the selection criteria only.

Clear and detailed reporting will assist if post-interview feedback is requested, if an appeal is lodged or if an unsuccessful candidate makes a challenge. Interview Board members should be aware that any notes that they make about any of the candidates may be discoverable under freedom of information legislation. The Chairperson should collect all documents relating to the interview process and return them to a person designated by the Board.

8.0. Record Management

Recruitment and selection procedures are subject to the provisions of the Freedom of Information Act, 2014. It is therefore important that the decision making process is clearly documented and that all documents relating to the recruitment and selection process are returned to a person designated by the Board.

At the end of the interview, process the Chairman should ensure that all documentation held by all members of the Board is returned to a person nominated to take responsibility for the recruitment process. One copy of the following documents relating to the process should be retained for a period of eighteen months in the event of challenge:

- Job description/person specification
- Advertisement
- Application forms/Curriculum Vitas
- Signed shortlist assessment form
- Rating Criteria
- Signed Shortlist Board report
- Signed Interview assessment form
- Rating Criteria
- Signed Interview Board report

All other documentation should be destroyed. It is recommended that any rough notes made by Interview Board members should not be retained after the selection process but should be returned for disposal

9.0. Referee Reports / Garda Vetting

Referee reports provide an additional source of information about the candidate(s). They should be seen a further part of the selection process. In general, references should be requested in respect of the candidate recommended, by the interview Board. Oral references should be requested by the Board, or an individual nominated by the Board by phone, or in writing, in accordance with an agreed pro-forma.

Referees should be provided with information about the position and be requested to address the selection criteria, whether in a written report or by phone. A record of references should be placed on the Interview file.

See – Appendix F

If unsatisfactory references are received, the person giving the reference should be asked, if they are prepared to stand over the reference. If so, the reasons why the references were unsatisfactory should be documented and placed on the recruitment file. Referees, in fairness to them, should be made aware that the comments made by them may be assessable to the person under Freedom of Information legislation.

Garda vetting of applicants may be required for some positions e.g. those where the post holder may have unsupervised access to children and/or vulnerable adults. Garda vetting is an important part of staff recruitment but should be seen as one part of a comprehensive recruitment process. All organisations availing of Garda vetting should have a Garda vetting policy in place.

10.0. Tutor Qualifications & Vetting

In addition to the above referee reports Carnew Training & Development Centre places such importance and trust in its tutors that the following extra checks are required:

- Carnew Training & Development Centre will conduct a background check of tutors before any agreements are entered into with the individual, it is incumbent on the prospective tutor to supply documentation for checking, and this will include photographic evidence. The Tutor CV Template & Declaration Form will be required by all Tutors to be completed in advance of commencement of working in the Centre.

See - Appendix G

- All tutors are Garda vetted in advance of commencement of work with Carnew Training & Development Centre
- Only qualifications from recognised awarding bodies will be acceptable for Carnew Training & Development Centre
- All qualifications will be independently verified by cross checking directly with the awarding body, including checking identity of tutors
- References from past employers or contractors will be sought for experienced tutors
- In the event of Carnew Training & Development Centre offering positions to new tutors, references (both written & verbal) will be sought from qualifying institution
- Any discrepancies of identification or qualification will be reported to qualifying institutions and the Garda authorities
- Any discrepancies or identification or qualification will result in immediate close of involvement of that individual in the recruitment process, no matter what stage the process is at.

11.0. Making the Job Offer

Interview Board members should never commit the organisation to an appointment or to a specified salary at the time of interview. Candidates should be told only that salary will be within the advertised range, although notation may be made on the report of any comment an applicant wishes to make in regard to salary. Interview Board members should never contact the successful applicant until after a person nominated by the Board has made an offer.

11.1. Advising Unsuccessful Candidates

A person should be designated by the Interview Board to promptly advise unsuccessful applicants as soon as possible after receipt of the Interview Board's Report. Interview Board Members should not contact the unsuccessful applicants after the interview process unless specifically agreed by the Company Board.

11.2. Post Interview Feedback

Post -interview feedback in writing may be provided by a person nominated by the Board on receipt of a written request by applicants. The feedback will only relate to the individual applicant. No reference should be made to the performance of any other individual candid

APPENDIX A

SHORTLISTING ASSESSMENT

Job Title:

Name of Applicant	Criterion 1	Criterion 2	Criterion 3	Criterion 4	Interview? Y/N	Comments

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

Rating Guidelines: 1 = Poor
2 = Adequate
3 = Excellent

SHORTLIST BOARD REPORT

Post Information	
Post Title	
Programme	
Grade	

Advertising Information	
Dates advertised	
Locations advertised	
Closing date	
Number of applications received:	

Shortlist Board Information	
Member	
Member	

The Shortlisting Board met on X to consider all applications of candidates for the position of X. A total of X applications were received from the following persons:

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

A signed copy of the shortlisting assessment sheet is attached.

Signed: _____

Signed: _____

APPENDIX C

Job Title:

[illegible]

APPENDIX D

Sample Knowledge/Experience Rating System

Education	Knowledge/Experience	Knowledge of people management and general management experience/skills	Communication/ Interpersonal/ motivation skills	Computer Literacy and Familiarity with IT systems	General Suitability
15 (max)	60 (max)	60 (max)	30 (max)	15 (max)	60 (max)
Relevant training + education courses = 10 Relevant 3 rd Level = 5	Break down into relevant Categories	▪ Problem solving ▪ Operational planning ▪ Leadership ▪ Organising ▪ Supervision ▪ Negotiating ▪ Conflict resolution ▪ Industrial/employee relations ▪ Training & development of staff ▪ Induction ▪ Staff appraisal ▪ Contribution to strategic management issues	▪ Ability to communicate clearly ▪ Tact and diplomacy ▪ Ability to listen & understand ▪ Ability to assimilate & interpret information ▪ Ability to think quickly ▪ Presentation skills ▪ Ability to motivate/gain respect and loyalty ▪ Openness ▪ Confidence ▪ Self reliance	▪ MS Office	Ability to perform to a satisfactory standard a broad range of tasks which may arise in the role of xxxx. Ability to relate to and work with staff and senior management (team player). Corporate Awareness Level of flexibility/open-mindedness Initiative Level of drive & commitment
	Marks : Poor = 1-15 Fair = 16-30 Good = 31-45 Excellent = 46 -60	Marks : Poor = 1-15 Fair = 16-30 Good = 31-45 Excellent = 46 -60	Marks : Poor = 1-7 Fair = 8-15 Good = 16-22 Excellent = 23 -30		Marks : Poor = 1-15 Fair = 16-30 Good = 31-45 Excellent = 46 -60

APPENDIX E

INTERVIEW BOARD REPORT

Post Information

Post Title	
Programme	
Grade	

Advertising Information

Dates advertised	
Locations advertised	
Closing date	
Number of applicants shortlisted:	

Selection Committee Information

Chair	
Member	
Member	
Member	

An interview board was convened on X to interview for the position of X.

The following applicants were invited to interview:

The following applicants did not attend:

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

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

Signed: _____

Signed: _____

Signed: _____

APPENDIX F

REFERENCE CHECK FORM STRICTLY CONFIDENTIAL

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

What was her/his position with your organisation? : _____

What dates was s/he employed? _____

What was her/his attendance pattern like? _____

Who did s/he report to? _____

What were the nature of her/his duties? _____

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

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

1.Her/his staff (if applicable) _____

2.Her/his colleagues _____

3.Her/his supervisor _____

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

What was her/his salary? _____

Reason for leaving (if applicable): _____

Would you re-employ her/him ? _____

Any obvious strengths and/or weaknesses

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

Signed : _____

Position/Title _____ **Date :** _____

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

[Name of Co] undertakes to use its best endeavours to hold confidential any information provided by you to [Name of Co] subject to our obligations under the law including the Freedom of Information Act, 1997 and 2004.

[Name of Co] ***will consult with you about the release of any information provided by you before making a decision on any Freedom of Information request***

Tutor CV Template and Declaration Form

Name:	
Address:	
Contact Number:	
E-Mail:	
PPS Number:	

Pedagogical Qualifications and Experience:

Relevant qualification title:	
Awarding Body's name and address:	
Date of qualification award:	
Number of years training experience post qualification (direct learner contact time):	

Employment History: Company Names and contact details including dates of employment:	
Roles and responsibilities within each company relating to training activities:	

Technical Qualifications and Experience:

Relevant qualification title:	
Awarding Body's name and address:	

Tutor's Declaration

Please initial each statement and sign the declaration below.

Training Programme Specification Title: **XXX** (the "Course")

Contractor's Name: **XXX** (the "Contractor")

Tutor's Name: **XXXX**

Tutor's PPS number: []

I declare that:	Initials
1. I have read and understand the pedagogical and professional requirements for Tutors for this course as set out in the Tutor Handbook and I fulfil those requirements.	
2. I have read and I understand the xxxx. I agree to deliver the Course in compliance with that specification.	
3. I have read and I understand the Tutor's roles and responsibilities as set out in the Tutor Handbook. I agree to deliver the Course in compliance with those roles and responsibilities.	
4. I have read and I understand the procedure for dealing with Tutor issues on contract training courses as set out in the Tutor Handbook and I agree to abide by that procedure.	
5. I will conduct all training and assessment in full compliance with the requirements as set out in Tutor Handbook or for any requirement of the relevant awarding body.	
6. I will undertake any training/assessment programmes, including programmatic updates or refresher workshops, relevant to the Course as and when directed by Carnew Training & Development Centre.	
7. I have not been excluded from involvement in the delivery of training for or on behalf of Solas, ETB's, QQI, Lantra, City & Guilds.	
8. I acknowledge and agree that Carnew Training & Development Centre reserves the right to exclude me from involvement in future delivery of training for or on behalf of the Carnew TDC in the event that I contribute to a material breach of the contract with the Carnew TDC in relation to the provision of the Course or if any of the information in this declaration is found to be false.	

Declaration

I hereby declare that the information provided by me in this Curriculum Vitae and Tutor Declaration is correct and accurate.

Signature of Tutor:

Date: