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# Recruitment & Selection Policy

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Dun Laoghaire Rathdown Outreach  
Project

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Last Review date: **January 2026**

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Approved by	Governance and HR Subcommittee / Board
Policy Owner	CEO
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## 1. Policy Statement

- 1.1. The Dun Laoghaire Rathdown Outreach Project aims to attract and retain competent staff with the qualifications and experience necessary to provide evidence based, efficient and effective services. Fair, rigorous and transparent recruitment and selection procedures are vital in attracting high quality staff. The Dun Laoghaire Rathdown Outreach Project is committed to ensuring that Recruitment and Selection processes comply with the Employment Equality Acts, 1998 – 2015 (as amended).

## 2. Purpose

- 2.1. To ensure the development and review of clear job descriptions.
- 2.2. To ensure effective recruitment and advertising strategies that reaches a diverse pool of skilled candidates.
- 2.3. To ensure a documented, fair, inclusive, rigorous and transparent selection process.
- 2.4. To ensure that all applicants for employment are selected on the basis of merit. The Dun Laoghaire Rathdown Outreach Project is committed to ensuring that job applicants will not be treated less favourably on the grounds of gender, marital status, family status, sexual orientation, religion, age, disability, race, membership of the Traveller community.

## 3. Scope

- 3.1. The recruitment and selection policy applies to all staff recruitment and selection activities within the Dun Laoghaire Rathdown Outreach Project, and includes the development of job descriptions, the posting of positions, and the selection process. Recruitment of volunteers is covered under the volunteer policy.

## 4. Glossary of Terms and Definitions

- 4.1. Person Specifications: a clear description of the experience, skills, qualifications and other attributes required to fulfil the tasks outlined in the job description. This should constitute the selection criteria (both essential and desirable) used for short listing (See Appendix I).
- 4.2. Job Description: a clear job description focuses on the purpose of the post and principal responsibilities and should include the following information: name and address of employer, title of position, a position summary including a list of principle duties and responsibilities, reporting relationship; and the key terms and conditions of employment. (See Appendix II)
- 4.3. Assessment Panel: a panel organised to manage the selection process.
- 4.4. The term staff will be utilised throughout this policy and is defined as “the collective group of people who work for and serve as the foundation for the organisation's operations and goals. This term will include all those who work for and volunteer within the organisation.”

## 5. Equal Opportunities in Recruitment (see Equal Opportunities Policy)

- 5.1. The Dun Laoghaire Rathdown Outreach Project is committed to ensuring that job applicants will not be treated less favourably on the grounds of gender, marital status, family status, sexual orientation, religion, age, disability, race, or membership of the Traveller community.
- 5.2. All staff should be appropriately vetted. Having a criminal record should not automatically exclude someone from employment (see Garda Vetting Policy). Employment decisions will consider the individuals potential for change and reflect balanced judgement. An objective assessment will be held which considers and recognises:
  - 5.2.1. the individual’s abilities, skills, experiences and qualifications.
  - 5.2.2. the nature of the conviction and its relevance to the job.
  - 5.2.3. the length of time since the offence took place.
  - 5.2.4. the risk to the service participants, employees and organisation.
  - 5.2.5. training which may have occurred while the individual was in prison.
- 5.3. Employing staff in recovery / recovered from drug and alcohol dependency.
  - 5.3.1. People who are in recovery / are recovered from drug and alcohol dependency should not be overlooked with regards to employment by reason of their substance use dependency alone. Applications will be considered on an individual basis considering the type of work the individual will be undertaking, the extent of the drug and alcohol dependency issues and current recovery status. However, the minimum requirement would be that candidates are in recovery and abstaining from substance use for a period of at least 12 months post treatment episode.

- 5.3.2. The principle of ensuring that the individual is competent to do the job should be the main factor in decision making.

#### 5.4. Refugees and asylum seekers

- 5.4.1. It is an offence to employ someone who does not have eligibility to live or work in Ireland. To avoid prosecution, prior to the offering of a contract evidence of original documentation, which demonstrates that the individual has permission to work in Ireland, will be requested.
- 5.4.2. Asylum seekers and refugees who have eligibility to live in Ireland, but not to work in Ireland are legally allowed to volunteer. They are also allowed to receive reasonable out-of-pocket expenses incurred in the course of volunteering.

### 6. Assessment and Review Prior to Interviewing

- 6.1. Recruiting for the filling of existing positions should not happen automatically. As soon as notice of resignation is given a space should be made on the agenda of the Governance & Human Resources Sub Committee / Board of Management meeting to review.
  - 6.1.1. Whether the post needs to be filled, or resources allocated to other work / departments etc.
  - 6.1.2. What conditions will be offered for the new post
  - 6.1.3. Whether the job description requires updating and change.

### 7. Recruitment Advertising

- 7.1. Where posts are to be recruited, recruitment of staff will be made from the widest possible field, both internally and externally.
- 7.2. All vacancies will be advertised in line with the Dun Laoghaire Rathdown Outreach Project's equal opportunities policy. It is unlawful for an employer to publish an advertisement that can be judged to be discriminatory, for example on the basis of age or gender. Advertisements should contain an equal opportunities statement such as *the Dun Laoghaire Rathdown Outreach Project is an equal opportunities employer.*
- 7.3. All posts must be advertised for a minimum of 2 weeks locally and/or nationally.
- 7.4. In all cases the post will be advertised on [www.jobsireland.ie](http://www.jobsireland.ie) (the Department Of Social Protection) and, where funding is available, community exchange ([www.activelink.ie](http://www.activelink.ie)), the organisation's social medias well as by email bulletin to relevant networks i.e. The Wheel, LES etc.
- 7.5. If the job is suitable for job sharing, this will be stated in the advertisement. In special cases additional newspaper advertising may be employed.

### 8. Selection Process

- 8.1. Selection processes should include the following:
  - 8.1.1. Request that applicants complete an application form / C.V and cover letter.
  - 8.1.2. Short-listing processes: This is the process whereby candidates are assessed by an assessment panel on the basis of information provided in the applicant's documentation in order to determine candidates who meet the criteria for further assessment. Short listing should take place within ten working days of the closing date for application.
    - 8.1.2.1. Short listing should be measured against the minimum qualifications outlined in the person specification. This should be scored through a formal selection process scoring sheet (See Appendix III).
    - 8.1.2.2. Short listing should not:
      - 8.1.2.2.1. make negative assumptions on the basis of perceived over qualification.
      - 8.1.2.2.2. make negative assumptions about overseas qualifications with which they are unfamiliar.
      - 8.1.2.2.3. recommend for interview any individual who does not meet the minimum qualifications.
    - 8.1.2.3. If a large number of candidates meet the essential criteria, those candidates who do not meet a determined number of the desirable criteria can be eliminated.
    - 8.1.2.4. Non-short-listed candidates should be offered feedback upon request.
    - 8.1.2.5. The application of internal staff will be treated on an equal basis with external candidates.

**8.1.3. Interviews:**

- 8.1.3.1. The assessment panel is responsible for the development of interview questions based on the requirements of the position. Questions should be consistent for each candidate.
- 8.1.3.2. Interviews should take place in a place that is quiet, comfortable, and without interruption.
- 8.1.3.3. At least one week's notice of interview will be given.
- 8.1.3.4. At the start of the interview, the chair of the panel should:
  - 8.1.3.4.1. introduce each panel member to the applicant.
  - 8.1.3.4.2. explain the purpose and structure of the interview to the applicant.
  - 8.1.3.4.3. indicate to the applicant that the panel may take notes.
- 8.1.3.5. The selection should be made based on the outcomes of all selection methods, including the interview performance and may also include:
  - 8.1.3.5.1. work samples; a piece of work completed by the candidates that demonstrates their skills and abilities relevant to the selection work criteria.
  - 8.1.3.5.2. work related tests, for example, a presentation; personality / performance or psychometric test.
- 8.1.3.6. Selection should be documented using a score sheet (Appendix IV).
- 8.1.3.7. At the end of the interviews, there isn't a clear candidate, it may be appropriate to offer a second interview. In such cases it is the responsibility of the assessment panel to agree a new set of questions and any additional selection methods that may be used.

**8.1.4 Psychometric Assessment Thomas International Personality Profile Assessment**

- 8.1.4.1. As part of the recruitment and selection process, the Dun Laoghaire Rathdown Outreach Project may use the Thomas International Personality Profile Assessment (PPA) or other psychometric assessments as an additional selection tool for certain roles where behavioural style, communication, and team working are relevant to effective performance.
- 8.1.4.2. The Thomas International assessment is designed to provide an objective insight into a candidate's behavioural preferences and working style. It does not measure intelligence, ability, or aptitude, and will not be used as a standalone decision-making tool.
- 8.1.4.3. Use of the assessment will be clearly communicated to candidates in advance. Candidates will be informed of:
  - the purpose of the assessment,
  - how the results will be used,
  - and their right to receive feedback on their assessment results.
- 8.1.4.4. The assessment will only be administered:
  - by a suitably trained and accredited practitioner, and
  - after candidates have progressed beyond initial short-listing and interview stage.
- 8.1.4.5. Assessment results will be considered in conjunction with other selection methods, including:
  - application forms / CVs,
  - interviews,
  - work samples or presentations (where applicable),
  - references and qualifications.
- 8.1.4.6. No candidate will be excluded solely on the basis of their assessment results. The assessment will be used to:
  - support fair and balanced decision-making,
  - explore role suitability,
  - inform interview discussion,
  - identify potential development and support needs.
- 8.1.4.7. Reasonable accommodations will be made for candidates with disabilities or specific needs to ensure equitable access to the assessment process, in line with the Employment Equality Acts.

- 8.1.4.8. All assessment data will be treated as confidential personal data and managed in accordance with the General data protection regulation (GDPR) and data protection Acts 2018. Assessment results will be stored securely and retained only for as long as necessary for the recruitment process.

#### 8.1.5. Candidate Evaluation

- 8.1.5.1. Each member of the assessment panel should review the merits of the candidates based on the evaluation tools. Candidates should be recorded on score / rating cards.
- 8.1.5.2. Following the interviews scores should be tallied with a view to the committee agreeing a panel of candidates (in order of scores) who have scored sufficiently as to be considered appropriate for the role. The top candidate will be offered the role.
- 8.1.5.3. Scoring may be weighted in relation to certain criteria / competency that are essential to the post and a minimum score required will be set in advance of interviews taking place. Candidates must score above the minimum score to be considered for the role.
- 8.1.5.4. When the panel has made a final decision on the person / persons to be recommended for appointment, the decision should be clearly documented.
- 8.1.5.5. For unsuccessful candidates the panel should document the decision as to why they were not offered.
- 8.1.5.6. The committee will aim towards consensus decision making, where there is disagreement about the final decision, the chair will have the deciding vote.

#### 8.1.6. Recommendation for Appointment

- 8.1.6.1. The interview chairperson has the responsibility of contacting the successful applicant with an offer of contract pending receipt of satisfactory references, the outcome of Garda Vetting and verification of qualifications.
- 8.1.6.2. If the candidate would like a written offer prior to resigning and allowing contact with their referees, this will be facilitated with an inclusion of the following statement: "the offer is subject to satisfactory references, Garda Vetting and proof of relevant qualifications".
- 8.1.6.3. Upon successful receipt of verification of qualifications and references, the successful applicant will be given a written offer.
- 8.1.6.4. If the successful applicant does not have satisfactory verification of qualifications, or references, the offer pending is withdrawn.
- 8.1.6.5. Unsuccessful candidates who were interviewed will be informed that they were not successful in writing within five days of the interview.
- 8.1.6.6. Candidates who are deemed suitable, but were not the final candidate can be kept on a reserve panel. In such circumstances, people will be informed that they are on the reserve panel and also how long the reserve panel will last for.

### 9. Assessment Panels

- 9.1. The assessment panel should include a chairperson that will be responsible for selecting the panel and managing the process. Both sexes should be included and as much as possible, representation on the panel should represent the organisation. All panel members must be trained in fair and unbiased recruitment and selection practices
- 9.2. The standard assessment panel will consist of a minimum of two people.
- 9.3. Conflict of interest:
- 9.3.5. Staff should avoid involvement in interviewing or hiring decisions for immediate family. If these circumstances arise the individual should resign from the panel and a replacement found.
- 9.3.6. If a member of the assessment panel has a friendship or other form of relationship with the candidate, they should inform the chairperson of the assessment panel prior to the commencement of the short-listing and interview process. If the chair of the panel judges that the individual's relationship with the candidate may compromise their ability to be neutral, the individual will be judged inappropriate for the process.

9.3.7. Assessment panel must be present for all interviews.

## **10. Documentation**

10.1. The selection, decision and any supporting evidence must be documented.

10.2. For each vacancy advertised records will be retained for a minimum of 12 months and in accordance with the organisation's Data Protection and Record Retention Policies and will include the following:

10.2.5. Job description

10.2.6. Person specification

10.2.7. Job advertisement

10.2.8. All application forms

10.2.9. Written records of candidate assessments

10.2.10. Psychometric reports

10.2.11. Any correspondence with candidates

## **11. Feedback and grievances**

11.1. The chairperson of the panel will notify all unsuccessful candidates in writing of the result of their application and that they can request feedback.

11.2. Candidates may request feedback on psychometric assessment outcomes.

11.3. Any candidate who feels they have been discriminated against has the right of a complaint, which can be exercised by writing to the management. Furthermore, a job applicant who considers that he or she has been discriminated against in respect to their treatment in a recruitment selection may lodge a complaint with the Workplace Relations Commission (WRC).

Appendix I

**Sample Person Specification**

Name of Position: \_\_\_\_\_

	Essential	Desirable
Knowledge of the Position	<ul style="list-style-type: none"> <li>▪</li> <li>▪</li> <li>▪</li> <li>▪</li> <li>▪</li> </ul>	<ul style="list-style-type: none"> <li>▪</li> <li>▪</li> <li>▪</li> <li>▪</li> </ul>
Work Experience	<ul style="list-style-type: none"> <li>▪</li> <li>▪</li> <li>▪</li> <li>▪</li> </ul>	<ul style="list-style-type: none"> <li>▪</li> <li>▪</li> <li>▪</li> <li>▪</li> </ul>
Skills	<ul style="list-style-type: none"> <li>▪</li> <li>▪</li> <li>▪</li> <li>▪</li> </ul>	<ul style="list-style-type: none"> <li>▪</li> <li>▪</li> <li>▪</li> <li>▪</li> </ul>
Education & Training	<ul style="list-style-type: none"> <li>▪</li> <li>▪</li> <li>▪</li> <li>▪</li> </ul>	<ul style="list-style-type: none"> <li>▪</li> <li>▪</li> <li>▪</li> <li>▪</li> </ul>

Appendix II

**Sample Job Description**

**Name and Address of Employer**

**Job Title:** \_\_\_\_\_

**Salary Range:** \_\_\_\_\_

**Role:** \_\_\_\_\_

**Function:** \_\_\_\_\_

**Key Result Areas**

**Duties and Responsibilities**

- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_

**Reporting structure:** \_\_\_\_\_

**Terms and Conditions of Employment:**

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Appendix III

**Example of Minimum Qualifications Score Sheet (shortlisting criteria)**

Name of Candidate: \_\_\_\_\_

Position Applied For \_\_\_\_\_

Date: \_\_\_\_\_

	Evaluation Criteria	Does not Meet	Meets	Exceeds
<b>Essential Criteria</b>				
1				
2				
3				
4				
5				
6				
7				
8				
9				
10				
<b>Desirable Criteria</b>				
1				
2				
3				
4				
5				
6				
7				
8				
9				
10				

Does the individual meet or exceed the essential requirements for the position?

Yes \_\_\_\_\_

No \_\_\_\_\_

APPENDIX IV: SAMPLE INTERVIEW SCORE SHEET

APPLICANTS NAME: \_\_\_\_\_

INTERVIEWERS SIGNATURE: \_\_\_\_\_

Question	Criteria	Marks Available	Score Given
1	Relevant educational / training experience (10) Relevant work experience (10) Relevant volunteer experience (10)	30	
2	Core Skills: Communication Skills (10) Interpersonal Skill (10) Organisational / Administrative Skills (10)	30	
3	Motivation (10) Empathy (10) Understanding of issues participants facing (10)	30	
4	Knowledge and understanding of addiction (20)	20	
5	Understanding of confidentiality (10) Understand of professional boundaries (10)	20	
6	Time Management (10) Stress Management (10) Boundaries / Limitations of Role (10)	30	
7	Knowledge of Community Employment (20)	20	
8	A. Assessments (10) B. Key Working (10) C. Care Planning/ILP (10) D. Interagency Work(10)	40	
9	Long Term Planning (10) Identification of progression routes (10)	20	
10	Ability to apply experience and skills to position: Motivation (10) Initiative (10) Team Player (10)	30	
	<b>TOTAL</b>	<b>270</b>	
	<b>Minimum Score Required (75% of total Score available)</b>	<b>202.50</b>	