



Recruitment Selection and Appointment

1.0 Policy Statement

1.1 Mary Immaculate College will recruit and appoint appropriately qualified and experienced staff to meet its strategic and operational needs. Appointments will be made on merit and as the result of fair and transparent processes based on best practice.

1.2 Mary Immaculate College is committed to equality of opportunity in relation to employment policies, practices and procedures. All recruitment and selection procedures will comply with the provisions of the Employment Equality Acts, 1998 to 2015.

1.3 All policies, guidelines and protocols of Mary Immaculate College, will reflect the Colleges commitment to the promotion of equality in accordance with law.

2.0 Scope of this Policy

2.1 This policy applies to the recruitment, selection and appointment/employment of all staff, other than the President of the College, except where employment legislation, management/union agreements or custom and practice provide for alternative arrangements.

2.2 The President of the College is appointed in accordance with the provisions of the Instrument of Government.

3.0 Legislation/Other Related Policies

3.1 Relevant legislation, regulation and policy in relation to this document includes:

- Employment Equality Acts, 1998 to 2015
- Disability Act, 2005
- Protection of Employees (Fixed Term Work) Act, 2003
- Official Languages Act, 2003
- Data Protection Acts 1988 & 2018
- Freedom of Information Act, 2014
- Mary Immaculate College Instrument of Government
- Memorandum of Understanding between Mary Immaculate College and the University of Limerick
- National Vetting Bureau (Children and Vulnerable Persons) Act, 2012
- Criminal Justice (Spent Convictions and Certain Disclosures) Act, 2016
- MIC Probation Policy
- MIC Staff Transfer Policy

4.0 Responsibilities

4.1 Recruitment of staff is a function of the HR Office. The HR Office will serve as the central point of contact for all matters pertaining to the recruitment and selection process.

4.2 The approval of appointment of the President of the College is a function reserved to the Trustees.

4.3 The approval of particular appointments specified in the Instrument of Government along

with any other appointments so determined by *An tÚdarás Rialaithe* is a function of *An tÚdarás Rialaithe*.

4.4 The approval of appointment of staff other than those referred to at points 4.2 and 4.3 is a function of the President.

4.5 The approval of appointment of fixed term professional services staff to fill temporary vacancies arising from statutory or sick leave and vacancies to be filled on an “acting up” basis, has been delegated to the Vice President Administration and Finance (VPAF).

4.6 The approval of appointment of fixed term academic staff to fill temporary vacancies arising from statutory or sick leave and vacancies to be filled on an “acting up” basis, has been delegated to the Vice President Academic Affairs (VPAA).

4.7 The approval of appointment of part time hourly paid lecturers and tutors has been delegated to the Dean of Arts in respect of appointments in the Faculty of Arts and to the Dean of Education in respect of appointments in the Faculty of Education.

4.8 The approval of appointment of persons to the panel of Placement Supervisors/Tutors (primary, post primary and early childhood) has been delegated to the Dean of Education.

4.9 The approval of appointment of Departmental Assistants and Temporary Research Assistants has been delegated to the Vice President Research.

4.10 Arrangements for the engagement of guest lecturers will be as advised by the HR Office.

4.11 Heads of Departments/Line Managers will have an active role in the recruitment and selection process and have a responsibility to comply with the provisions of this policy.

5.0 General Arrangements for Staff Recruitment, Selection and Appointment

5.1 Positions which are to be filled through an open, external competitive process will be advertised on the College website and through other appropriate advertising media. College staff will be notified of the advertisement by e-mail by the HR Office.

5.2 Positions which are to be filled through a competitive process confined to College staff will be advertised on the staff portal. College staff will be notified of the advertisement by e-mail by the HR Office.

5.3 All recruitment job specifications will make it clear by their wording that the position is open to all suitably qualified candidates and will unambiguously state that Mary Immaculate College is an equal opportunities employer.

5.4 Management reserves the entitlement to set certain qualification/selection criteria and specify the qualifications, knowledge, experience, and skills that an applicant must possess in order to be considered for a position.

5.5 Applications for senior posts should demonstrate evidence of leadership in equality, diversity and inclusion. This will be an essential criterion for posts at Principal Lecturer level and higher. A Vice President or a Dean will have discretion to include this criterion as

essential for appointments at Senior Lecturer grade level where considered appropriate and subject to a consistent application of any such criterion. This will be a desirable selection criterion for all other senior appointments.

5.6 Applications received after the specified closing date/time for a competition will not be accepted unless the applicant can provide proof that the application was sent by e-mail before the competition closing date/time. Late applicants will be notified in writing by the H.R. Office that their applications could not be accepted as they did not meet the specified closing date/time.

5.7 Applications which do not comply with the requirements specified in the “making of applications” section of the job specification will not be accepted.

5.8 Posts in Religion including Theology & Religious Studies, Religious Education, Catechetic’s, Philosophy and Philosophy of Education are reserved posts.

5.9 The composition of Selection Boards will ensure appropriate expertise, gender balance, and independent (external) representation. Interview board members will normally be at least one grade higher than the post which is to be interviewed for.

5.10 All members of Selection Boards will:

- a) have appropriate interview training to include training in equality, diversity and inclusion and unconscious bias awareness (MIC Members only) *;
- b) be provided with a copy of the MIC “General interviewing guidelines for members of Interview Boards”;

(*to be implemented on a phased basis)

5.11 Prior to the shortlisting stage of the selection process, all selection board members will be required to sign a declaration confirming that they have no conflict of interest in relation to the outcome of the selection process; are not related to any of the candidates and have no personal interest in the appointment of any particular candidate. Interview board members who do not sign the declaration will be excluded from the interview process. In addition, interview board members will be required to identify all candidates who they know and this information will be shared with all interview board members. Any such declarations will be recorded. When candidates are being evaluated by an interview or shortlisting board, the chair will invite any member of the board who has declared that they know a candidate to offer their views on the candidate after other board members have already done so.

5.12 An assessment of aptitude may form part of the selection process. Such tests will relate only to the requirements of the position. Where such assessments are to be used, this will normally be indicated in the rules of the competition.

5.13 Candidates invited for interview may be required to make a presentation (normally *c.* 10 minutes) to the Selection Board.

5.14 Remote interviews will not normally be permitted. In exceptional circumstances, and at the Colleges discretion, interviews via MS Teams or similar communication platforms will be permitted.

5.15 Candidates will be responsible for any/all expenses incurred by them when attending for interview and will be notified of this by the HR Office.

5.16 In respect of appointments to the posts of Vice President, Dean and Associate Vice President, the President will forward recommendations to *An tÚdarás Rialaithe* for consideration and approval.

5.17 Canvassing by or on behalf of a candidate will be ignored and may lead to disqualification.

5.18 Garda vetting in accordance with relevant legislation and College policy will be completed for all appointees whose normal duties require them to have interaction with children or vulnerable adults.

5.19 Where no suitable applicant is found through normal recruitment and selection processes, the College reserves the right to engage executive search specialists to source suitable candidates.

5.20 Probation, where applicable, will be conducted in accordance with the Colleges Probation Policy.

5.21 In accordance with employment equality legislation the College will take appropriate measures to accommodate a person with a disability. The College is not required to appoint or promote an individual to a position if the individual (a) will not undertake, or continue to undertake, the duties attached to that position or will not accept, or continue to accept, the conditions under which those duties are, or may be required to be performed or (b) is not, or is no longer, fully competent and available to undertake, and fully capable of undertaking, the duties attached to that position, having regard to the conditions under which those duties are, or may be required to be performed. A person who has been discriminated against or subjected to victimisation may seek redress by referring the case to the Director General of the Workplace Relations Commission

Part A: Recruitment, Selection and Appointment Procedures for Permanent Appointments (other than the President) and Pro Rata Fixed-Term (Including Specified Purpose) Appointments

1.0 Introduction

1.1 These procedures deal with recruitment, selection and appointment procedures for permanent appointments (other than the President) and pro rata fixed-term and specified-purpose appointments. The procedure should be read in conjunction with the procedures set out at section 5 of this Policy.

For the avoidance of doubt, these procedures do not deal with hourly-paid staff, placement supervisors, departmental assistants, temporary research assistants, invigilators and guest lecturers.

2.0 Approval to Fill a Post

2.1 Prior to seeking approval to fill a vacant post or create a new post, the hiring manager (normally a Head of Department or line manager) should consult with the both the HR which will provide advice on the completion of a Staffing Request Form, if required, and the Finance Office which will provide advice on budget and/or available funding. The hiring manager should also consult with the relevant Director, Dean or Vice President as appropriate.

2.2 For permanent posts and for temporary posts, other than those arising from substitution requirements, the hiring manager will submit a completed Staffing Request Form (available from the HR Office) to the member of Executive Team who is directly in their reporting line who will review the request. If the request is supported, it will be signed by the relevant member of Executive Team who will forward the form to the HR Office for submission to the next meeting of Executive Team. The Executive Team may decide to:

- a) approve the filling of the post;
- b) recommend re-designation or redesign the post;
- c) not fill the post.

3.0 Filling an Approved Post

3.1 The H.R. Office will initiate a process to fill the approved post.

3.2 Posts that are vacant due to the temporary absence of a post holder or pending the conclusion of a permanent recruitment process will be filled in accordance with approved procedures for acting in a higher capacity, in the first instance.

3.3 Applications from permanent staff, to fill vacant permanent posts at the same grade, by transfer or adjustment of contracted hours may be considered in accordance with the provisions of the Staff Transfer Policy.

3.4 All other approved posts will be filled through open competition, except where legislation, government policy, management/union agreements or custom and practice require that alternative arrangements will apply. Where a valid panel for an approved post exists, the next person on the panel will be appointed. Such panels will normally not exceed 24 months duration. In such cases no new recruitment process is required.

4.0 Recruitment Documentation

4.1 Prior to advertising a vacancy, the HR Office and the HoD /Line Manager, will prepare a job specification for the vacant post:

4.2 The job specification will set out the following details:

- Title, grade and location of the post
- Permanent, fixed-term, specified purpose or other status of the post
- The general function of the role
- Qualification/selection criteria (essential and desirable)
- Reporting relationship
- Main duties and responsibilities (job description)

- Terms and conditions of employment.
- Rules of the competitive process
- Instructions for applicants
- The selection criteria that will be used for shortlisting
- Statements reflecting the Colleges commitment to equal opportunity and its commitment to the Irish Language

4.3 The qualification/selection criteria will be based on the job description and will specify the qualifications, knowledge, experience, and skills that an applicant must possess in order to be considered for appointment to the position. The qualification standard required for appointment to all grades will be reviewed and determined by Executive Team from time to time. Selection criteria will differentiate between criteria that are essential from those that are desirable. The total number of selection criteria will not normally be more than ten. A select number of selection criteria may be used for shortlisting purposes.

5.0 Applications

5.1 Applications will be submitted by e-mail on a standard application form and will be treated as confidential.

6.0 Selection Board

6.1 Selection boards will normally comprise of at least four persons, nominated by the President.

6.2 The Provost of the University of Limerick shall have the right to nominate one member of any selection board established by MIC for full time academic appointments in excess of one year.

6.3 Selection board members will be notified by the HR Office in writing of arrangements for the interviews and will be sent relevant applications and documentation electronically through a secure channel. All documentation will be treated as strictly confidential and any printed documents will be returned to the HR Office following the interview stage.

6.4 It will be the responsibility of the selection board chair, supported by HR, to agree the structure and format of the interview with other board members, in advance of interviews and with sufficient preparation time allowed for interview board members.

6.5 The names of selection board members for a position will be provided by the HR Office to applicants for that position, on request.

7.0 Shortlisting

7.1 Shortlisting criteria will be specified in recruitment documentation. The selection board will identify the applicants that are eligible for the post based on the advertised shortlisting criteria. Of these, it will shortlist those who best meet the shortlisting criteria and who are to be invited for interview. The shortlisting board will consist of the MIC members of the interview board and at least one external interview board member. The shortlisting board may convene remotely.

7.2 Candidates who are not shortlisted for interview will be notified of this in writing.

8.0 Interview Procedures

8.1 Candidates who are to be interviewed will be notified in writing of the interview date/s, time and venue and asked to contact the HR Office before a specified date to confirm their attendance.

8.2 On the interview date/s, the HR Office will be responsible for all logistical arrangements.

8.3 The interview board will convene for c. 30 minutes prior to the first interview to finalise the interview format before the first candidate is interviewed.

8.4 When all interviews have been concluded the names of all candidates deemed to be suitable for appointment will be listed in order of merit. The selection board chairperson will submit the order of merit form, completed appraisal forms, and all notes taken by the selection board to the HR Office. This may be done electronically. The order of merit will require the President's approval and signature.

8.5 Those deemed suitable for appointment will be placed on a panel from which further vacancies arising in the same position may be filled until the panel expires. Placement on a panel is not a guarantee of an appointment.

8.6 Selection Board recommendations will remain confidential and will not be divulged by any member of the Selection Board or by the HR Office until approved by the relevant authorised person/body. The recommendation(s) will be forwarded to the College President by the HR Office.

8.7 In respect of posts other than that of Vice President, Dean or Associate Vice President, the President will consider and approve interview board recommendations. The President will inform *An tÚdarás Rialaithe* of all such recommendations and appointments in a timely way.

9.0 Appointment Procedures

9.1 Once selection board recommendations are approved, the HR Office will inform candidates in writing of the outcome of the interview. Candidates will be informed that they have been successful and are being processed for appointment, subject to pre-appointment procedures, or that they have been placed on a panel, or that they have been unsuccessful.

9.2 Two references in a standard format will be sought from current and/or recent employers of candidates recommended by the interview board. The College reserves the right to not make an offer of employment, or to rescind an offer, on the basis of these references.

9.3 Recommended candidates for appointment will be required to undertake a pre-employment health assessment conducted by a nominated Occupational Health service. The College reserves the right to not make an offer of employment, or to rescind an offer, on the basis of this report. This requirement does not apply to existing employees of the College who have previously undergone a pre-employment health assessment and have a good sick leave record.

9.4 Candidates will be notified of attendance arrangements for their first day of employment and arrangements for their induction. The HR Office will be responsible for notifying relevant staff/departments of the employees commencement date including the HoD, the Finance Office and ICTS. It is the responsibility of the HoD/Line Manager to ensure new staff members are appropriately supported during the early period of their employment.

PART B: Recruitment, Selection and Appointment Procedures for Part Time Hourly Paid Lecturers and Tutors

1.0 Approval to Fill a Post

1.1 It is a matter for HoDs in consultation with the Dean of Faculty to identify staffing requirements that will be met through part time hourly paid contracts.

1.2 The Dean of Faculty will be responsible for the preparation of a budget for part time hours. The budget should be agreed with the Director of Finance or their nominee and approved by the appropriate College authorities.

2.0 Filling of a Vacant Post

2.1 Approved posts will be filled through open competition, except where legislation, government policy, management/union agreements or custom and practice require that alternative arrangements will apply. Where a valid panel for an approved post exists, the next person on the panel will be appointed. Such panels will normally not exceed 24 months duration. In such cases no new recruitment process is required.

2.2 Recognising that appointments to part time hourly paid positions are often time sensitive, the College reserves the right to make such appointments without prior advertisement in cases where advertising would delay an appointment to the extent that operational requirements could not be met or would otherwise be negatively impacted. In such cases an **urgent recruitment process** may be authorised by the Dean of Faculty.

3.0 Recruitment Documentation

3.1 Prior to advertising a vacancy, the HR Office and the HoD /Line Manager, will prepare a job specification for the vacant post:

3.2 The job specification will set out the following details:

- Title, grade (level) and location of the post
- Permanent, fixed-term, fixed-purpose or other status of the post
- The general function of the role
- Qualification/selection criteria (essential and desirable)
- Reporting relationship
- Main duties and responsibilities (job description)
- Terms and conditions of employment.
- Rules of the competitive process
- Instructions for applicants
- The selection criteria that will be issued for shortlisting

- Statements reflecting the Colleges commitment to equal opportunity and its commitment to the Irish Language

3.3 The qualification/selection criteria will be based on the job description and will specify the qualifications, knowledge, experience, and skills that an applicant must possess in order to be considered for appointment to the position. The qualification standard required for appointment to all academic and professional services grades will be reviewed and determined by Executive Team from time to time. Selection criteria will differentiate between criteria that are essential from those that are desirable. The total number of selection criteria will not normally be more than ten. A select number of selection criteria may be used for shortlisting purposes.

3.4 Where an **urgent recruitment process** is authorised, a pro forma job specification consisting of qualification and selection criteria and a generic job description will be used.

4.0 Applications

4.1 Applications will be submitted by e-mail and will be treated as confidential.

4.2 Where an **urgent recruitment process** is authorised, the identified candidate/s will be requested to furnish the relevant HoD with an up to date curriculum vitae.

5.0 Selection Boards

5.1 Selection boards will normally comprise of four persons, normally two males and two females. The selection board will be nominated by the Dean of Faculty and will be chaired by the Dean of Faculty or their nominee. The composition of selection boards will ensure appropriate expertise, gender balance, and independent (external) representation. Selection board members must be at least one grade higher than the post which is to be interviewed for.

5.2 Where an **urgent recruitment process** is authorised, the selection board will comprise of at least two persons and will be gender balanced.

5.3 Selection board members will be notified by the HR Office in writing of arrangements for the interviews and will be sent relevant applications and documentation electronically through a secure channel. All documentation will be treated as strictly confidential and any printed documents will be returned to the HR Office following the interview.

5.4 It will be the responsibility of the selection board chair, supported by HR, to agree the structure and format of the interview with other board members, in advance of interviews and with sufficient preparation time allowed for interview board members.

5.5 Where an **urgent recruitment process** is authorised, interview arrangements will be made by the relevant HoD.

6.0 Shortlisting

6.1 The selection board will identify the applicants that are eligible for the post based on the advertised shortlisting criteria. Of these, it will shortlist those who best meet the shortlisting criteria and who are to be invited for interview. The shortlisting board will normally consist of

the MIC members of the interview board and at least one external interview board member.

6.2 Shortlisting criteria will be specified in recruitment documentation. Candidates who are not shortlisted for interview will be notified of this in writing.

6.3 Where an **urgent recruitment process** is authorised, the shortlisting stage will not apply.

7.0 Interview Procedures

7.1 Candidates who are to be interviewed will be notified in writing of the interview date/s, time and venue and asked to contact the HR Office before a specified date to confirm their attendance.

7.2 On the interview dates the HR Office will be responsible for all logistical arrangements.

7.3 The selection board will convene for c. 30 minutes prior to the first interview to finalise the interview format before the first candidate is interviewed.

7.4 When all interviews have been concluded the names of all candidates deemed to be suitable for appointment will be listed in order of merit. The selection board chair will submit the order of merit form, completed appraisal forms, and all notes taken by the selection board to the HR Office. The order of merit will require the Deans' approval and signature.

7.5 Those deemed suitable for appointment will be placed on a panel from which further vacancies arising in the same position will be filled until the panel expires.

7.6 Selection board recommendations will remain confidential and will not be divulged by any member of the selection board or by the HR Office until approved by the relevant authorised person/body.

7.7 Where an **urgent recruitment process** has been authorised, the relevant HoD will make the interview arrangements with the identified candidate/s. A pro forma candidate appraisal form will be used. In such cases candidates will be interviewed by two persons. The selection board will be gender balanced.

8.0 Appointment Procedures

8.1 Once selection board recommendations are approved, the HR Office will inform candidates in writing of the outcome of the interview. Candidates will be informed that they have been placed on a panel, or that they have been unsuccessful.

8.2 Where an **urgent recruitment process** has been authorised, the relevant HoD will inform the successful candidate of the interview outcome.

8.3 Where there is a requirement to appoint a part time hourly paid lecturer or tutor, the HoD will complete a part time contract request form (appendix 2). This form will be signed by the Dean of Faculty and will be forwarded to the H.R. Office for processing.

8.4 In respect of candidates being processed for appointment for the first time, two references in a standard format will be sought from current and/or recent employers. The College

reserves the right to not to make an offer of employment, or to rescind an offer, on the basis of these references.

8.5 Candidates being processed for appointment will be required to complete a pre-employment health assessment by a nominated Occupational Health service. This requirement does not apply to existing employees of the College who have previously undergone a pre-employment health assessment and have a satisfactory sick leave record.

8.6 Candidates must provide the H.R. Office with documentary evidence of relevant qualifications held by them.

8.7 Candidates will be notified of attendance arrangements for their first day of employment and arrangements for their induction. The HoD, the Finance Office and ICTS will be notified of the employee's commencement date. It is the responsibility of the HoD /Line Manager to ensure that new employees are appropriately supported during the early period of their employment.

8.8 Where an **urgent recruitment process** has been authorised, the employee may commence employment pending completion of the pre-employment health assessment, receipt of references and furnishing of qualifications. In no circumstances can an employee commence employment pending completion of Garda Vetting.

PART C: Recruitment, Selection and Appointment Procedures for School Placement Supervisors (primary); School Placement Supervisors (post primary); and Placement Supervisors (early childhood)

1.0 Approval to Fill a Post

1.1 It is a matter for the Director of School Placement in consultation with the Dean of Education to identify staffing requirements for School Placement Supervisors (primary).

1.2 It is a matter for Head of School, Post Primary Education in consultation with the Dean of Education to identify staffing requirements for School Placement Supervisors (post primary).

1.3 It is a matter for the HoD (RPECS) in consultation with the Dean of Education to identify staffing requirements for Placement Supervisors (early childhood).

1.4 The Dean of Education will be responsible for the preparation of a budget for placement supervision. The budget should be agreed in principle with the Director of Finance or their nominee. The Dean of Education will submit the budget agreed with the Finance Office to Executive Team for approval.

2.0 Filling of a Vacant Post

2.1 Panels will be created for Placement Supervisors based on expressions of interest and/or a competitive recruitment process, and having due regard to geographical requirements. Placement Supervisors will be assigned work on an as and when required basis.

2.2 Suitably qualified persons may express an interest in being placed on a panel of

Placement Supervisors and will be invited to complete and submit an application form to the relevant designated authority.

2.3 Applications will be reviewed periodically and suitable applicants will be shortlisted for interview having regard to staffing requirements and geographical location.

3.0 Interview Boards

3.1 Selection boards will normally comprise of two persons, and will normally be gender balanced. The selection board will be nominated by the relevant designated authority.

3.2 Interview arrangements will be made by the relevant designated authority.

4.0 Selection Interview

4.1 A standard appraisal form will be completed in respect of each applicant interviewed.

4.2 When all interviews have been concluded the names of all candidates deemed to be suitable for appointment will be listed in order of merit.

4.3 All interviewees deemed suitable for appointment will be placed on the relevant placement panel. The selection board chair will submit the order of merit form, completed appraisal forms, applications and all notes taken by the interview board to the relevant designated authority.

5.0 Appointment Procedures

5.1 Following interview, applicants will be informed by the relevant designated authority that they have been placed on a panel, or that they have been unsuccessful.

5.2 In respect of candidates being processed for appointment for the first time, two references will be sought from recent employers. References will be requested in a standard format.

5.3 Garda vetting will be completed in respect of all Placement Supervisor appointments. Garda vetting will be conducted in accordance with relevant legislation and College policy.

5.4 Candidates must provide the relevant designated authority with documentary evidence of relevant qualifications held by them.

5.5 The relevant designated authority will arrange for staff induction and any necessary training.

PART D: Recruitment, Selection and Appointment Procedures for Departmental Assistants and Temporary Research Assistants

Departmental Assistants and Temporary Research Assistants will be recruited, selected and appointed in accordance with procedures documented and approved by the Vice President Research.

Revision History

Revision	Document History	Reviewed By ET	Approved By UR
0	Initial Release	---	BR2015#04
1	Amendment	ET2025#03	UR2025#02