



CES Recruitment Policy	Date of review: June 2025	
Policy area	To be approved by	Next review date
HR	Board	June 2027 and as required
Changes made since last review:		
<ul style="list-style-type: none">• Section 5: Inclusion of information regarding CEO recruitment• Section 9: Minor wording change to reflect current practises• Section 10: Mention of CES Equality, Diversity and Inclusion policy• Section 11: Inclusion of information regarding Garda vetting and eligibility to work in Ireland, in line with current practises		

CES Recruitment Policy

1. Introduction

CES' staff are its most important resource and the success of the organisation relies on its ability to attract the best staff available. Recruitment methods must be fair, efficient, effective and carried out in an open and transparent manner. All our recruitment processes conform to legislative requirements in Ireland and Northern Ireland.

2. Purpose

The CES recruitment policy has been developed to ensure CES can attract the best available staff for all positions and that fairness and transparency is provided for at each stage of the recruitment process. It includes guidelines on the following areas which more detailed process steps found in our Recruitment Procedures:

- Role profiles
- Advertising Vacancies
- Application Procedures
- Selection Procedures
- Screening Checks
- Offers of Employment
- Review and monitoring

3. Policy

CES will ensure it has the opportunity to attract the best available staff by broadly advertising (internally and externally as deemed appropriate) all vacant positions. Vacancies will be notified to current staff to encourage career progression and participation.

CES is committed to providing a work environment that is free from harassment and discrimination. All recruitment and selection procedures and decisions will reflect CES's commitment to providing equal opportunity by assessing all potential candidates according only to their skills, knowledge, qualifications and capabilities. Applicants will receive equal treatment regardless of gender, race, disability, sexual orientation, marital status, family status, ethnic origin or political and religious beliefs.

4. Scope

This policy applies to all managers, employees, agents of CES and contractual third parties who have access to the information of individuals seeking to work for CES or who are involved in the recruitment process.

Everyone must understand and adopt this policy and ensure it is followed.

5. Responsibilities

The Director with responsibility for the team in which a vacancy has been identified will have responsibility for leading the recruitment process. In the event of CEO recruitment, the Chairperson of the board of CES will lead the recruitment process.

The Corporate Services Manager works with the Director to develop the role profile, co-ordinate the advertising, preparation and documentation of the process, and ensures that the competition is carried out in accordance with CES policy and legislative requirements. No post is advertised internally or externally unless first approved by the CEO - or the Chairperson, in the event of CEO recruitment. Similarly, all appointments must be approved by the CEO or the Chairperson.

	Key stages in recruitment process		Responsibility
Approval	1.	Drafting role profile	Director ¹ with input from Corporate Services Manager
	2.	Gaining approval to hire	Director
Pre-Interview	3.	Advertising role	Corporate Services
	4.	Determining selection panel	Director/Corporate Services Manager
	5.	Shortlisting	Director/Corporate Services Manager
	6.	Interview preparation	Corporate Services
Post-Interview	7.	Interview(s), other selection methods, decision	Chair of selection panel, CEO
	8.	Offer and pre- employment references and health checks	Corporate Services Team
	9.	Confirmation of offer and contract	Corporate Services Team
	10.	Set up of appointee on HR systems	Corporate Services Team
Close	11.	Documentation complete	Corporate Services Team
	12.	Employee commences and induction	Director/Corporate Services Team

¹ In the event of CEO recruitment, the Chairperson of the board of CES will lead the recruitment process.

External Business Partners

Where resource constraints apply or there is a need for specialist expertise or independent involvement, external business partners may be selected to assist in the recruitment process.

External business partners who will interface directly with candidates/potential candidates (test administrators, employment agencies etc.) are required to carry out work assigned to them by CES in line with the principles and procedures contained in this policy and are provided with information on the standards expected of them when working on behalf of CES. External partners may be requested to join the selection panel at interview stage to add an independent and/or specialist view to the process.

6. Documentation & Records

CES values the function of appropriate documentation as a basis for fair systematic recruitment and selection processes, and in assisting candidates to self-select for suitable vacancies, to make an informed preparation for the process and inform them of the procedures and the standards which apply. For each advertised vacancy we will therefore make available:

- **Role Profile** – based on the requirements of the role, free from bias or poor practice and used consistently as the basis for the various stages of the selection process. We provide this to candidates to assist them in understanding the position and the required skills, qualifications and experience deemed necessary. When a vacancy has been identified, the Director and Corporate Services Manager collaborate to develop an appropriate role profile with the Director advising on the core job content and requisite knowledge and experience and the Corporate Services Manager advising on the appropriate structuring of the job, relevant competencies etc. Where an existing role profile is in place it is reviewed to ensure that it is up to date and not discriminatory.
- **General Information** – to inform candidates of the process and procedures to be followed.

Appointment processes are fully documented at all stages and these documents and records, including advertisement text, applications, marking schemes and results, interview notes where appropriate, feedback etc., will be retained for a period of 12 months from the date of interview, and will then be destroyed in line with CES Data Protection Policy.

Documentation and the use of all documents support a commitment to offer open feedback to candidates. All documentation and the use of such documents comply with relevant employment and equality legislation and guidelines in Ireland and Northern Ireland.

7. Confidentiality

All applications and the information contained in a candidate's application, their performance at interview and the subsequent marking process are highly confidential.

8. Advertising

When a vacancy arises, the Director, CEO and Corporate Services Manager will decide the most appropriate way to fill the position. There may be instances when an internal recruitment process is conducted, or existing staff are appointed to a more senior role without the need for a recruitment process. Examples include:

- Recruitment competitions among current and former Graduate Interns and Project Support staff for 'early career' Project Specialist positions
- Appointment to Senior Project Specialist vacancy where a Project Specialist has specific expertise in one of CES' specialist areas over and above other staff and has taken on significant responsibilities in this area of work. Proposals for such appointments will be evaluated by the appropriate Director, the Corporate Services Manager and the CEO and full consideration will be given to the rationale for the appointment. Final approval will be sought from the Board.

Where appropriate, the position will be advertised internally as well as externally in line with the advertising section in CES' recruitment procedure.

9. Applications

All reasonable efforts are made to ensure an application process which is accessible to all candidates. Applications will be accepted in a variety of formats, including web-links, once they are accessible using standard office applications and are received in the manner nominated (usually by email) up to the advertised closing date/time.

Applications will not be accepted beyond that time - it is the responsibility of the applicant to ensure that the application reaches CES by the time specified. Receipt of applications are acknowledged in writing by email.

Speculative Applications

Speculative applications will be acknowledged and held on file for a period of 12 months. If during that period, a position arises which appears to match the skills outlined in the application, the recruitment lead contact will contact the applicant and ascertain his/her interest in being included in the competition.

10. Selection Process

Criteria for selection are based on the essential requirements of the post, promoting the principle of equality of opportunity. Appointments are made following a competitive, merit-based selection process in which all candidates have been treated equally at each stage. The criteria on which selection decisions will be made are identified in advance. Decisions taken throughout the selection process are based on the qualifications, attributes and skills necessary to undertake the duties and fulfil the responsibilities of the post to the required standard. At the final stage, candidates who meet the required standard for the job are placed in order of merit and considered for appointment in that order.

CES is committed to ensuring that candidates face no unnecessary obstacles. In line with our Equality, Diversity, and Inclusion policy, candidates with disabilities are provided with appropriate and reasonable accommodations to ensure they have the best opportunity to perform at their optimum.

Shortlisting and Interviews are conducted in line with CES' recruitment procedures.

11. Screening

When a selected candidate indicates their interest in the role, references are sought from named individuals. Where the candidate has indicated that these individuals should not be contacted this will be discussed with them and either clearance to contact or alternative referees obtained.

Verification of qualifications relevant to the post may be requested. This may take the form of requiring sight of qualifications in original or copy form, transcripts of results, verification of awards/memberships directly by the awarding/professional body etc.

Candidates are also required to present a document that proves their eligibility to work in Ireland and an online health questionnaire before their start date.

Depending on the nature of the project, current CES staff members may also be required to undergo an appropriate AccessNI Disclosure check or Garda Vetting. This will be determined by the specific requirements of the project they are assigned to.

12. Offer and Acceptance

The offer and acceptance process is managed by the Corporate Services Manager who may delegate to staff within Corporate Services as required. Adequate checks are in place to ensure that a candidate meets the eligibility requirements before an offer of appointment is made. Terms and conditions of employment will conform to CES' agreed policies.

13. Communication with Candidates

There is a commitment to open, timely and effective communication to candidates. Accurate, sufficient and appropriate documentation is issued to candidates, including information on how to access this policy. Enquiries are dealt with in an efficient and timely manner.

Feedback is provided when requested by short-listed candidates. Effective systems are in place to manage the feedback function. This feedback is provided to candidates on request to Corporate Services.

14. Candidate Obligations

Candidates should note that canvassing will disqualify and will result in their exclusion from the competition.

Candidates must not:

- Knowingly or recklessly provide false information
- Canvass either directly or indirectly any person involved in the recruitment process
- Interfere with or compromise the process in any way
- Personate another candidate at any stage of the process.

Candidates who fail to comply with these obligations may be disqualified from the process or, if already appointed they may have to forfeit the appointment.

Candidates who do not attend for interview or other test, when and where required, or who do not when requested, furnish such evidence as CES requires regarding any matter relevant to their candidature will have no further claim to consideration.

15. Monitoring of Policy and Procedures

To ensure that our Recruitment Policy and associated procedures conform to HR best practice, Corporate Services will annually review this Recruitment Policy to ensure that the best possible standards are maintained and that business requirements are being fulfilled.

Appointment processes are monitored and evaluated, and positive solutions are found to tackle any matters arising. Controls are in place to ensure that appropriate processes are adopted and delivered in line with this policy. Mechanisms are in place to collect feedback from all those participating in the appointment process.