

	Document Title	Staff Recruitment and Development Procedure		
	Doc. Number	GEN-PRO-007	Doc. Owner	General Manager
	Author	Angela Byrne	Revision	Rev. 06
	Reviewed by	Angela Byrne	Approved by	Fiona Spillane
	Next Review Date	21/01/2027	Approved Date	21/01/2026

1. Policy Statement

At Shorcontrol Safety it is our mission to enable our staff to thrive in their employment, and so we are committed to reaching and recruiting people from a broad talent pool and to open up career opportunities to all in order to enable their full potential. Retaining talent and expertise is a priority of Shorcontrol Safety as we understand that our employees are fundamental to the success of the business.

The principles of equality, diversity and inclusion are cornerstones of our culture and underpin all aspects of recruitment and development. Our recruitment, management and development activities are designed to meet legislative and regulatory obligations and to ensure that Shorcontrol Safety remain an inclusive employer, while attracting the best people with skills, behaviours, and capabilities to deliver on our strategic directions and priorities.

2. Purpose

The purpose of this policy is to provide a framework for Shorcontrol Safety to attract and identify talented staff, to ensure effective and unbiased recruitment of staff based on organisational needs and who can assist the company achieve its strategic directions, while demonstrating attributes that are consistent with the company's directions and culture.

This policy is also intended to showcase Shorcontrol Safety's desire to further develop potential in current employees via support of further education and training.

3. Scope

The scope of this policy aims to cover all levels of management which are involved in the employee recruitment, selection and hiring process and is applicable to all positions which Shorcontrol Safety determines need to be filled, either on a permanent or contractual basis and/or on either a full-time or part-time status. It does not form part of an employee contract and management may amend this policy as deemed necessary.

3.1 Relevant Irish and EU Legislation

- Employment Equality Acts 1998–2015: nine protected grounds; covers recruitment/ads/selection; duty to reasonably accommodate.
- GDPR / Data Protection Act 2018: require transparent applicant privacy information; careful handling of special-category data.
- Employment (Miscellaneous Provisions) Act 2018: Day-5 core terms; criminal offence for non-compliance.
- EU (Transparent & Predictable Working Conditions) Regs 2022: probation caps; training as working time; expanded statement terms.
- WRC Code of Practice (2024) on flexible/remote requests—admissible in WRC/Labour Court.
- Employment Permits Act 2024 and WRC guidance: verify and retain right-to-work/permit evidence.
- EU Pay Transparency Directive 2023/970 (transpose by 7 June 2026): salary ranges in ads; salary-history ban; expanded reporting.
- Gender Pay Gap Information Act 2021 (+ 2022–2025 regs): 2025 threshold now 50+ employees; June snapshot; November deadline; narrative/actions required.

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- National Vetting Bureau Acts 2012–2016: vetting before relevant work.

4. Definitions

Term	Definition
Recruitment principles	<p>Merit – fair and robust role related criteria are used. Selection is competitive.</p> <p>Fairness – processes are fair, consistent, and accessible to all, reflecting our commitment to equality, diversity, and inclusion.</p> <p>Transparency – recruitment processes are open and transparent, while retaining candidate confidentiality and privacy.</p> <p>Responsiveness – recruitment aims to make appointments in a timely manner, while adhering to our policies and governance requirements.</p> <p>Business need – the decision-making process aligns with our strategic plan and organisational structure.</p>
Applicant	A person who makes a formal application for an advertised job position.
Candidate	An applicant who is nominated for selection to next stage of recruitment process.

5. General Procedure Guidelines

Stages of the recruitment process include the following:

- Drafting job specification for role.
- Gaining approval to hire.
- Advertising the role internally.
- Advertise the role externally.
- Determine selection committee.
- Shortlisting of applicants.
- Interview preparation.
- Interview and other selection methods (if applicable).
- Offer and Pre-employment checks.
- Confirmation of offer and contract.
- Candidate commences and completes induction.

5.1 Determination of need for a position to be filled.

- The determination that a position needs to be filled must be based on the company’s agreed upon priorities for developing an optimum workforce profile required to realise company aims, objectives and goals.
- Either the Managing Director, Directors or General Managers will determine whether a position is available which will require the recruitment and selection of a new-hire or current employee transfer.
- Ultimate authority on determining whether a position is available must follow the organisational flow-chart.

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5.2 Job Description

A job description sets out the selection criteria for recruitment opportunity, it informs potential applicants of the requirements of the post and is a mechanism to promote Shorcontrol Safety and yield a high level of applicable interest from all applicants.

A job description is required for every role prior to recruitment, which comprises of the following:

- A description of the role: the purpose of the role, the task of the role, and the context within which the role sits in the business.
- The person specification for the role: the qualifications, knowledge, experience, and skills required to successfully carry out the role.
- Any additional requirements related to eligibility or terms and conditions associated with the role.

5.3 Advertising of positions

- All posts must be advertised to ensure transparency and for equal opportunity. Generally, all positions are advertised internally first and then advertised externally if not filled. Positions are advertised via email to the entire Shorcontrol Team email address, pending reply for a minimum of two weeks.
- Third party specialist recruitment consultancy may also be used for candidate sourcing. The standard recruitment procedures apply in every step thereafter.
- Applicants are provided with our Recruitment Privacy Notice at the point of application, setting out purposes, legal bases, retention (including interview notes), recipients (e.g., panel), international transfers (if any), and their data rights.
- We do not request health or other special-category information at application stage. If accommodations are needed, we collect only what is necessary to arrange supports, store it separately, restrict access, and delete it promptly after the process.
- Starting salary or pay range, based on objective, gender-neutral criteria can be discussed at application and/or interview stages. Shorcontrol will not ask candidates about current or past pay in accordance with the EU Pay Transparency Directive (EU) 2023/970.

5.4 Shortlisting

To ensure fair and transparent decision-making, the following applies:

- Shortlisting criteria are based on the job description.
- All members of the selection committee will be invited to review the applications against the criteria and provide a score for each applicant.
- The selection committee must confirm their reasoning based on the criteria of experience, education, and skills.
- The selection committee responsible for selecting potential candidate must take due care in recognising equality and inclusion in the workplace. See Equality, Diversity, and Inclusion Policy.

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- Shortlisted applicants will be invited to interview.

5.5 Interview arrangements

Interview dates should be agreed at the earliest opportunity and ideally published in the job posting to ensure that applicants will be available for the selection process.

- Interviews shall be conducted by a minimum of two members of staff. One of these must be at managerial/supervisor level.
- One member of staff present at the interview must be a manager for which the position will be reporting to.
- In certain cases, there will be two rounds of interviews; the reporting manager/supervisor need only be present for one of these interviews.
- Applicants will be notified a minimum of one week before their scheduled interview.
- If there is an international applicant, it may be necessary to provide a minimum of three weeks' notice of interview.
- Where an applicant is unable to attend a face-to-face interview, a remote interview via videoconferencing may be arranged with agreement from the selection committee.
- Where video conferencing takes place, the applicant must at some point (as agreed with the selection committee), present for the committee in person before a decision to appoint said candidate can be reached.
- Interview questions and all recruitment decisions must not directly or indirectly try to ascertain information concerning the candidate's gender, marital/civil status, family status, sexual orientation, religion, age, disability, ethnic orientation, race or membership of the travelling community.
- Shorcontrol Safety will provide reasonable accommodation to applicants with disabilities for all stages of the process (application, testing, interview), unless this would impose a disproportionate burden, in line with section 16 EEA and IHREC guidance
- The selection committee holding interviews must take notes relating to observations and answers which the candidate offers or displays.
- Notes should revolve around the candidates' attitude, skills, ability to perform the role, past experiences and future potential to perform the role and the potential to work within Shorcontrol Safety's culture.
- Candidates may voluntarily offer information related to their sex, marital and family status, sexual orientation, religion, age, disability, ethnicity or membership of the travelling community. In such situations these unprovoked responses or comments must not be recorded by the interviewers or selection committee.
- Interview notes will be retained for a maximum period of 12 months following the interview. They may be retained as handwritten notes, which can be shortened to a digital memo format. If handwritten notes are transferred to digital copies the handwritten version may be destroyed. Following the retention period the notes will be securely destroyed.

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- Management will review the interview notes and select one or more candidates which they would like to offer a term of employment for.
- The Board of Directors and Upper management have the discretion of reviewing the notes to ensure that candidates are chosen on merit and capability, and that the company's Equality, Diversity, and Inclusion Policy has not been breached.
- Management has the discretion to re-interview candidates prior to approving or dismissing them as potential hires.

5.6 Selection and Recruitment

- Appointments will be made in open competition, where both internal and external applicants will be given equal consideration.
- Outstanding individuals may be appointed to senior positions by invitation and without advertisement where it is in the interests of the company and contributes to the strategic direction of the company.
- Recruitment and selection processes will be conducted based on fair, non-discriminatory and equitable treatment of all applicants. Please refer to the Equality, Diversity, and Inclusion Policy
- Recruitment and selection processes will be as consistent, transparent, professional, and as timely as appropriately possible.
- Individuals will be assessed for their competency in performing the duties required of them. Assessment of competency will be based off on merit, education, qualifications, knowledge, and previous work experience.
- A combination of a candidate's professional attributes will be considered in the case that a candidate does not fully satisfy all qualifications and skills as they are listed on the job advertisement.
 - Example: Advertisement requires a candidate have 5 years' experience and a NFQ level qualification of 7; while a candidate may only have 3 years' experience but a NFQ level qualification of 8. This candidate may be deemed acceptable by management for the role.
 - In instances where a role requires that the candidate possess a specific qualification in order to satisfy the role's duties (e.g., In order to facilitate training courses which requires the individual possess a specific IOSH qualification) the candidate may either be disqualified from being offered the position or Shorcontrol Safety may offer employment on condition that the candidate obtains the required qualification within a reasonable amount of time as terms of their employment.
- Suitable candidates who have been selected to receive an offer of employment will be sent a Contract for Service which is to be either written or approved by the General Manager.
- The candidate's signed contract, along with any other requested information or documentation, are to be returned to Shorcontrol Safety.
- At offer/induction, employees are informed of the Right to Request Flexible or Remote Working and our process per Employee Handbook. Management will keep application and decision records as set out in the WRC Code of Practise.

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- Candidates who are not offered a position after their interview should be notified via email or post once another individual has been secured as an employee for the advertised position.
- For applicants that are non-EEA/Swiss/UK nationals' pre-employment checks before start date will be verified to ensure the applicant has the right to work in Ireland and where applicable and Employment Permit.

5.7 Induction and Continuous Improvement Training

- Management will create a Development Plan for each new hire. This plan will outline the objective and goals which the new hire should achieve during their orientation and induction phase of the hiring process.
 - The development plan will primarily focus on properly preparing the new hire in how to successfully perform their position as well as introducing them to business needs, policies, procedures, and expectations.
 - The reporting manager will be responsible for ensuring that the new hire completes all the objective and goals within the allocated timeframe.
- New staff will be inducted and trained into their position by a nominated current member of staff (mentor) who is competent in doing so.
 - These mentors will be responsible for properly showing them how to perform the specific tasks of the position.
 - These mentors will be responsible for showing the new hire how to adhere to and work within the quality assurance system in relation to their position.
- Probationary periods apply to new starters for an initial 6 months which may be extended up to 12 months where it is in the interest of the company and the employee and objectively justified.
- Staff will be assessed during their induction based on their abilities, aptitude, skills, qualifications, knowledge, and experience to carry out the tasks allocated to them.
- After initial probationary period, management will create a Skills Matrix for each individual employee which will profile the employees' specific competencies and skills.
- Management will identify training needs and staff development with an aim of determining how to propel company advancement. This is achieved by, reviewing relevant job descriptions, staff position changes, review skills matrix. Any mandatory training will be provided at no cost to the employee and treated as working time, scheduled during working hours where possible
- Shorcontrol Safety aims to develop staff in order to meet the future demands for competitive growth.
 - All staff once engaged in employment for more than one year, are encouraged to further their education within scope of the company's direction.
 - Staff may be allocated assignments with an aim of improving the individuals' competencies.
 - Management will consider all enquiries from staff when they propose attending specific training programme aimed at continuing their own professional development.

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- The Managing Director and Directors have final authority to approve funding and time-off requests for staff development.
- All staff are encouraged to be members of, and participate as they see fit, within organizations and communities which are respective of their field of expertise, e.g., BOHS, IOSH, etc.
- Staff are encouraged to avail of training offered through Shorcontrol Safety in order to further their own personal and professional development.

5.8 Advancement Opportunities

At Shorcontrol Safety we believe in promoting from within whenever possible. We support this by encouraging ongoing education and providing honest appraisals and feedback to our staff.

Advancement and/or promotion means giving a broader service and a greater commitment and so we must make our decisions fairly and in an open manner. It would be an injustice to all staff if we did not accept the responsibility to ensure that each selected candidate was qualified and capable of fulfilling their job role successfully.

- Management has the discretion of promoting Continuing Professional Development for staff who wish to apply for job position vacancies.
 - Management will work with the staff member to assess where their current skills, abilities and certifications are lacking in relation to the requirements of the job vacancy.
 - Management may create a development plan, for the staff member, with the aim of having the individual achieve the proper skills, abilities or certifications which would allow them to be a contending candidate for the job vacancy.
- Management will ensure that staff are trained in an effective and timely manner whenever any changes are made to systems which their duties fall under, e.g., Quality Management System process changes or additions.

6. Responsibilities

Employee Title/Classification	Responsibility
Directors, Top Management & Senior Management	To ensure the necessary resources are available within the organisation for the implementation of this policy. To ensure the contents of this policy are implemented effectively. To communicate and support the implementation of this policy and any related procedures.

7. Enforcement

Employee Title/Classification	Responsibility
Directors	Has the discretion in determining the repercussions in the discovery of a manager's failure to comply with this policy.
Managing Director	Has the discretion in determining the repercussions in the discovery of a manager or Director's failure to comply with this policy

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8. Related Information and Documents

Document ID	Title
GEN-POL-001	Code of Conducts & Ethics
GEN-POL-002	Environmental, Health & Safety
GEN-POL-003	Equality, Diversity & Inclusion
GEN-POL-004	Organisational Structure
GEN-POL-005	Job Roles & Responsibilities
GEN-POL-010	Data Protection & Privacy

9. Procedure Review

This procedure shall be reviewed when:

- There is a change of General Manager and/or QHSM at Shorcontrol Safety.
- There is a change in any of the related policies or procedures found in section 8. '*Related Information & Documentation*' of this document.
- As prescribed in Shorcontrol Safety's policy and procedure review schedule.
- As determined or requested by the General Manager at Shorcontrol Safety.

Revision Date	Author with Title	Description
04/10/2019	Adam Romans; Quality Coordinator	Update and conversion from 04-09-2014 QQI B3
27/02/2023	Angela Byrne; QHSM	Review, update and reformat layout/structure. Policy duplication with ADM-PRO-003. Amalgamation of both.
08/03/2024	Angela Byrne; QHSM	Review – no change.
19/02/2025	Angela Byrne; QHSM	Removal of tutor and training personnel procedure section. Separation to have one for staff and one for tutors as requirements vary.
21/01/2026	Angela Byrne; QHSM	Update of section 5 to include updates from Irish and EU legislative changes 2024 and proofing for EU 2023/970 in 2026.