**RECRUITMENT AND SELECTION POLICY**

KCIL commits itself to an equal opportunities policy for employees and potential employees. Central to this policy are procedures designed to prevent discrimination on the grounds of age, class, religion, disability, marital status, irrelevant convictions of ex-offenders, race (ethnic or national origin), sex and sexual orientation.

The aims of this recruitment and appointment policy are to ensure that:

* KCIL actively engages in policies and practices designed to promote a balance within the KCIL’s workforce.
* Appropriate steps are taken to raise staff awareness of and sensitively to, any inequalities within KCIL and the underlying issues.
* All job applicants and employees receive fair and equal treatment within the context of the need for KCIL to redress the present inequalities.
* Staff from disadvantaged sections of the community will be given encouragement and support for advancement through KCIL and will be given information about relevant support networks.

ADVERTISING

KCIL will advertise all vacancies, including full-time posts, as widely as possible to encourage applicants from all sections of the community. Posts will be advertised in the local press and through appropriate networks this will include:

* Local press.
* National press.
* Disability press.
* Ethnic minority press.

A person specification (skills, experience, aptitudes etc.) required for the job must be drafted by the interview panel prior to the post being advertised. Before preparing this person specification, the panel should draft a job description which reflects accurately the scope of the job. The person specification based on the job description should not include any requirements that do not relate specifically to the work to be undertaken by the post holder but must take account of all aspects of KCIL equal opportunities policies.

PREPARATION FOR THE INTERVIEW

For every job to be filled KCIL should have a complete person specification and job description prior to the advertisement appearing.

Every applicant should receive:

* A job description based on the person specification.
* A statement of any particular requirements relating to the post.
* A descriptive outline of KCIL.
* A descriptive outline of the premises in terms of access facilities.

Application is via CV and optional covering letter.

All applicants should receive a statement on whether or not they have been shortlisted within three weeks of the closing date of the post. Not only is it courteous, but any failure to reply to applicants, especially from ethnic minorities, disabled people or women, could arouse suspicion of discrimination. Where possible, job descriptions should include the proposed interview dates.

SHORTLISTING

The interview panel should not see the applications before shortlisting takes place.

Every application should be assessed in terms of the person specification.

Clear tabulated records should be kept, based on the applicants’ work experience, qualifications, assessed abilities (specification of qualities is provided for this purpose).

When the final shortlisting process is completed, applicants will be offered an opportunity to visit KCIL. Whilst staff members may express their opinions on the suitability of candidates, the final decision of shortlisting will be made by the panel.

KCIL must ensure that a record is made stating why a candidate has not been shortlisted.

Possible problem areas are:

* If in any doubt as to the comparability of overseas or unfamiliar qualifications, contact the Commission for Racial Equality, the relevant Government Department or other appropriate authority. Do not make assumptions about any academic qualifications.
* Most people have some personal bias, be aware of yours and guard against it so that you do not make any hasty judgements, stereotype or make any general assumptions.

If a candidate volunteers information not asked for, such as marital status, interviewers should ignore it insofar as it does not relate to the application to do the specific job.

Note a candidate’s possession of appropriate transferable skills and experience

THE INTERVIEW

No-one should interview alone. The aim of the interview is to:

* Assess the candidate’s ability/suitability for a specific job
* Provide an opportunity for the candidate to make further enquiries concerning the nature of the job and to clarify conditions of employment in order to assess the appointment, if it is offered.
* Interviewers should ensure that they have read all the relevant information before the interview.

Members of the interview panel should not see the applicant if he/she is paying a visit to the KCIL office.

Panel members should agree on the format and structure of the interview. Panel members should agree how the interview is to be conducted, remembering that an interview is a two-way process and explain the structure to the applicants. The candidates should be asked the same questions.

A typical outline for an interview is as follows:

* Introduction of panel members.
* Clarify information on the application.
* Ask about the applicant’s skills and abilities and/or relevant experience in or out of work, including willingness to undergo further training.
* Opportunity for the candidate to ask questions.
* What happens next - when will the panel decide and inform the candidates.

The chair of the panel is responsible for the conduct of the interview and for ensuring that an interview report form is completed for each candidate.

In constructing an interview panel KCIL shall seek to ensure that:

* The panel includes both men and women.
* It includes people who have direct experience and understanding of the main ethnic communities with whom the project/unit concerned is working or seeking to work.
* The panel is not too large.
* The shortlisting and interview panel should always be the same.

All members of interview panels should undertake appropriate interview and selection training, wherever possible.

GENUINE OCCUPATIONAL QUALIFICATIONS

There are some exceptions under the Act where an employer can claim a Genuine Occupational Qualification (GOQ) to recruit, train, promote or transfer a person of a particular sex or racial group when one of the following applies:

* The employers do not have sufficient employees of a particular racial or sexual group for the required job (e.g. acting, modelling) to work in a special setting where persons of a particular racial or sexual group are required for authenticity.
* The job involves providing counselling services to a particular racial or sexual group and the services can most effectively be provided by a person of the same group.
* A man or woman may be required to preserve decency or privacy (e.g. a lavatory attendant).
* The job is in a single sex establishment which provides special care, supervision or attention.
* The employee provides people with personal services promoting their welfare or education, which can be provided more effectively by a particular person.
* The job is one of two to be held by a married couple.

QUESTIONNING TECHNIQUES

Questions relating to the following areas should be avoided during the course of an interview:

* Marital status.
* Occupation of spouse.
* Number of children, family intentions or domestic arrangements.
* Trade union activities.
* Political and/or religious beliefs.

The purpose of interview questions is to provide additional information to supplement or clarify the application form. It is, therefore, essential that comparable questions are asked for each applicant being interviewed and that the substance of questions should not vary according to the sex, ethnic or disability status of the applicant. The questions should be phrased in a standard way and not make use of cultural idiom or metaphor that would put particular candidates at a disadvantage.

ASSESSMENT

The Chair, in consultation with the Panel members, must at the conclusion of the interviews, complete an assessment (based on notes made by individual panel members) of each applicant in relation to the job description. The attributes of each interviewee should be listed carefully and compared with the specific criteria laid down in the person specification. This type of analysis will ensure objectivity and will have the benefit of providing recorded data on how the decision was reached.

After the interview, the available information should be evaluated before a final decision is reached.

DECISIONS

All candidates must be informed of the results of the interview at the earliest possible opportunity, so that if they are unsuccessful, they may consider applying for other posts. The successful candidate should be told if an appointment is subject to references and/or satisfactory medical report and when they may expect to hear the final result of the interview.

COMPLAINTS PROCEDURE

Candidates who feel that they have not been treated fairly at an interview are entitled to complain to the CEO within three months of the notification of the result of the interview. The matter should then be referred to the Vice Chair and investigated. Interviewers should remind candidates that this possibility is open to them.

CONCLUSION

Remember that the recruitment of staff is time consuming but important. If unsuitable staff are chosen and they do not fit the needs of the job, you will have to go through the whole process again. This is expensive in both time and money. Be thorough, patient and careful about interviewing and ensure you fulfil your obligations under the Equal Opportunities Policy.