

# Resourcing, Recruitment and Selection: Interview

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# Review

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- **Interview Techniques**
- **Selection**
- Tests
- Post interview analysis
- Making the offer
- Rejecting

# New Employees

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- This week we will learn:
- The types of contracts you may offer
- The minimum legal requirements regarding employment contracts

# Legal Requirements

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- What is a written statements?
- When should you issue one to your new member of staff?
- What other legal obligations must you fulfil?
- What types of contracts are there?
- What type of contract of employment is right for you?

# Empoleymment Contracts

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- The new employee has an implied contract of employment as soon as he or she accepts your offer.
- You must make clear in any offer that it is dependent upon the receipt of acceptable references.
- You should also use the offer of employment letter to state any other conditions on which the offer is dependent.
- You should issue a written contract of employment as soon as is possible.

# Legal Obligation (Employment Rights Acts 1996)

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- Provide every employee (Full-time, part-time) with a written statement covering the main terms and conditions.
- This must be done within the first 2 months.

# Minimum Features of the Written Statement

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- The names of both the employer and the employee
- The date of commencement
- Rate of pay, frequency of wages or salary
- Working hours, start and finish times, shift patterns, breaks, time off, over time and overtime payment rate
- Holiday entitlement, including bank and public holidays and Holiday pay
- Job title, brief description of work
- Location

# Other Information to Include

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- Terms or benefits relating to sickness or injury, medical insurance
- Terms and conditions relating to pensions and pension schemes
- Notice period to give or receive if the employment is terminated
- Discipline, dress code, or any other related behaviour
- If the position is short term , you should also indicate the length of employment or the date when the employment ends.



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- Health and safety training
  - Trust and confidence
  - Honesty and faithfulness (confidential information, competing)
  - Diligence, skill, care
  - Anti-discrimination laws
  - Join a trade union?

# Other Regulations Which You Have Little Control

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- Working hours, rest periods, meal breaks: Set by legislation
- Annual Holiday (4 weeks payed leave in the UK)
- Intellectual Property: usually the employer owns the rights to any intellectual property created by the employee in the course of his/her employment
- Confidentiality: there is an implied duty for employees not to divulge trade secrets, while and after the employment.
- Competition: in reality it is very hard to stop a former employee from setting up business. You should include this in the contract though it will be for a specified period.

# The Employment Act 2002

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- This new act requires that all employers include any disciplinary and grievance procedures.
- Basic terms regarding dismissal and discipline
- The Act applies to all employees
- You need to review all legal requirements for your country not to end up in Court cases

# Non-contractual terms

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- Perks and benefits?
- Easier if not written so you can change or withdraw if need be
- Eg: Health insurance, sales bonuses, certian dress codes
- If included in the contract, they may lose their status as «perks» and become forever linked to the job, taken for granted
- You may then find it difficult to change or withdraw the perk

# Types of Contracts

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- Not possible to use one single contract for all the employees
- There are different kinds of employees such as
  - Full time or part time
  - Fixed term
  - Home workers
  - Job sharers
  - Casual

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- Have a standard written statement (the legal requirement)
  - Supplement this with specific terms and conditions relevant to each type of employee
  - Laid out in a separate employment contract

# Employment Contract Procedure

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- Once satisfactory references have been provided
- Send out the contract of employment with an unconditional offer
- Ask the candidate to sign one copy
- Have him/her return it as evidence of acceptance of its terms

# Tip

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- The phrase «Contract of Employment» is a little misleading.
- It need not be a single document
- Offer letter
- Written statement of terms and conditions
- Staff handbook
- Health and safety documents
- Any other documents or manuals



# Dress Code

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- This may be difficult
- There is a narrow line between what is acceptable or not
- Subjective matter
- If a uniform is required, include it in the contract
- Eg: Males required to wear shirt and tie but not females and females end up wearing T-shirts
- Think carefully before imposing a dress code

# Check List

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- Have you issued your new recruit with an employment contract?
- Do you know what elements should be included in the contract?
- Have you included terms relating to working hours, annual leave, confidentiality and loyalty?

# The First Week

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- What your new employee should know before they start
- How to introduce them effectively to the organisation
- How to organise an induction programme

# Starting

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- Your new employee has accepted your offer, agreed to the contract.
- They have resigned from their previous work.
- The first day has arrived.
- What preparations have you made?
- What should this first day be like?
- What ground do you need to cover?
- How can you introduce him/her effectively to the organisation?

# Medicals

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- Is a medical examination a condition of offer of employment?
- You do not want a new employee to be off sick regularly.
- A medical examination may bring to light something that your new employee is not aware of.
- Is the employee trying to get pregnant, receiving treatment for it?
- Some jobs need stamina and fitness.
- The medical should take place before the employee starts work as well as the references.
- naturally you should cover any cost involved.

# Military Service

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- It is compulsory in some countries for men or for both sexes.
- Has the candidate completed his/her military service?
- Will he/she be called for military service after a few months or years?

# Welcome Pack

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- You can send this alongside the offer. What can it include?
- Terms and conditions of employment
- Staff handbook or manual
- Letter of introduction from the Managing Director
- Copy of health and safety policy
- Details of where and when to arrive on the first day
- Copies of organisation's brochure or catalogues

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- Details of pension and health schemes
  - What to bring in on first day
  - Lunch and coffee break information
  - Plan of the buildings and grounds (WC's, cafeteria, coffee facilities, etc...)
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- The aim of a well thought out welcome pack is to excite the new recruit, to handle any administrative matters, to ensure he/she is ready for the first day



# The First Day

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- Can you remember your first day in a new job?
- Was it daunting?
- You have a duty to make the first day go smoothly and to make your new recruit feel welcome.
- A good induction (orientation) program is needed.
- Apart from the induction program, what can you do?

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- Tell the person at the reception that a new recruit is expected.
  - Have any identity cards or badges ready for their arrival.
  - Have a desk and chair ready, together with any stationary or other requirements
  - Try not to cover too much on the first day
  - This is obvious but make sure you are there on the first day
  - Have any forms ready for completion.
  - Take time to catch up at the end of the day. How did it go? Any Q's? Feedback?

# Staff Handbook

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- What should it contain?
- Rules, regulations
- Training and development opportunities, appraisal policy
- Benefits (pension, healthcare, Holiday time, etc.)
- Mission, vision, values (organisational framework)
- Business plan, targets
- Quotes from employees, customers... Equal opportunities policy...

# Induction

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- This is the process of introducing the new employee into their jobs, into the organisation as quickly and effectively as possible.
- A well structured induction program makes the employee feel welcome and encourages them to identify with the organisation.
- The new employee will meet the head of dept and the team he/she will be working with.
- Best written and laid out as a checklist, showing who is responsible for what.
- Strike a balance between formal and informal.

# Induction Programme Checklist

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- **Introduction**
- Welcome to company
- Explanation of the induction programme
- Organisation chart

# Induction Programme Checklist

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- **Administration**
- National insurance number
- Bank details
- Brief introduction to accounts dept
- Complete staff record form
- Birth/education/etc certificates

# Induction Programme Checklist

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- **Conditions of Employment**
- Working hours (lunch hours, flexitime, overtime, bonuses, etc...)
- Salary (When paid, how paid, how often reviewed)
- Sickness/other absence (who to notify, doctor's note, sickness pay, etc...)
- Holiday (number of days, who to notify, notice required, timing, bank holidays, carry over holidays, etc...)
- Notice period required, disciplinary procedures, union representation

# Induction Programme Checklist

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- **Company**
- History (When founded, part of a group?)
- Finance (Turnover, profitability, growth pattern)
- Structure (Number of employees, management structure)
- Markets (Customers, competitors, products, services)
- Organisational objectives (mission, vision, values, business plan...)



# Induction Programme Checklist

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- **Building and Departments**
- Tour of building (canteen, coffee machine, toilets, photocopier, fax, computers, e-mails, fire exits, notice boards to check daily, weekly, etc...)
- Sales and marketing dept (Structure, introduction to staff, function, objectives, etc...)
- Other departments (Structure, introduction to staff, function, objectives, etc...)

# Induction Programme Checklist

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- **Rules and Regulations**
- Smoking
- Confidentiality
- Security
- Petty cash
- Expenses

# Induction Programme Checklist

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- **Health and Safety**
- Fire procedure
- First aid
- Protective clothing
- Reporting accidents
- Food and drink

# Induction Programme Checklist

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- **Policy Awareness**
- Equal opportunities, race and gender discrimination policy
- Maternity leave
- Unpaid/compassionate leave
- Alcohol and drugs
- Discipline and grievance
- Use of telephones (how to use them, how to answer, personal use)

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- Appearance and attitude
  - Addressing colleagues and superiors
  - Internet usage policy
  - Social media?

# Induction Programme Checklist

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- **Company Benefits**
- Pension scheme (Who qualifies, how to apply, brief outline, company contribution, etc...)
- Health insurance (Who qualifies, how to apply, brief outline, company contribution, etc)
- Company discounts
- Clubs, societies, facilities
- Share options
- Car/fuel allowance, mortgage subsidy, uniform/clothing allowance)

# Induction Programme Checklist

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- **The Job**
- Introduction to dept
- Introduction to line manager
- Function of dept
- Job description
- How to fit into the organisation's objectives

# Induction Programme Checklist

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- **Training**
- Training and development policy
- Skills gaps identified
- Appraisal policy and procedure



# Hints and Tips for Induction

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- Plan an induction programme for each employee in advance
- Use a general template if you have one, but tailor it to suit the new employee
- Begin with the letter that confirms the job offer: explain when to arrive, who to report to, what to wear, etc...
- Be realistic about someone can take in, in a day.
- Fill the first day with only what is necessary.
- Build his/her confidence by giving a small task everyday, beginning on the first day

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- Offer a variety of ways of giving information across.
  - Introduce some people as a team, some as individuals, go out to lunch with immediate colleagues...
  - There is a lot of information, a lot of faces to learn. Variety is helpful
  - Shadowing is useful and interesting
  - Handbook: don't assume it is read, go page by page.
  - Involve the managing director if you can

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- Assign a mentor if possible
  - Go through the job description slowly
  - When you give a plan of the offices, give the names of the people in the offices.
  - Send a memo around to everyone telling who is starting, what job they will do, and perhaps their background.
  - This will ensure he/she will be welcomed by everyone from the first day onwards

# Benefits of an Induction Programme

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- New employees will become effective in a short time
- There will be more staff motivation, less staff turnover
- New staff will understand their role within the organisation and what is expected of them
- They will feel part a of their dept or team from the beginning
- They will believe they are making a useful contribution towards the organisation's objectives and goals.

# Checklist

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- Are you fully prepared for your recruit's arrival?
- Have you prepared a desk/room/place/stationary/phone for them to work?
- Have you devised a manageable first day/first week?
- Do you have a detailed induction programme in place?

# Discrimination

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- You have a duty at all times to ensure that your recruitment procedures are fair, legal and anti-discriminatory.
- There are 4 main areas of discrimination covered by legislation; equal pay, sexual discrimination, racial discrimination and disability.
- There is a wealth of legislation protecting employers and employees. Please take Professional legal advice when recruiting rather than take risk.

# Equal Pay Act 1970

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- This makes it unlawful for employers to discriminate between men and women to pay different salaries according to sexes.
- (including benefits not just pay)
- Holiday entitlement
- Pension
- Childcare benefits
- Car and travel allowances

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- There are 2 excellent sources of further information:
  - **Equal Opportunities Commission** [www.eoc.org.uk](http://www.eoc.org.uk)
  - They publish a Code of Practice on Equal Pay which gives practical information
  - As well as Case Studies illustrating cases of discrimination on the basis of equality
  - **Equality Direct** [www.equalitydirect.org.uk](http://www.equalitydirect.org.uk)
  - Gives sensible advice to business managers in plain English.



# The Press

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- [https://www.theguardian.com/society/2018/sep/03/women-tiny-minority-financial-services-firm-partners?utm\\_source=esp&utm\\_medium=Email&utm\\_campaign=Guardian+Today+-+Collection&utm\\_term=284763&subid=22918664&CMP=GT\\_collection](https://www.theguardian.com/society/2018/sep/03/women-tiny-minority-financial-services-firm-partners?utm_source=esp&utm_medium=Email&utm_campaign=Guardian+Today+-+Collection&utm_term=284763&subid=22918664&CMP=GT_collection)
  - **3 Sept 2018: Women still hold tiny minority of senior roles in financial services**
  - **Despite pushes for a change in culture, data shows progress towards equality is slow**

# The Press

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- [https://www.theguardian.com/world/2018/sep/13/workplace-gender-discrimination-remains-rife-survey-finds?utm\\_source=esp&utm\\_medium=Email&utm\\_campaign=Guardian+Today+-+Collection&utm\\_term=285474&subid=22918664&CMP=GT\\_collection](https://www.theguardian.com/world/2018/sep/13/workplace-gender-discrimination-remains-rife-survey-finds?utm_source=esp&utm_medium=Email&utm_campaign=Guardian+Today+-+Collection&utm_term=285474&subid=22918664&CMP=GT_collection)
  - **13 Sept 2018: Workplace gender discrimination remains rife, survey finds**
  - **Young women in England and Wales enduring harassment, job insecurity and low pay compared with male peers**

# The Press

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- Male doctors in the NHS earn 17% more, on average, than their female peers, the biggest ever study of gender pay in the public sector has found.
- Female GPs experience the greatest disparity. They earn, on average, £75,600 – a massive £38,000, or a third, less than the £113,600 average salary among male colleagues.
- (Guardian, 29.03.2019)

# Discrimination



# More from the Press

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[https://www.theguardian.com/world/2020/mar/04/women-work-for-free-for-two-months-a-year-says-tuc-analysis?utm\\_term=RWRpdG9yaWFsX0d1YXJkaWFuVG9kYXlVS19XZWVrZGF5cy0yMDAzMDQ%3D&utm\\_source=esp&utm\\_medium=Email&CMP=GTUK\\_email&utm\\_campaign=GuardianTodayUK](https://www.theguardian.com/world/2020/mar/04/women-work-for-free-for-two-months-a-year-says-tuc-analysis?utm_term=RWRpdG9yaWFsX0d1YXJkaWFuVG9kYXlVS19XZWVrZGF5cy0yMDAzMDQ%3D&utm_source=esp&utm_medium=Email&CMP=GTUK_email&utm_campaign=GuardianTodayUK)

Women work for free for 2 months of the year. The Guardian 4 March 2020

# Sex Discrimination 1975

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- Every part of the recruitment process is covered by the Act including:
- Job description
- Person specification
- Recruitment advertisements
- Application forms
- Shortlisting procedures
- Interview and selection

# Further Help

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- There is plenty of help to hand.
- The Equal Opportunities Commission publishes a Code of Practice on Sex Discrimination
- Same website
- They have an excellent guide to advertisement wording and illustration
- Also featuring examples of advertisements that come close to breaking the law.

# Race Relations Act (1976) and Amendment Act (2000)

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- It is unlawful to discriminate on grounds of race.
- Race can be defined in terms of
  - Racial group
  - Colour
  - Nationality
  - Ethnic origin



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- The Act applies to Great Britain only (England, Scotland, Wales, not Northern Ireland)
  - There is a special one for northern Ireland.
  - The Act covers all employers regardless of their size
  - Provides protection to all employees
  - All aspects of employment relationships are covered including:

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- Recruitment and selection
  - Promotion
  - Transfer
  - Training and development
  - Pay and benefits
  - Redundancy
  - Dismissals

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- The Act includes provision for direct and indirect discrimination, as well as victimisation.
  - You can find help in Commission for Racial Equality [www.cre.gov.uk](http://www.cre.gov.uk)
  - The amendment 2000 that came into force in 2 April 2001 requires public authorities to have due regard to:
    - Eliminate racial discrimination.
    - Promote equality of opportunity and good relations between people of different racial groups.
    - With regard to recruitment procedures public bodies should monitor the selection and progression of ethnic minority staff by grade, type of contract, benefits and pay.

# News

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- <https://www.theguardian.com/education/2021/apr/28/uk-universities-are-institutionally-racist-says-leading-vice-chancellor> UK Universities institutionally racist
- <https://www.theguardian.com/commentisfree/2021/apr/25/britains-failure-to-honour-black-and-asian-dead-is-a-scandal-of-the-present-not-just-the-past> Britain's failure to honour black and Asian dead is a scandal of the present not just the past
- <https://www.theguardian.com/commentisfree/2021/apr/25/justice-george-floyd-streets-courtroom-blm-protests> George Floyd

# Disability Discrimination Act 1995

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- This Act introduced new measures designed to end the discrimination which many people with disabilities face.
- It protects such people in areas of:
  - Employment
  - Access to goods, facilities and services
  - The management of buying or renting of land or property
  - Education

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- With regard to recruitment and employment:
  - It is unlawful to treat people with disabilities less favourably than other people for a reason relating to their disability
  - Employers must make reasonable adjustments for people with disabilities such as providing extra help or amending the job role
  - From 2004, employers had to make reasonable adjustments to the physical features of their premises to overcome physical barriers to Access.

# Further Information

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- Disability Rights Commission
- They publish an excellent Code of Practice.
- You can order copies by telephone.
- Or download from their website:
- [www.drc-gb.org](http://www.drc-gb.org)

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*Thank you...*

*Good Luck...*

*Dr Berna Bridge*