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AGENDA

Committee	APPOINTMENTS COMMITTEE - RECRUITMENT OF GLAMORGAN ARCHIVIST - SHORTLISTING
Date and Time of Meeting	TUESDAY, 26 NOVEMBER 2019, 2.00 PM
Venue	GLAMORGAN ARCHIVES
Membership	Councillor John (Chairperson) Councillors Burnett, Colbran, Cowan and Robson

- 1 Apologies for absence**
- 2 Declarations of Interest**
- 3 Ratify Decision of Longlisting**
- 4 Notes for Short-Listing Committee (Pages 3 - 4)**
- 5 Terms of Reference (Pages 5 - 6)**

To discharge the functions of the authority in respect of the appointment and dismissal of Chief Officers and Deputy Chief Officers (as defined in the Local Authorities (Standing Orders) (Wales) Regulations 2006) and the statutory Head of Democratic Services, in accordance with the Employment Procedure Rules and any other relevant Council policies and procedures.

- 6 Member Equality Training (Pages 7 - 40)**
- 7 Exclusion of the Public**

Information included in the following items is not for publication by virtue of paragraphs 12 and 13 of Part 4 of Schedule 12A of the Local Government Act 1972.

- 8 Appointment of Glamorgan Archivist (Pages 41 - 44)**
- 9 Agree Presentation Topic and Questions for Interview**

10 Date of Next Meeting

Final Interview with Presentation
Tuesday 3rd December 2019 at 2.00pm – Glamorgan Archives

Davina Fiore

Director Governance & Legal Services

Date: Wednesday, 20 November 2019

Contact: Andrea Redmond,
029 2087 2432, A.Redmond@cardiff.gov.uk

NOTES FOR APPOINTMENT COMMITTEE FOR SHORT-LISTING FOR APPOINTMENT OF GLAMORGAN ARCHIVIST

1. Chair reminds Members of the Committee of the need to offer comments on the list of candidates based on their personal review of applications (applications having been sent out with this note) and the results of the assessment centre which will follow and be presented by the Advisor and Lead Officer for discussion at the meeting.
2. Lead Officer / Advisor talks through the assessment centre report each candidate in turn answering any questions relating to the assessment raised by any Member of the Committee.
3. Members discuss the information received and consider who should go through to the final Appointment Committee.
4. Agreement is sought from Committee on the candidates to be included for the final stage of the process.
5. Lead officer / Advisor answers any queries relating to the next stage of the assessment.
6. Chair confirms the outcome of the discussion by listing the candidates being taken through to the next stage – the Appointment Committee.
7. Lead officer confirms the Appointment Committee details including date and timings based on the number of candidates confirmed by the shortlist committee.
8. Chair concludes the Committee.

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Glamorgan Archives Joint Committee

Terms of Reference

Appointments Committee

The membership of the Appointments Committee will be agreed by the Glamorgan Archives Joint Committee (the Joint Committee). It will comprise at least three, but up to 6 members, with a maximum of one from each contributing authority.

The Appointments Committee is a sub-committee of the Joint Committee.

The Appointments Committee will be convened as and when required and the terms of reference are to:

- Appoint the Glamorgan Archivist in accordance with Cardiff Council's relevant recruitment and selection policies and procedures.
- Make the appointment within the terms and conditions as determined by Cardiff Council's pay and grading structure and terms and conditions of employment, as agreed by the Glamorgan Archives Joint Committee
- Undertake relevant training to enable members to properly discharge their duties.

Glamorgan Archives Joint Committee

September 2019

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Equality Briefing for Elected Members in relation to Recruitment



Purpose

This briefing aims to highlight the importance of adhering to Equality legislation when undertaking the Recruitment process.

Objectives of this Briefing

To be aware of:

- The relevance of the Equality Act 2010 in relation to Recruitment.
- The ten protected characteristics in Wales as defined by the Equality Act 2010
- To understand what Discrimination means
- How to make an interview process fair, objective and avoid discriminatory practices.
- Questioning techniques and rules

You will have been given a booklet “Equality & Interviewing” which will contain all the main points covered in this briefing. More information around Equality is available from Cardiff Council Academy online: www.learningpool.com/cardiff

The Equality Act 2010- The Main Points

- Makes it unlawful to ask applicants about disability or health.
- Protects people who are perceived to have a protected characteristic
- Protects those who are associated with someone who is perceived to have a protected characteristic (ie. Someone who has a disabled child/parent/relative)
- Protects those who are mistakenly perceived to have a protected characteristic.
- Holds employers responsible for harassment against an employee (including third party harassment) (This may come from a customer or visitor)
- Enhances protection for pregnant women and mothers.
- Puts a responsibility on employers that their services (including Recruitment procedures) meets the needs of all.
- Changes the definition of Gender Reassignment by removing the requirement for Medical Supervision.

What is a protected characteristic?

Something which it is illegal to discriminate against as according to law.

There are nine protected characteristics in England but in Wales there are ten.

- Age
- Disability
- Gender
- Race/Ethnicity
- Religion/Belief
- Sexual Orientation
- Marriage/Civil Partnership
- Pregnancy/Maternity
- Gender Reassignment
- Welsh Language

In recruitment any questions or decisions that are based on the ten protected characteristics could be seen as discriminatory.

DISCRIMINATION?

Is it **always** illegal?

When interviewing and selecting a candidate we discriminate based on objective criteria, in other words based on fact and this may be as a result to the answers of the (non-discriminatory) questions we ask or as the result of fairly structured recruitment assessment procedures. This is called **fair discrimination** as it is a decision based on **objective** criteria.

On some occasions certain jobs can discriminate if there is a very specific need. For example an attendant in a female changing room or a male mosque attendant. These examples are few and far between and most discrimination is illegal.

Most discrimination is **unfair and illegal** and falls into the following categories.

- **Direct-** Discrimination which is a result of a protected characteristic (ie. Not employing someone because they may be gay, disabled, because of their ethnic origin etc...)
- **Indirect-** When something should apply to everyone but is allowed to have a greater effect on members of a particular group (ie. Setting a task or assessment which involves physical activity (which is not part of the everyday job) which seems fair to everyone on paper but may discriminate those who have a disability)

Positive Discrimination vs. Positive Action

Positive discrimination is illegal. This is when you treat someone more favourably because of their sex, marital status or racial origin etc... For example if there is a shortage of women in an organisation and a woman is appointed on the basis of her gender even if a man has fared better than her in the recruitment process.

Positive action can be legal. This is when a shortage of a particular group of people in an organisation is identified and there are benefits given to them at the application stage. For example, a disabled candidate may be guaranteed an interview if he/she can evidence all of the essential criteria on a job interview. However, that individual will still need to go through the same interview process as all other candidates and be selected on the basis of fair objective criteria.

HARASSMENT

Harassment can take many forms and is highly unpleasant for individual(s) involved. Usually, harassment is defined as unwanted behaviour related to personal characteristics such as gender, race, sexuality and disability. Any behaviour that may make the recipient feel embarrassed, uncomfortable or intimidated could possibly make a candidate feel harassed.

So how does this all relate to recruitment?

As recruiters we have a responsibility to:

- Ensure that everyone has an equal chance of demonstrating their skills and abilities at interview in order for us to make an informed objective decision on who to appoint.
- To make sure that the process is as comfortable as possible for the applicant and avoids all forms of discrimination and avoids harassment.
- To feel confident that the procedure we have followed is legal, fair and has enabled us to the best of our knowledge, to pick the best candidate in relation to the job role.

How do we prepare for an interview?

The bulk of your responsibility during the interview process will be obtaining information using appropriate questions. Remember that an interview is an information gathering exercise. You can split your questions into three categories.

	What	When	Who
	CORE	Prepared before shortlisting stage	All shortlisted candidates
	SUPPLEMENTARY	Prepared during shortlisting stage	Any candidates with ? against the criteria
	PROBING	Asked (and recorded) during the interview as necessary	Any candidates during the natural development of 'conversation'

OPEN vs CLOSED QUESTIONS

Open questions will be your best way of getting as much information as possible from the candidate. These types of questions avoid one word answers and can encourage the flow conversation within the interview. These questions can reveal a great deal about a persons attitude, motivation and thought processes.

Open questions may start with:

- Who
- What
- When
- Where
- How
- Describe
- Explain
- Why

Sometimes though, closed questions can be used to check understanding and expressing care and respect. For example: Have you any questions for the panel? Are you ok if we move to the next question? etc...

QUESTIONS CAN ALSO BE:

PROBING: To get more detail (usually form part of a natural flow of a conversation)

What exactly was your role in the project?

What assistance did you have from your supervisor in this?

You've told me that you managed staff. What experience do you have of managing poor staff performance?

LEADING: Best avoided as can be seen as putting words in the candidates mouth and could result in you not getting an accurate response.

' You are willing to work every other Saturday morning aren't you?'

'I expect you prefer to work in a team'?

Stereotyping & Cultural Differences



Equality is NOT about treating people the same, it's about treating people according to their needs to achieve an equality of outcome.

Cardiff Council has a legal and moral duty to ensure that discrimination does not take place and to ensure that you treat all people fairly.

Equality Act 2010 - Protected Characteristics: Age, Disability, Gender, Race/Ethnicity, Religion or Belief, Sexual Orientation, Welsh Language (in Wales), Marriage/Civil Partnership, Pregnancy/Maternity and Gender Re-assignment.

What messages am I conveying?



According to experts a substantial portion of our communication (50 – 70 %) is nonverbal.

IN CONCLUSION

To be aware of:

- The relevance of the Equality Act 2010 in relation to Recruitment.
- The ten protected characteristics in Wales as defined by the Equality Act 2010
- To understand what Discrimination means
- How to make an interview process fair, objective and avoid discriminatory practices.
- Questioning techniques and rules

Thank you for your time.

Any Questions?



Equality & Interviewing

Equal opportunities-Legislative Framework

Equalities Act 2010

Key changes to legislation from 1st October 2010:

The following provisions represent changes to discrimination law:

- Protecting people in the recruitment process, the Act makes it unlawful to ask job applicants questions about disability of health before making a job offer, except in specified circumstances.
- Protecting people being discriminated against because they are perceived to have, or are associated with someone who is perceived to have a protected characteristic. The Act protects people who are, for example, caring for a disabled child or other relative. They are protected by virtue of their association to that person. The Act also protects people based on mistaken perception that they possess a particular protected characteristic.
- Employers may be held liable for acts of harassment perpetrated against one of their employees by a third party, for example, a customer or a visitor to the organisation.
- Employees may also take out grievances if they witness or overhear colleagues discussing another colleague in discriminatory terms
- The Equality and Human Rights Commission will be empowered to directly represent people taking cases to Employment Tribunals.
- Employment tribunals will be able to make judgements that relate to every employee in the organisation affected by the issue dealt with by the Tribunal, as well as individual employees taking the ET case.
- Protecting pregnant women and mothers from discrimination. The equality Act makes it clear that mothers can breast feed their children on places like cafes and shops and not be asked to leave. The Act also prohibits schools from discriminating against pupils who are pregnant or new mothers
- Extending the Equality duty to require the public sector to take into account the needs of all protected groups. The new Equality Duty will require public authorities to consider the needs of all protected groups in, for example, employment, and when designing and delivering services.
- Changing the definition of gender reassignment by removing the requirement for medical supervision.

Protected Characteristics: (10 in Wales)

- Age
- Disability
- Gender
- Race/Ethnicity
- Religion/Belief

- Sexual Orientation
- Welsh Language (in Wales)
- Marriage/Civil Partnership
- Pregnancy/Maternity
- Gender Reassignment

The Equality Act 2010 encompasses and extends all previous equality legislation

Additional Information:

Here to Help:

Disability Rights Commission at <http://www.drc.org.uk/> or local offices
Specialist Voluntary Organisations-RNIB, RNID

www.actiononhearingloss.org.uk/

www.rnib.org.uk/

Other websites: www.disability.gov.uk
www.dwp.gov.uk
www.theemployersforum.org.uk/
www.edf.org.uk
www.eoc.org.uk
<http://www.acas.org.uk/>

There are many more websites available.

Best Practice Considerations.

When considering entry into the recruitment and selection process, remember that discrimination can occur at all stages:

-  In the arrangements made for deciding who should be offered employment
-  In terms on which employment is offered
-  In refusing or deliberately omitting to offer employment

- 🖨️ Design of adverts, JD and PS
- 🖨️ Short-listing and selection methods used
- 🖨️ Questions asked
- 🖨️ Tests administered
- 🖨️ Final decision

Take time out to consider each stage carefully,

- 👤 Check the wording on all documents,
- 👤 Be fully aware of the policy
- 👤 Follow the process carefully

and consider whether what you are doing has a differential impact on a person or group of people due to:

- 👤 Race/Ethnicity
- 👤 Gender
- 👤 Disability
- 👤 Age
- 👤 Religion/Belief
- 👤 Orientation
- 👤 Marital Status
- 👤 Pregnancy/Maternity
- 👤 Gender Reassignment
- 👤 Language (specifically Welsh)



WHAT IS DISCRIMINATION?

Discrimination

- Fair Discrimination
 - a decision based on objective criteria

- **Unfair Discrimination**
 - a decision based on some prejudice

- **Unlawful Discrimination**
 - a decision based on grounds covered by the law e.g. race, sex, disability

Direct-when a person is treated less favourably than others, for example on the grounds of their sex, marital status or racial origin

Indirect-when a rule, condition or requirement should apply to everyone, but is allowed to have a greater effect on the members of a particular group.

Positive-when someone is treated more favourably because of their sex, marital status or racial origin.

Harassment-behaviour related to personal characteristics, such as sex or race, which is unwanted, not reciprocated, and makes the recipient feel embarrassed, humiliated or intimidated.

Harassment Third Party

Disability-when an organisation treats a disabled person less favourably than someone else without clear justification for doing so.

Bullying-persistent, offensive, abusive, intimidating, malicious or insulting behaviour, which undermines the recipients self-confidence and may cause them to suffer physical ill health or mental distress.

Victimisation-to treat unfairly a person who has taken action or who might be involved as a witness in a case of alleged discrimination

Associative

Perceptive

Vicarious Liability-

In cases of sex, race and disability discrimination, including harassment cases, the complaint may be brought against both the perpetrator and the company itself.

Examples of Discrimination Cases from Employment Tribunal

Dawn has worked six years for her employer and was highly recommended for the job as a manager.

Following her selection interview she learned that the promotion had gone to an unmarried woman.

She claims the interview panel was biased because she was married. She based her opinion on the questions that were put to her at interview:

'You have recently married, do you not think the sometimes long hours and the requirement to be away from home will prove difficult.'

'Are you thinking of having children within the next three years?'

This is discrimination because Dawn is married. It is direct because she is being treated less favourably than her unmarried colleague. It has been assumed by the interviewers that she would be less able to do the job because of her marriage and the likelihood of her having a family.

Whilst being interviewed, a job applicant says that she has a same sex partner. Although she has all the skills and competencies required of the job holder, the organisation decides not to offer her the job because she is lesbian.

Direct discrimination. A job applicant can make a claim to an Employment Tribunal, it is not necessary for them to have been employed by the organisation to make a claim of discrimination

A manager was approached by someone from another organisation. He says that Ms A has applied for a job and asks for a reference. The manager says that he cannot recommend the worker as she was not accepted by other staff because she was bisexual.

This is direct discrimination because of sexual orientation.

Interviewing Skills

Recruiting the right people is essential to the successful development of teams and organisations. It is, however, costly both in terms of time and resources. It is, therefore, critical that the right person is appointed first time.

Managers and supervisors play a key role in the recruitment and selection of staff and the organisation depends on the quality of the people it employs. That is why it is essential that all people involved in the recruitment and selection process receive the relevant training.

An interview must have:

- ❖ PURPOSE
- ❖ PLANNING
- ❖ CONTROLLED INTERACTION

All interviews are concerned with:

- ❖ OBTAINING INFORMATION
- ❖ PASSING ON INFORMATION
- ❖ CLARIFYING INFORMATION
- ❖ EXCHANGING INFORMATION

Planning for an Interview

Successful interviews don't just happen. They must be carefully planned and prepared for.

Consider:

- ❖ **Why?**
- ❖ **Who?**
- ❖ **Where?**
- ❖ **When?**
- ❖ **What?**
- ❖ **How?**

Stages of Interview

Preparation:

- Venue
- Time
- Interruptions
- Paperwork
- Questions
- Fact finding
- Room layout
- Research
- Resources

Opening: Regardless of the interview purpose, this section is to be handled sensitively. It builds relationships between both parties and establishes rapport. It will also help to determine how the rest of the interview will go. Consider icebreaker, refreshments, introductions and an outline of the interview.

Main Body:

- Asking and answering questions
- Seeking solutions
- Resolving problems
- Persuading
- Selling an idea or product
- 90% of the interview

Close:

- When all questions have been asked
- When interviewee has asked questions
- Summarise the main body
- What happens next?
- Confirm understanding
- Thank you.

Follow up: Do what you have agreed.

Interview Structures

Non Structured:

No prearranged schedule or framing of questions. You make a mental note of what needs to be covered. This can be effective for counselling interviews, but be aware of the consequences of a non-structured interview.

Moderately Structured:

Involves planning and framing of major questions and the readiness to probe if necessary.

Highly Structured:

All questions arranged and scheduled in advance. Posed to every person in the same way. Some open questions, but many closed questions-useful for things like market research, comparing opinions, fact finding and investigations.

Highly Structured-Standardised:

The same as highly structured, but with model answers too. Used in selection interviews and other interviews laid out in organisational policies and procedures. This is used in Recruitment and Selection.

Interpersonal Skills

Questioning:

The main body of the interview normally consists of questions and responses, but in most cases, it is the aim of the interviewer to conduct a conversation rather than interrogate the interviewee.

The way in which you frame your questions and the extent to which you talk and listen, will directly influence the atmosphere of the interview, the feelings of the interviewee and, therefore, the outcome of the interview.

There are many different types of question. Many are listed below with a definition along with some connected do's and don'ts. Each type of question can be beneficial in some situations and quite damaging in others. Be aware of the different types of questions and their uses.

Closed Questions:

No freedom of response. There is usually a direct answer.

Uses: Seeking factual data, comparing responses

Disadvantages: Doesn't encourage the interviewee to talk, cold, lifeless, interrogation.

Leading Questions:

'Standard revealing question'. This makes it obvious what the response would be, or what the interviewer expects as a response.

Uses: the weapon of the salesperson, expects an affirmative answer. Effective in persuasive situations.

Disadvantages: Can be threatening and aggressive, thoughtless or a waste of time.

Loaded Questions:

Sometimes the use of an emotive word or phrase will indicate the required response.

'What do you think of this whole ridiculous idea?'

Uses: Not many. Can be used to see how well the interviewee holds his/her own opinions.

Disadvantages: Can be discriminatory if you're not careful.

Open Questions:

Maximum freedom in responding.

Uses: When selected carefully, these questions can reveal a great deal about a person's beliefs, attitude and motivation

Disadvantages: If not carefully selected, they can waste time on unfocused discussion

Prompting Questions:

Helps an interviewee out of a mental block.

Uses: help an interviewee out of a hole when they have gone blank.

Disadvantages: It can be easy to jump in too quickly and not give the person time to think, therefore losing the benefit of an open question

Mirror Questions:

This plays back the interviewer's understanding of what has been said.

Uses: Very effective in making sure the communication process is taking place. It provides immediate feedback to the interviewee and confirms interviewer's understanding. Put together, this can improve the quality of listening and help to promote an empathic and trusting atmosphere.

Disadvantages: Puts words in people's mouths.

Probing Questions

Frequently, the initial response to a question may be lacking in detail or may indicate the need for a follow up question. They often begin with 'Why?' Which in itself is a very useful question.

Uses: to elicit more detail, to encourage the interviewee to keep talking, to move the interview from general to specific. Also to redirect the interview if deviating and to encourage the interviewee to stick to the point rather than generalising.

Disadvantages: used aggressively can make the interviewee feel as if in a witness box.

Hypothetical Questions

Based on a scenario, these questions look to see how an interviewee would respond or react in a given situation.

Uses: Effective for determining how a specific situation might be handled-can discover beliefs, attitudes, stereotypes and prejudices.

Disadvantages: If the scenario is too far fetched, it will have little value. It is more likely to reveal more about the interviewer!

Competency Based Questions:

What is a competency?

'Competency' and 'competencies' may be defined as the behaviours (and, where appropriate, technical attributes) that individuals must have, or must acquire, to perform effectively at work – that is, the terms focus on the personal attributes or inputs of the individual (CIPD, 2011).

- Competencies can be understood to represent the language of performance in an organisation.
- Competencies are typically used to define the behaviours that an employer values and believes will help achieve its long-term goals.
- Competencies in the modern workplace usually fall into two categories: behavioural and technical.
- Technical competencies take a significant time to develop and the Council has set the time frame at a minimum of six months.

Based on the assumption that past behaviour is the best predictor of future behaviour, competency based questioning is designed to extract evidence of the applicant's behaviour in a particular situation.

Competency based questions are usually framed:

'Tell me about a time when.....'

'Describe an occasion when.....'

Using a model such as the STAR model to frame responses, allows the applicant to evidence the behaviour and also provide a reflective view on it as well.

Competency based questions are the preferred question type of Cardiff Council, allowing also for the flexibility of probing questions when necessary.

Listening:

Do you recognise these people?

- The person who looks at you with glazed eyes, so intent on working out what they're going to say next that they hear nothing you say and cuts you off in mid sentence to say something that bears little relationship to what you have been saying.
- The manager who says "Don't hesitate to come to me with any problems" and then when you do go to him, he spends the time talking about his problems
- The person who complains about every meeting, barely stays awake and claims everything is boring or a waste of time

Training sessions on Communication usually concentrate on the need to **improve the transmitting of information**-written, oral, presentations etc. Quite often the need to improve the **receiving** of information is overlooked.

Listening tests have shown we retain:

- 50% of what we hear immediately
- 25% we remember after 2 months and
- 10% after 3 days!

White-collar workers were studied every 15 minutes over 2 months. This showed that for 7 out of every 10 minutes awake, they were involved in some form of communication

- 9% writing
- 30% speaking
- 16% reading
- 45% listening

Therefore, they spend 45% of all communicating time listening, and 31.5% of time awake, listening.

It is listening that carries the larger communication burden.

Therefore, it is safe to say that listening is not an unimportant and automatic skill, it is probably the most important area in communication and desperately in need of attention.

Active Listening:

Leads to....

Encouragement to others

Possession of all information

Improved relationships

Resolution of problems

Better understanding of people

Progress

A good listener gains:

Information

Understanding

Listening in return

Co-operation

How Can We Improve?

"A man who listens because he has nothing to say can hardly be a source of inspiration. The only listening that counts is that of the talker who alternately absorbs and expresses ideas."

(Unknown source.)

- Be prepared to listen-Keep quiet
- Be interested
- Eliminate distractions
- Listen for the main ideas
- Keep an open mind
- Take notes
- Repeating back
- Question
- Eye contact
- Nodding the head
- Encouraging words
- Don't fidget

Non Verbal Communication

Paralogue: When the tone or inflection in your voice does not reflect the words being said.

Body Language: The non-verbal messages of the speaker tend to reveal the degree of presence of sincerity, conviction, honesty, ability and knowledge. They can also reveal attitude and feelings. It can also tell the speaker to what degree the audience has accepted the message-this is instant feedback and can help the speaker adjust the communication method if necessary. The speaker must be sensitive to this feedback in order to be able to use the appropriate communication technique.

Orientation

and Posture: We can influence communication by the posture and position that we adopt. People who want to co-operate will tend to sit side by side. If they feel in opposition, they will sit opposite, head to head. A good interviewer will recognise that to sit an interviewee directly opposite is not conducive to effective communication. A chair at a rough 90-degree angle should encourage easy, non-threatening discussion.

Nodding: Can indicate interest, agreement, permission to continue. It also encourages the speaker to continue as it provides feedback that they are doing ok!

Facial Expression: Of all body movements, these are said to be the easiest to control, except our eyes. Facial expression can show surprise, disbelief, disgust, disappointment, anger etc. You need to look in conjunction with other body movements and the words being said to get a true depiction of someone's message.

Eye Movement: The movement of the eyes can send a number of messages. Some eye movements are uncontrollable, but send out strong messages without us being aware of them. When having a conversation, we look at each other 25-75 percent of the time. The length of the glances will vary, but we tend to look more when listening than talking. People look to obtain information, to obtain feedback on what they are saying, show confidence, gauge interest, gain permission to continue.

The eyes do not communicate in isolation; their messages should be decoded in terms of the words accompanying them.

Gesture: Gestures communicate emotion as well as information. They can support speech and express self image-try not to be too theatrical though!

Conflict between Verbal and Non Verbal Communication

Everything you do is a communication. When you send a verbal message, you also send a non verbal message. When the two meanings conflict, we are more likely to believe the non-verbal one. Remember that the messages you receive from people, they can receive from you, and be aware.

Interviews are only as successful as the preparation you do in advance. Remember, for all types of interview we adopt the same skills although the weighting of these skills will vary depending on the type of interview you are in, and whether you are interviewer or interviewee. In all cases, we must prepare ourselves, the venue and the paperwork and adopt the appropriate skills necessary to conduct the interview successfully and effectively.

Avoiding Discrimination

The Law expressly outlaws discrimination in recruitment and selection, specifically:

- In the arrangements made for deciding who should be offered employment
- In terms on which employment is offered
- In refusing or deliberately omitting to offer employment
- This incorporates all aspects of recruitment and selection:
 - Design of adverts and role profiles
 - Short-listing and interview procedures
 - Questions asked
 - Tests administered
 - Final decision



By virtue of paragraph(s) 12, 13 of Part(s) 4 and 5 of Schedule 12A of the Local Government Act 1972.

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