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Combating  
Prejudice  
against the  
Unemployed

## EMPLOYERS PACK

Making the  
of our most  
human  
resources

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# CHAPTER ONE

## — Introduction —

### *Applications welcome ...*

**W**hy is the INOU producing an employer pack? As we all know the level of employment in our economy has grown to its highest point ever and employers are increasingly reporting difficulty in filling vacancies within their companies.

As the labour market tightens employers will need to look at the full range of possibilities in order to get the staff they want and need. While all of this has been happening, another group of people within the labour market have been trying to get a job – namely long-term unemployed people.

This employer pack is designed to bridge this gap and encourage employers to consider hiring people who have been long-term unemployed. With the drop in long-term unemployment we can clearly see that employers are prepared to give active consideration to people who have been out of work for a year or longer, and this is a positive trend that we wish to see extended by all employers.

The pack forms the basis of an awareness raising campaign, organised by the INOU called '*Applications welcome from long-term unemployed people*' which has been developed as part of the organisations EU Integra project 'Making the most of our human resources'.

One of the solutions to bridging this gap between employers who are seeking staff and long-term unemployed people who are seeking work, is to support and encourage employer's to develop their recruitment practices. Part of this approach is also to support and encourage people who are long-term unemployed to keep applying for jobs.

This pack is designed promote good practice and to encourage employers to consider hiring people who have been long-term unemployed. It is also designed to inform employers about the various financial incentives, such as the Back to Work Allowance or the PRSI exemption, that are available when hiring long-term unemployed people.

Many employers may be apprehensive about interviewing or hiring someone who has been long-term unemployed, but all of the evidence, both scientific and from employers who have already "taken the plunge" shows that there are no substantial reasons to consider long-term unemployed people any differently from other job seekers. In fact, the evidence that is there, shows that people who return to the workplace do so with a high degree of motivation and a commitment to providing quality service.

Unfortunately, for people who have been long-term unemployed, this transformation doesn't happen overnight and it doesn't happen without some assistance from others, including employers. People do emerge from prolonged periods of unemployment with low levels of confidence and concern about their knowledge of current working practices and unsure about their own work skills. But these concerns are only temporary and with the right approach can quickly and easily, be overcome.

We hope that this pack will prompt employers to give active consideration to unemployed people when they are recruiting and to the use of the financial incentives that are available. We also hope that employers will sign up to our '*Applications welcome from long-term unemployed people*' campaign and include this statement in their recruitment advertising.

The pack is divided into four chapters covering the various financial incentives available to employers of long-term unemployed people, a guide to recruitment practices and procedures, and a resource section.

The project has been carried out in partnership with the Small Firms Association, Chambers of Commerce of Ireland, FÁS, the Department of Social, Community and Family Affairs and the National Union of Journalists.

## CHAPTER TWO

### — Employer Incentives —

***If you are thinking of employing someone who is currently unemployed, there are a range of financial incentives available to employers.***

#### EMPLOYER'S PRSI EXEMPTION SCHEME *(must be a new job)*

##### What is it?

If you qualify for the *Employer's PRSI Exemption Scheme* you won't have to pay employer's PRSI for an eligible person in the first two years of employment. The Department of Social, Community and Family Affairs administer this scheme.

##### Who qualifies?

**Employees** must satisfy one of the following conditions:

- be under 23 and taking up their first full-time job;
- have been on the Live Register for 13 weeks or more before starting work;
- be in receipt of One Parent Family Payment;
- be in receipt of Back to Work Allowance;
- be on a FÁS, CERT or TEAGASC course before starting work;
- registered with the National Rehabilitation Board (NRB);

The **Job** must represent a net addition to your total workforce (i.e. the employee can't be a replacement for someone else), and must continue to do so for the two year duration of the scheme.

If the FÁS *Jobstart* programme (see below) supported the position, and the subsidy has run out, you may be eligible for *Employer's PRSI Exemption*.

### Need more information?

Contact the Employment Support Services Section in the Department of Social, Community and Family Affairs.

## REVENUE JOB ASSIST *(Doesn't need to be a new job)*

### What is it?

*Revenue Job Assist* provides additional tax allowances to both employee and employer in order to help unemployed people to get back to work. The employer benefits by receiving a double tax deduction for both the wages and PRSI of an eligible employee. The scheme is administered by the Revenue Commissioners.

### Who qualifies?

**Employees** must have been unemployed and receiving one of the following payments for the past 12 months in order to qualify:

- Unemployment Benefit or Assistance;
- One Parent Family Payment;
- Disability Allowance or Blind Person's Pension.

The **Job** must satisfy the following conditions in order to qualify:

- it should be expected to last for at least 12 months;
- it should be for 30 hours or more per week.
- *Job Assist* is **not** available if the job is already supported by an employment programme or funded by a state agency.

### Need more information?

Contact your Local Employment Service or Tax Office.

## JOBSTART *(doesn't need to be a new job)*

### What is it?

*Jobstart* is a weekly £80 cash subsidy paid to employers towards the cost of hiring a person who has been long-term unemployed. The subsidy is payable for one year. At the end of the one year subsidy period you may be eligible for the *Employer's PRSI Exemption Scheme* (see above) from the Department of Social, Community and Family Affairs for a further two years. Jobstart is administered by FÁS.

### Who qualifies?

**Employees** must satisfy one of the following conditions:

- be in receipt of Unemployment Benefit/Assistance or One Parent Family Payment for three years;
- be a traveller signing on the Live Register *or* referred by a Travellers Training workshop *or* referred by the Local Employment Service;
- be registered with and referred by the National Rehabilitation Board (NRB);
- be an ex-offender referred by the Probation & Welfare Service/ Department of Justice.

The **Job** must be a full-time position, lasting for at least one year.

### Need more information?

Contact your local FÁS Employment Service office or Local Employment Service.

## WORKPLACE

### What is it?

*Workplace* is a wholly subsidised job experience programme. *Workplace* provides an opportunity for an employer to take on new staff for a five week period, at no cost to the employer, possibly evaluating new staff prior to offering full-time employment. It also provides work experience for unemployed people.

- Workplace participants who have been on the live register for at least 12 months will be paid a weekly £25 FÁS training supplement on top of their usual social welfare payment.

### Who qualifies?

**Employees** must satisfy one of the following conditions to qualify:

- in receipt of Unemployment Benefit/Assistance, or One Parent Family Payment, for 6 months;
- travellers referred by a Travellers Training Centre;
- referred by the National Rehabilitation Board (NRB);
- ex-offenders.

### Need more information?

Contact your local FÁS Employment Service office or Local Employment Service.

## BACK TO WORK ALLOWANCE (BTWA) *(must be a new job)*

### What is it?

The *Back to Work Allowance* is an opportunity for people who have been unemployed for at least 12 months to take up a new job and keep some of their social welfare benefits for three years. The Department of Social, Community & Family Affairs administer the scheme. For the employer, it provides an additional financial incentive for their new employee at no extra charge, increasing motivation and providing a practical bridge back into working life.

### What are the benefits?

People who qualify for BTWA can retain:

- 75% of their social welfare payment in year 1, 50% in year 2, and 25% in year 3;
- their medical card for three years,
- rent/mortgage interest supplement once total earnings before tax are less than £250 per week.

BTWA is often of greater benefit to the employee than *Revenue Job Assist* and so may be the best option, especially if your firm doesn't pay enough corporation tax to benefit from Job Assist.

### Who qualifies?

The **Employee** must satisfy one of the following conditions:

- over 23 and receiving an unemployment payment for 12 months or more.
- receiving One Parent Family Payment or Disability Allowance or Blind Person's Pension for at least 12 months;

The **Job** must be a new position (i.e. it must be a net addition to the workforce). There is some flexibility about this requirement in Partnership areas. The job must be for 20 hours or more per week, and be expected to last for a year.

- Participants must apply for BTWA *before* the job starts.
- Jobs that qualify for BTWA will also qualify for the *PRSI Exemption Scheme*.

### Need more information?

Contact the Jobs Facilitator at the local Social Welfare Services Office.

## CHAPTER THREE

### — Recruitment —

#### *Introduction*

*Persuading employers to consider and call for interview, long-term unemployed, job applicants is the central point of our message. It is important to realise that long-term unemployed people, like employers, are not all the same and we should be wary of categorising long-term unemployed people, because of a previous bad experience or a negative perception.*

#### **The Employment Equality Act**

The Employment Equality Act, 1998, prohibits discrimination in the pay and non-pay areas for nine distinct groups. In a selection procedure, this means that there can be no bias in recruitment on the grounds of the candidate's sex, marital or family status, age, disability, religion, sexual orientation, race or membership of the travelling community. Complaints under the Act are made to the Director of Equality Investigations.

#### **Deciding to recruit**

Whether you are filling a vacancy within your existing staff or considering creating a new position, the first question you need to ask, is whether you are sure that the job is needed and sustainable.

#### **Preparation of a job description**

A job description is an outline of the duties and responsibilities attached to a particular post.

The purpose of the job description is to record information on all important aspects of a particular job, including the overall purpose of the job, its main activities and the relationship to supervisors/managers.

There is no legal requirement to prepare a job description, but it is helpful to ensure that there is clarity about what a particular job is and it can be useful for other purposes such as training, job evaluation, etc.

### **The job description should contain:**

- Job title
- Supervisor
- Overall purpose of the job and its relationship, if any, with other jobs.
- Main duties / responsibilities
- Level of authority
- Resources, if any, available to job holder i.e. budget, staff, etc.
- Principal qualifications, if any, required for the job.

The job description should be flexible to allow for the development of the job over time. So, while it should refer to the principal tasks associated with the position at the moment, it should also state that additional tasks and duties may be added from time to time.

*A sample job description is available in the resource section.*

## **▼ PERSON SPECIFICATION**

A person specification lays out the characteristics required for a particular job, it could include the type of qualifications, experience and/or particular skills, expected or needed from the employee. These requirements should be directly related to the job.

As with the job description, there is no legal requirement to have a person specification, but it does help to identify the essential characteristics required of the job seeker.

When preparing a person specification you should ask yourself the following questions.

- Are any educational qualifications needed and directly related to the job?
- What type of work experience is needed, if any?
- Are any special aptitudes necessary? i.e. driving licence, language, verbal or numerical skills.
- Are any personal characteristics needed? i.e. leadership, maturity, dedication, creativity etc.
- Are any special circumstances required? i.e. willingness to travel, health etc.
- Are applications from any particular group, such as long-term unemployed especially welcomed?
- Are you willing to use any of the employer incentive schemes available when hiring a long-term unemployed person? (see Chapter Two)

These should be directly related to the job, be justifiable and should not include any unnecessary requirements relating to the nine grounds, prohibited under the Employment Equality Act. It should only include those personal attributes that are absolutely essential in order to do the job competently.

*A sample of a person specification is available in the resource section.*

## ▼ ATTRACTING CANDIDATES

Having completed the job description and drawn up the person specification, the next step in the recruitment process is to advertise the position in order to attract candidates.

The main steps to be followed in recruitment advertising are:

- Look at the various sources of recruitment. Keep in mind that people who are long-term unemployed may find certain sources of recruitment more accessible than others – additional information about this aspect is provided under sources of recruitment.
- Prepare an advertisement, which should include a job summary, a broad description of the type of job seeker you are looking for, the salary and the details of how and when to respond to the advertisement.
- If you are seeking and/or would welcome applications from people who are long-term unemployed – take a positive step and state this at the end of your advertisement.
- Decide upon the method of selection i.e. CV's, application forms, calling in person or by telephone etc, and the time frame for applications to be received. Again keep in mind that the choice of selection method will have an influence on the number and type of applications you will receive from long-term unemployed people.
- For your own planning you should also decide when the interviews will take place and when the successful job seeker will begin work.
- Be sure to avoid any form of discrimination, be it intentional or otherwise in the content of the advertisement and in the decision of how and where to

place it i.e. advertising in a women's magazine only, could be discriminatory towards men. The term 'advertising' doesn't only refer to newspapers, it also includes advertisements on TV, radio, in magazines, and by word of mouth etc.

## ▼ SOURCES OF RECRUITMENT

### ▼ FÁS:

FÁS helps employers meet their staffing needs by offering a comprehensive recruitment service at its Employment Service Offices, nation-wide, from its extensive job-seekers register. FÁS provides its services free of charge, which include:

- A computerised job/person matching system
- A register comprising all categories of staff
- Instant access to vacancy boards in all FÁS offices
- Initial screening interviews of prospective candidates
- Shortlist of candidates, matched to specific job requirements
- RTE Aertel (teletext) jobfinder service to advertise vacancies free of charge.
- Access to candidates trained at all FÁS training centres
- Fully experienced and trained employment staff
- Job bank online (<http://www.fas.ie>)

FÁS can also assist employers who have difficulty recruiting from the Irish labour market (e.g. for vacancies with specific technical skills, overseas work experience or language requirements) through the European Employment Service – EURES.

### ▼ Local Employment Service – Obair

The Local Employment Service provides a recruitment and placement service, free of charge. It can save your company valuable time and resources by helping you to recruit the right personnel.

The mediator staff of Local Employment Service's, work to build links with local employers and long-term unemployed job seekers. Through personal consultations, your company's recruitment needs can be assessed and understood.

Each Local Employment Service maintains an up-to-date job seeker register showing the extensive range of skills available locally. By ascertaining your exact recruitment needs,

the Local Employment Service can provide candidates matched to the jobs on offer, whether for part-time, contract or full-time work.

The Local Employment Service can also assist employers to access State employment subsidies and provide essential post-recruitment service and support.

### ▼ **Newspaper advertisements:**

The decision to use national or local newspapers will depend on where you are based, the type of job you are trying to fill and your budget.

Although newspapers provide a wide circulation, one weakness is that your company may receive a large number of replies which involves extensive administration, the cost of advertising may also be prohibitive.

### ▼ **Local Advertisements**

Other sources of advertising may be as effective or even more effective when trying to target long-term unemployed people. Advertisements in local shop windows, post office's and other public places (credit union etc) can be quite useful methods when trying to target long-term unemployed people.

## ▼ **SELECTION METHODS**

The selection method you choose should be appropriate for the type of job on offer and to your own administrative capacity.

Selection methods can range from asking job seekers to submit a Curriculum Vitae, fill out an application form or by simply asking that the job seeker call-in or telephone the company. Where possible try to make available any information about the company along with the job description. In general, such information will support people who are long-term unemployed, as they may have no other means or contacts, to help them find out about the employer.

### ▼ **Curriculum Vitae**

Requesting job seekers to submit a curriculum vitae (CV) is one of the most common forms of selection. There is no standard format for a CV and you may notice a number of styles being used.

For the employer, the advantage of using CV's is that it is the job seekers responsibility to present themselves and show how they meet the job description and person

specification. The disadvantage of CV's is that you may receive a great many applications that will have to be sifted through, before you can short-list for interview.

Not all long-term unemployed people feel confident in applying for a job through a CV, for a variety of reasons. These could range from concern about their employment record or lack of, concern about the appearance of their CV because they received no assistance in drawing it up, or just a lack of familiarity in applying for a job in this way. You might want to consider offering another method of applying such as calling in or telephoning.

### ▼ Application Form:

The use of application forms as a selection method is becoming more common, particularly for certain types of enterprises, especially larger ones.

From the employer's perspective, application forms offer the advantage of standardising the type of information obtained from all the job seekers and ensuring that job description and person specification is the guiding framework. The disadvantage is that it requires more effort and planning and does involve some additional expense i.e. sending application forms to job seekers.

If an application form is used as the selection procedure, care should be taken to ensure that the form does not contain questions which are actually discriminatory or which could give rise to an inference of discrimination. Space should also be provided for people to record their non-work, related experience and activity.

*A sample application form is available in the resource section.*

### ▼ Calling-in

Again depending on the type of job, asking a job seeker to call-in to meet you may be very suitable. This method is also accessible for long-term unemployed people.

Care should be taken not to make assumptions based on a person's appearance, but this method can be effective in filling vacancies quickly. Notes should be kept of any meetings held.

### ▼ Telephone Interviews

For telephone interviews to be effective a certain amount of preparation is needed from the side of both the employer and job seeker. It is good practice for the employer to forewarn the job seeker that this method will be used and to make a preliminary call to arrange a suitable time for the telephone interview to take place. Again this method can be quite accessible for long-term unemployed people.

The employer should also prepare a set of questions and topics that they wish to discuss with the job seeker and keep notes from the conversation.

## ▼ SHORT-LISTING:

After receiving the applications, the next stage in the process is to short list. Short-listing and interviewing should, where possible be done by more than one person. The relevant CVs, application forms or notes arising from the other selection methods, should be examined thoroughly trying to match the job seekers background against the job description and person specification.

Research here in Ireland and in the UK, has shown that unemployed people face the greatest difficulty getting through the short-listing process. If called for interview their chances of getting the job, begin to level out with those of other 'employed' job seekers. Often long-term unemployed people can experience automatic rejection at this short-listing stage or are expected to show additional evidence of their suitability.

Once you have drawn up a short-list of job seekers that you wish to interview the next stage is to inform the applicants and arrange the details for the interviews themselves.

## ▼ INTERVIEWING:

The first step is to adequately prepare, deciding in advance whether to have an interview panel, what format the interview will take, who will ask which questions, what the selection and scoring criteria will be, and where the interviews will take place - in the company's premises or a hotel etc.

### **During the interview**

It is best practice to ensure that the interview is carried out by more than one person. In almost all cases, a second opinion is useful. Where more than one person is conducting the interview it is important that the interviewers agree on their roles and areas for investigation, in advance.

- Make the candidate feel relaxed. Introduce yourself and your role. Get the candidate to talk about him or her-self. Keep in mind that job seekers, especially those who have been out of work for some time may feel quite nervous at the interview stage.
- For long-term unemployed job seekers, try to avoid highlighting any gaps in their employment record, if there are other activities that the person has been involved in (community organisations, sporting activities etc) be prepared to explore and

consider these. In general having a positive attitude toward the long-term unemployed person can play an important role in getting the best out of the interview and person.

- Give your complete attention to the job seeker when he or she is talking. Eye contact should be maintained where possible to demonstrate the interviewer's interest in what is being said.
- Take brief notes during the interview and make a more detailed report when it is over.
- Where personal circumstances are investigated similar questions should be asked of all candidates.
- Apply the 80/20 rule. Job seekers should do 80% of the talking and the interviewer should do only 20%.
- Explain to each job seeker when the decision will be made and when they will be informed. It is good practice, if possible, to inform people by telephone that day or the following day.

Give the job seeker the opportunity to ask questions before ending the interview.

### **Questioning Techniques**

Questions should relate to the requirements of the job. Where it is necessary to assess whether the personal circumstances will affect performance of the job (e.g. where it involves unsocial hours or extensive travel), this should be discussed objectively without detailed questions based on assumptions about marital status, children, and domestic obligations.

Questions should not be asked with any intention to discriminate and the same questions should be asked of all candidates.

Some of the types of questions possible, include:

- **Open questions**  
An example of an open question would be "tell me about yourself".
- **Closed questions**  
Are used to establish very specific facts and information and/or to avoid rambling on. An example of such a question would be "How long did you work as a forklift driver"?
- **Probing questions**  
Use these to expand the interview. They follow the line of questioning or the last reply, and in this way encourage the candidate to keep talking. An example would be

“ Most of your work experience has been on the factory floor, what made you change direction to do stock control?”

- **Encouraging questions**

For long-term unemployed job seekers you should not focus all your questions on their work experience. If the person has been active in other fields i.e. within their community, a particular sport etc they may well have acquired skills and knowledge that is transferable to your company. Be prepared to ask such questions and keep in mind that the person themselves may not realise that experience gained outside paid employment may be just as useful and relevant.

- **Summary questions**

These are used to check understanding and to show your interest in the candidate and also to test that you have fully understood what the candidate was saying.

- **When asking questions**

Keep to a logical sequence of questions and avoid jumping from one topic to another.

- **Link each new question to the interviewee’s last reply**

Ask one question at a time and avoid multiple questions such as “What was your last job, what can you bring to our company and do you think you would need any further training, if we offered you the post?”.

Don’t talk too much! Remember to listen and to concentrate on what is being said and on the meaning behind the words.

Check for understanding at all stages and summarise views frequently. For example, “As I understand it, what you are saying is”.

- **Questions to avoid**

Interviewers should be aware of the implications of equality legislation when addressing questions, ensuring not to ask anything that could be interpreted as discriminatory.

**After each interview**

After each job seeker has been interviewed, the panel should allocate some time to reviewing their performance and score against the agreed questions. In addition, you should also be seeking to answer such questions as:

- Does the job seeker have the essential characteristics outlined in the person specification or the ability to acquire them?
- Does he or she have any of the desirable characteristics?
- Does the job seeker have the ability to learn and adapt to a new job?
- What are the candidate's expectations?

*Sample interview questions are available in the resource section.*

**▼ MAKING THE SELECTION**

Even with an agreed procedure and scoring system, it can still be a difficult process to decide upon which job seeker to select. Sufficient time should be allocated to this aspect of the process and a determined approach to resolving the issue on the day.

It is advisable that all documentation in respect of the recruitment process be kept for 12 months.

**▼ REFERENCES**

The reference check could include questions about:

- Work relationship between previous employer and the job seeker.
- Employment dates.
- Nature of duties.
- Standards of performance.
- Rate of pay.
- Absenteeism record
- Reason for leaving
- The referee's willingness to re-employ the candidate.
- Any other information which may be of relevant importance to the advertised position.

It can also include non – work related references such as:

- The activities the job seeker has carried out for community/sport or other organisations.
- Any courses, training or work experience programmes that the long-term unemployed person may have done.

Keep in mind that for long-term unemployed people it may not be possible to provide references and they can consider this a significant barrier. The reasons may be many fold such as their last employer being in England, the company closed down or the company has changed managers and never held records about their staff.

When it is possible to obtain references, they should be from either previous employers or where that isn't possible other non-work related sources who have first-hand knowledge of the job seeker.

However you should not eliminate someone who is long-term unemployed just because you may be faced with the situation that no references are available from a previous employer.

## ▼ MAKING AN OFFER

Following the selection process, an offer should be made to the preferred job seeker, it is wise to wait until he or she has accepted the offer before sending letters of rejection to the other candidates.

## ▼ INDUCTION TRAINING

A new employee should be introduced to their new employment as quickly as possible. Each newcomer should be told in clear terms what is and is not to be done.

The induction should cover the following:

- a) Conditions of employment** by reference to the contract of employment and or a check list that you should draw up.
- b) Rules and regulations** by reference to the company Rule Book or by use of checklist.
- c) Standards of the job** through written standards or by use of checklist.

### **Method of Induction**

Ideally, an employee should be briefed on rules, regulations, conditions and practice on the first day at work. Such a session need not last longer than a couple of hours.

**The benefit**

For the employer the return on investment of a proper induction programme is significant. The employer – and nobody else – sets the standard for the new employee.

**▼ PROBATIONARY PERIOD**

It is customary to put all new employees on probation. Probationary periods normally last between three and six months to enable the company to establish the suitability of the new entrants to the workforce. This period can be extended where the employer deems it necessary. This should be provided for in the contract. During the probationary period the employee's knowledge should be reviewed, tested and recorded.

Again, it should be borne in mind that long-term unemployed people may initially have difficulty in adjusting back to the work environment and a flexible approach should be taken in the first week or so.

Review sessions should examine the employee's progress on the job. If there is a shortcoming in this regard, it should be identified and suggestions made.

It is very important that supervisors and managers accurately review performance during the probationary period. Records should be kept of these reviews. This procedure will enable management to establish whether or not the employee is making the grade while still on probation.

**▼ FURTHER TRAINING**

New skills may be required to meet changes in manufacturing processes, technology or retailing methods. New employees should be so informed at the induction. Every change should be seen as an essential part of the job and not the basis of a claim for compensation.

Certain members of staff should be trained in preparation for promotion. Existing members of staff should be given the opportunity to develop people – management and communication skills.

Training projects can pay a high dividend when properly approached and followed through. The smaller the company the greater the impact of staff training.

## ▼ RECRUITMENT CHECKLIST

The following checklist is a useful guide to ensure that all aspects of the process have been attended to:

- Is there an up-to-date job description for the vacant position?
- What are the conditions of employment?
- Has a person specification been drawn up?
- Has a notice of the vacancy been advertised with FÁS/LES, as well with others?
- Do all the potential candidates know where to apply and in what form?
- What arrangements have been made to draw up a shortlist of candidates?
- Have interview arrangements been set up and the candidates informed?
- Have potentially successful candidates had their references been checked?
- Have offer letters been arranged and sent to successful candidates?
- Have rejection letters been sent out to unsuccessful candidates?
- Have contracts of employment been drawn up and signed by new employees?
- Have the necessary procedures for placement, induction and follow-up of new employees been put into effect?

## CHAPTER FOUR

### — Resource Section —

#### SAMPLE JOB DESCRIPTIONS

##### **Job Title:** Factory Operative

**Department:** Operations

**Responsible to:** Operations Manager

**Purpose of Job:** Assemble, package and pack computer components.

##### **Main Duties and Responsibilities:**

- Ensure that all work allocated is carried out within agreed time/
- Ensure that quality standards, are kept to.
- Ensure that safe work practices are followed in the production area.
- Maintain a high standard of housekeeping.
- Be punctual and flexible.

## Job Title: Office Secretary

**Responsible To:** Managing Director

**Purpose of Job:** To manage and carry out all office functions effectively.

**Main Duties and Responsibilities:**

- Typing and printing of all office documentation.
- Dealing with and recording all incoming and outgoing fax messages.
- Dealing with and recording all incoming and outgoing post and correspondence.
- Organising and maintaining of office filing system.
- Answering the telephone according to company standards.
- Arrange appointments and meetings for the Managing Director.
- Providing refreshments at meetings and for visitors.

**Principle qualifications required:**

- 60 words per minute typing
- experience of working in an office environment
- excellent telephone manner
- communication skills
- ability to act on own initiative

**Other Skills:**

Friendly, ability to work with others.

## SAMPLE PERSON SPECIFICATION

### Job Title: Secretary

#### Educational Standards:

- Leaving Certificate
- Secretarial Certificate from recognised Secretarial College

#### Work Experience:

- experience of secretarial work in an office environment

#### Special Aptitudes:

- Social skills to deal with clients
- Numerical skills

#### Personal Characteristics:

- Friendly personality
- Ability to work under pressure
- Good organisational abilities
- Ability to work on own initiative
- Ability to work with others

#### Special Circumstances:

- Must be able to work beyond normal hours when required
- Willingness to travel out of town on occasions
- Willingness to stay overnight when necessary

## SAMPLE JOB ADVERTISEMENT

### Basic Display Advertisements

#### STOCKROOM OPERATIVES

Required for City Centre Distribution Company.  
Assembly and package light giftware items.  
Full-time, permanent positions, excellent pay and conditions.

Salary £200 per week (net)

Please reply with letter and CV to:

Mr. Joe Murphy,  
Managing Director,  
Giftware Products Ltd.  
Unit 1A, Industrial Estate,  
Cork

Or telephone Mary at (021) 112185

*Applications from long-term unemployed people are welcome.*

## SAMPLE APPLICATION FORM

### APPLICATION FORM

Surname \_\_\_\_\_ First Name(s) \_\_\_\_\_

Address \_\_\_\_\_

\_\_\_\_\_

Telephone No. (Home) \_\_\_\_\_ (Work) \_\_\_\_\_

### EDUCATION AND TRAINING

Schools attended	Dates	Examinations passed & subjects taken
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____

Further education*	Dates	Subjects studied and qualifications obtained.
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____

\*(include college, professional, craft and other training)

**(Start with most recent employer and work backwards)**

Name of Employer & type of business	Dates	Main duties/responsibilities and reason for leaving
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____

**Any other relevant information about yourself and/or your experience  
(continue on a separate sheet if necessary)**

_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____

**CURRENT EMPLOYMENT**

Present salary (including bonus, etc) \_\_\_\_\_ Notice required \_\_\_\_\_  
 £ \_\_\_\_\_

**Have you ever been employed, or previously sought employment with this company?  
(If yes, please provide details and dates)**

\_\_\_\_\_

\_\_\_\_\_

Please give the name, company and telephone no. of two of your previous managers ,  
 or of persons in the community, whom we can call for references. No approach will be  
 made to your present employers without your prior permission.

\_\_\_\_\_

\_\_\_\_\_

Name	Company name & address	Telephone
_____	_____	_____
_____	_____	_____
_____	_____	_____

I confirm that the above information is correct, to the best of my knowledge. I understand that any omissions or misrepresentation of information on this application form may in the event of my obtaining employment result in disciplinary action upto and including dismissal.

Applicant's signature: \_\_\_\_\_ Date: \_\_\_\_\_

## USEFUL INTERVIEW QUESTIONS

The following are examples of questions that you may wish to ask in an interview, some of which will be more applicable to certain positions than others.

- Tell me about yourself?
- Why are you interested in the job / why do you want the job?
- Why should we offer you the job / why do you think you are suitable for this Job?
- What strengths do you think you would you bring to the job?
- How would you describe yourself?
- What experience work or otherwise do you have that is most relevant to the job?
- What is your proudest achievement?
- Why do you think your capable of the job?
- What are your hobbies and interests?

## SAMPLE LETTER OF APPOINTMENT

Mr. John Smith,  
423 Road,  
Dublin 24

10<sup>th</sup> November 2000

Dear Mr. Smith,

We are pleased to offer you the position of General Operative in our company.

You will commence work on Monday 20<sup>th</sup> November 2000 at 9.00am and will report to the Operations Manager Mr. Jack Doyle, on arrival. Your hours of work will be ..... per week and your gross rate of pay will be £5.40 per hour.

Your employment is subject to a probationary period of ..... Weeks. Other conditions of employment will be discussed with you during your induction training.

We look forward to seeing you on the 20<sup>th</sup> November.

Yours sincerely,

John Doyle  
Personnel Manager

## SAMPLE LETTER OF REGRET

Mr. John Smith,  
423 Road,  
Dublin 24

10<sup>th</sup> November 2000

Dear Mr. Smith,

Thank you for attending the recent interview for the post of General Operative.

Unfortunately, your application has been unsuccessful on this occasion. As we explained at the interview, we had a large number of applications for the position and it took us some time to reach a decision.

I would like to take this opportunity to wish you well in your endeavour to find suitable employment.

Yours sincerely,

John Doyle  
Personnel Manager

### SAMPLE PERSONNEL RECORD

PERSONNEL RECORD			
Name:		Start date	
Address		Current Position	
		Start Salary	
		Phone Number	
Next of Kin		Phone Number	
Address			

WORK HISTORY					
Company position	Comments	Change Date	New Pay	Change Date	New Pay

IN-SERVICE TRAINING		
Date	Course	Qualification

DISCIPLINARY RECORD			
Date	Verbal /Written	Given by	Details

Trade Union: _____	Annual Leave: _____
Pension scheme: _____	VHI: _____

Date left ____/____/____
Reasons for leaving:
_____
_____

New Employer
_____ Tel: _____

Comments
_____
_____
_____

## USEFUL ADDRESSES

### **Irish National Organisation of the Unemployed**

Araby House,  
8 North Richmond Street,  
Dublin 1  
Tel. (01) 856 0088  
Fax. (01) 856 0090

### **Chamber of Commerce of Ireland**

22 Merrion Square,  
Dublin 2  
Tel. (01) 6612888

### **Companies Registration Office,**

Parnell House,  
14 Parnell Square,  
Dublin 1  
Tel. (01) 804 5200  
Fax. (01) 804 5222

### **Department of Social, Community & Family Affairs – Information office,**

Store Street,  
Dublin 1  
Tel. (01) 704 3853  
Fax. (01) 704 3868

### **FÁS**

27/33 Upper Baggot Street,  
Dublin 4  
Tel. (01) 607 0500  
Fax. (01) 607 0600

### **Department of Enterprise, Trade & Employment**

65A Adelaide Road,  
Dublin 2  
Tel. (01) 661 4444  
Fax. (01) 676 4852

### **Forfas**

Wilton Park House,  
Wilton Place,  
Dublin 2  
Tel. 607 3085

### **Registrar of Business Names**

Parnell House,  
14 Parnell square,  
Dublin 1  
Tel. 01 804 5200  
Fax. 01 804 5222

### **Revenue Commissioners**

Dublin Castle,  
Dublin 2  
Tel. 679 277

### **Small Firms Association**

84 Lower Baggot Street,  
Dublin 2  
Tel. 01 660 1011  
Fax. 01 660 1717

### **Institute of Personnel & Development**

7 Upper Mount Street,  
Dublin 2  
Tel. 01 676 6655  
Fax. 01 676 7229