



The KWCD Employer Exchange is a network of leading employers from the locality who want to promote best practice in the recruitment of the long-term unemployed.

The network is partnered by employers and service organisations who want to change people's lives and have a positive influence on their local community.

Employers will benefit from training, work-shops on issues of interest to them and support in organising work placements for local long-term unemployed.

The KWCD Employer Exchange is partnered by
John Sisk & Sons, Contract People, PEI, Our Lady's Hospital for Sick Children, Enable Ireland, Johnson & Johnson, The Linkage Programme, Department of Social & Family Affairs, KWCD Local Employment Service, KWCD Area Partnership Ltd.

17a, St. Agnes Road, Crumlin Village, Dublin 12.
Phone: 01 4095082 Fax: 01 4651095
www.employerexchange.ie

Cover Design & Layout by First Creations 087-6702952



The Right Approach Recruitment & Selection



The KWCD Employer Exchange is a network of Dublin 12 leading employers

Compliance

Equality

Interviews

Employers

Best Practice



The Right Approach Recruitment & Selection

The KWCD Employer Exchange
is a network of Dublin 12
leading employers

Contents:

PAGE NUMBER

A message from the Managing Director of PEI	4
Section 1	5
Introduction	
• What's in this Guide?	5
• Business Benefits of a Diverse Workforce	6
• The Importance of Getting Recruitment Right	6
• KWCD Employer Exchange Research on Employer Perceptions of the Long-Term Unemployed	10
Section 2	12
The Process	
• Analysing the Job Requirements	12
• Drafting the Job Description	12
• Regular Review	15
• Person Specification	15
• Job Advertising	16
• Screening Applicants	17
• Telephone Interviews	17
• Before the Interview	17
• Interview Tips for Employers	18
• Objectives of the Selection Interview	18
• Defining Requirements	19
• Behavioural Interviewing	19
• During the Interview	20
• Case Study 1	24
Section 3	25
Alternative Recruitment Methods	
• Employer Exchange - Interview Pilots	25
• Occupational Testing	26
• Work Experience	28

Contents:

PAGE NUMBER

Section 4	30
Long Term Unemployment with a specific focus on:	
• Disability - Consider Ability and not Disability	30
• Older Workers - Age Diversity at Work	33
• Young Workers	36
• Gender - Gender Proofing the Recruitment Process	37
• Case Study 2	38
• Ex-Offenders - The Linkage Programme	39
• Case Study 3	40
• Non Irish Nationals	41
Section 5	44
Grants & Schemes:	
• Revenue Job Assist Scheme	44
• Employers' PRSI Exemption Scheme	45
• Wage Subsidy Scheme	46
• Workplace/Equipment Adaptation Grant	47
• Employee Retention Grant	47
• Job Interview Interpreter Grant	47
• Disability Awareness Training Support Scheme	47
• Personal Reader Grant	48
• Supported Employment Programme	48
• Community Employment (CE) Schemes	48
Section 6	50
Useful Contacts	



Dear Colleague,

This handbook has been written to provide you, as an employer, with a guide to the ever increasing complexities of recruitment in Ireland.

By knowing more about the various aspects of recruitment it will, hopefully, allow you to understand and feel more involved in this difficult process.

The handbook accurately describes each aspect of recruitment from the job description to the final offer but also challenges our concept of the traditional format of the recruitment process by focussing on alternatives methods. It allows you to look at sourcing employees from different backgrounds and abilities which you may not have considered in the past and the various incentives and links in place to support you in employing people from non-traditional backgrounds.

As a company committed to Best Practice PEI is delighted to be associated with this useful tool kit. The handbook has been produced by the KWCD Employer Exchange who we have been working with since 2005. As an organisation the KWCD Employer Exchange has successfully worked with employers and service agencies to improve progression into the work place of the long-term unemployed and this guide is just another example of their continuing commitment.

I hope you find the handbook a useful resource tool and that it helps alleviate any concerns you may have regarding recruitment.
Regards



Robert Keily
Managing Director
PEI

Section 1 - Introduction

What's in this Guide?

The aim of this guide is to help employers through the complex task of recruiting and selecting good employees. The intention is also to make a strong business case for employing people from diverse and non-traditional backgrounds.

This is a step-by-step guide and is divided into a number of sections based on the different needs of employers.

It begins by outlining the value of diversity and the importance of good diversity management. The guide highlights the importance of using sound recruitment & selection procedures, explains why it's important to get it right, and also describes the key pieces of relevant and recent legislation which affect recruitment and selection.

The guide presents the key findings from Dublin-based research carried out in late 2006 into the ways employers recruit, the concerns employers have when taking on new people, their attitudes towards non-traditional job-seekers, and the types of supports they find helpful.

The guide outlines good recruitment and selection practices, takes readers through the different steps involved, and includes useful tips and common pitfalls associated with each step.

The spotlight is turned on alternatives to the traditional use of C.V.s and interviews, and the guide outlines why it's important to look at different options where possible and to use different methods where practical.

The guide then focuses on the recruitment of people with a disability, older and younger workers, people who have not worked for some time, and people with an offending background. These potential staff can make a very valuable contribution to the company and are likely to be living in the community in which the company is based, may be current or future customers, or friends/family members of current staff.

Finally the guide highlights the benefits, grants and incentives for employers who hire people from non-traditional backgrounds and provides links to a range of useful services and sources of further information.

Business Benefits of a Diverse Workforce

The Irish workforce has always been diverse but the composition of the workforce has changed rapidly in recent years. An increasingly diverse range of people are now in employment, including many older people, people with disabilities, and foreign nationals.

Appropriate management of a diverse workforce is critical to organisations seeking to improve and maintain their competitive advantage. According to Patricia Callan from the Small Firms Association, the "business case for successful diversity management is extensive; ranging from improved recruitment and retention of staff, staff morale and commitment; to reduced risk of litigation and enhanced business opportunities through reflecting the diversity of the customer base".

Consequently, the scope of diversity management in any company should extend beyond traditional concepts of 'equal opportunities' and compliance with equality legislation. The modern workplace will be pro-actively diverse, reflecting the society in which it operates. Failure to build in equal opportunities and to accommodate diversity makes little business sense in modern Ireland.

What is Diversity Management?

Diversity acknowledges the unique values, culture and characteristics of all individuals. There are certain core values that an organisation will expect its employees to observe. Beyond that, however, being a diverse organisation means being able to respect the fact that not everyone works in exactly the same way.

Diversity Management is based on the concept that people should be valued as individuals for reasons related to business interests, as well as for social reasons.

Diversity Management recognises that: People from different backgrounds can bring fresh ideas and viewpoints to solve problems and improve quality; Companies gain a better understanding of customers when their workforce is reflective of their customers; there are huge opportunities to be gained for managers who utilise different qualities in their staff. For all these reasons, diversity helps companies to achieve their aims and objectives.

Diversity, Recruitment & Selection

Making sure that the company recruits staff with the potential to help it meet its objectives is an important part of diversity management. Companies who want to ensure a diverse workforce are typically cognisant of good recruitment & selection practices, such as recruiting from different sources and using a number of methods to select people. They also offer student programmes, work experience placements, and other ways of bringing in new people, either permanently or temporarily.

The Importance of Getting Recruitment Right

Effective recruitment is central to the successful running of any business. Successful recruitment depends upon finding people with the necessary skills, knowledge, qualifications, and the ability to make a positive contribution to the company.

It's extremely important to make the right recruitment choices, because the people who work in your company are likely to be its biggest asset.

Some recruitment is unavoidable, such as when a staff member leaves to join another company. There are other times when it can be avoided by getting the right person in the first place.

Why is this important? There are significant financial and non-financial costs associated with recruitment.

Financial Costs

According to a recent CIPD survey (2006), the average cost of filling for example, technical, sales or administrative vacancies is €3,000 per employee.

This rises to an average of €4,500 per employee when associated labour costs are included. These typically include vacancy cover, redundancy, training and induction.

Productivity & Time

As well as costs, the effect recruitment has on productivity must also be considered.

In the same CIPD survey, it took companies an average of 6 weeks to fill a vacancy. From the time someone gives notice or is dismissed, through the recruitment period itself, and then through the settling-in time, there is a change-over period which is very likely to affect productivity and output.

Recruitment is also likely to take line managers and supervisors away from the day-to-day work in companies who do not employ human resources/personnel staff.

Impact of legislation

It is essential that companies use recruitment & selection methods that complement existing employment and equality legislation.

To do so employers need to be aware of equal opportunities legislation and understand how discrimination can occur both directly and indirectly in the recruitment process.

They also need to be aware of how other pieces of legislation introduced in recent years affect key recruitment and selection decisions.

Equality Legislation

Equality legislation should not change any company's aim to obtain the right person for the job. Good selection procedures will result in the appointment of the best suited and qualified candidate. These procedures should be based only on a candidate's ability to do the job, ability to make a contribution to the organisation, and his or her potential for development. In short, it should be based on the objective requirements of the job.

The Employment Equality Acts 1998 and 2004 make it illegal to discriminate with regard to recruitment & selection on any of the 9 grounds listed below:

Marital Status	Refers to single, married, separated, divorced or widowed.
Family Status	It is illegal to discriminate against anyone who has parental responsibility for a person under 18.
Sexual Orientation	Includes heterosexual, homosexual or bisexual orientation.
Religion	Refers to religious background or outlook .
Age	Applies to those of 16 years of age or older.
Disability	Broadly defined.
Race Gender	Includes race, colour, nationality, ethnic or national origin. Man or woman (includes transgender).
Membership of the Traveller Community	

Recruiters can safeguard against discrimination by ensuring a systematic approach to recruitment and selection and this approach is described in subsequent chapters. Discrimination is taken to occur where one person is treated less favourably than another on any of the 9 grounds listed in the scope of the legislation. There are two forms of discrimination.

Direct Discrimination

Direct discrimination occurs when a person is treated less favourably than another person on the basis of any of the 9 grounds. For example, companies cannot advertise for "young and enthusiastic" staff unless there is an objective requirement for candidates to be young. The Employment Equality Acts also introduced a provision for indirect discrimination.

Indirect Discrimination

Indirect Discrimination occurs where a job requirement has an unfair effect on some people because of any of the 9 grounds.

For example, if a company decides that all employees must speak and understand English fluently so that they will be able to follow health & safety rules, this policy excludes more people of non-English speaking backgrounds. It may be that there are reasonable ways of ensuring employees understand safety rules such as translating signs into word-free charts. If the policy of exclusion were unreasonable, the company could be liable to a charge of indirect discrimination on the ground of race.

Exemptions

There are a number of exemptions that apply to the particular grounds and further information can be found on the Equality Authority Website (www.equality.ie). Essentially, exemptions acknowledge that a difference in treatment is legitimate when it constitutes a genuine job requirement. In the recruitment context for example, there is an exemption for any action taken in accordance with the Employment Permits Act 2003. Also, an employer may set a minimum age not exceeding eighteen years in recruitment.

Recruitment Agencies

The 1998 & 2004 Acts also prohibit discrimination by a recruitment agency, so companies must be vigilant not to impose any discriminative requirements on the agency. They must also be aware that the employer is liable for discrimination where the agency reasonably relies on the statements or requirements made by the employer and that subsequently turn out to be discriminatory. A complainant may take a case against the agency, the employer, or both.

Data Protection Acts 1988-2003

The Data Protection Acts ensure the protection of personal information held on file or on a computer but they also provide access for candidates to their own records. These include application forms, C.V.s and interview notes.

These records must objectively document how a person has performed during selection, and not contain judgemental comments.

All interview and selection notes must be held for a year, and employers have up to 40 days to provide access to the records.

What is clear then is that a number of important factors must be taken into account in recruitment & selection. Companies must establish clear criteria for screening candidates which must be applied consistently for all candidates.

KWCD Employer Exchange Research on Employer Perceptions of the Long-Term Unemployed

At the end of 2006 the KWCD Employer Exchange commissioned research with employers on how they perceive the target group, the long term unemployed. The research also explores barriers that hinder people from the target group in finding work and seeks to gain a better understanding of recruitment practices and corporate policies that impact on them. The long-term unemployed are a diverse group with varied profiles. It would be impossible in one piece of research to seek employer perceptions of all the groups that find themselves long-term unemployed e.g. those whose skills have become obsolete, early school leavers and so on. Therefore, the focus of this research was further narrowed to younger and older job-seekers, people with disabilities and ex-prisoners. Below are some statistics taken from the research, for the full executive summary and report visit (www.employerexchange.ie)

- 373 completed surveys were received of which 366 were valid for input and analysis. This data was analysed in terms of the key themes of the Research.
- The clear majority (84.4%) of businesses responding class themselves as belonging to the private sector. Nearly one in ten of employers indicated that they were in the not for profit sector while 6.4% indicated they were public sector employers'.
- The largest proportion of the respondents, nearly one in five, sees themselves as belonging to the construction and trades category. This is followed by factory/warehousing operations, transport and distribution in 17.1% of cases.
- When it comes to recruiting staff, the research shows that 47% of employers use informal/word of mouth sources as their means.

The next largest proportion of employers (42.3%) use the national newspapers. 20 to 30% of employers use the following methods:
 recruitment agencies (28.4%),
 local newspapers (28.1%),
 internet/web (25.1%),
 FAS (24.2%)
 and internal recruitment (20.3%).

- The research also looked at the extent to which employers have employed members of the target group. With regards to people with disabilities 12.2% is a good figure considering the national average is 10%.

REASON	%
> 6 months unemployed	21.1%
Disability	12.2%
Criminal Record	2.5%
< 21 years	42.8%
> 50 years	57.5%

- The research reveals that nearly 85% of the employers surveyed agree – based on their experience - that people find themselves unemployed due to their attitude to work or work ethic. This is interesting and suggests a belief that there is lack of a work culture amongst the long term unemployed (LTU). In parallel to this, over 78.9% of employers also believe that social problems such as anti-social behaviour, problematic alcohol or drug use are contributory factors to LTU. Almost seven out of every ten employers surveyed (68.9%) indicate that the interrelated issues of low self esteem, lack of confidence and poor social skills also play a part in LTU. In addition, ranging from 62% to 66% of employers opinions, the survey suggests the following as reasons why people become LTU: skill levels, physical health, family issues and mental health.
- Nearly 80% of employers agreed that they would be less likely to employ someone with a criminal record – and this trend is evident throughout the research.
- In terms of an employee's initiative, one quarter of employers expressed concern about the under 21s.
- For instance over 90% of employers suggests that they would be more likely to employ someone if they could have the individual work on a trial basis in order to assess their suitability. This outlines the need for a structured approach to work experience whereby the employer could access the individual's suitability for the role as a form of recruitment and selection.
- The research reveals that 65.4% of employers employed persons from outside Ireland.

Section 2 - The Process

This will cover the process of developing a job description, preparing advertisements and pre-interview screening. To ensure the interview process is successful, having a well prepared job description is key. This will in turn help develop competencies for the role and allow the candidates to be screened effectively.

First, let's look at some terms. A **job** is a collection of tasks and responsibilities that an employee is responsible to conduct. Jobs have titles. A **task** is typically defined as a unit of work, that is, a set of activities needed to produce some result, e.g., vacuuming a carpet, writing a memo, sorting the mail, etc. Complex positions in the organisation may include a large number of tasks, which are sometimes referred to as **functions**. Job descriptions are lists of the general tasks, or functions and responsibilities of a position. Typically, they also include to whom the position reports, specifications such as the qualifications needed by the person in the job, salary range for the position, etc. **Job descriptions** are usually developed by conducting a job analysis, which includes examining the tasks and sequences of tasks necessary to perform the job. The **job analysis** looks at the areas of knowledge and skills needed by the job. Note that a role is the set of responsibilities or expected results associated with a job. A job usually includes several roles.

Analysing the Job Requirements

The first step in the development of a job description is to establish the purpose and general objectives of the post, and then to analyse the requirements of the job. This process is called **job analysis**, and is particularly important in preparing a job description for a new or significantly changed post.

Job analysis helps to clarify the duties, responsibilities and other job demands. It also helps to identify what skills, abilities and experience that someone would need to possess to be able to perform satisfactorily in the role. In analysing the requirements of the job you should give consideration to such factors as:

- the job purpose and objectives;
- duties and responsibilities and time spent on each;
- challenges of the role;
- extent of authority, creativity and decision making;
- extent of communication and liaison;
- level of accountability and risk;
- level of complexity;
- lines of supervision and reporting relationships;
- educational requirements;
- skill, ability and experience requirements;

Drafting the Job Description

In writing a job description, the following broad principles should be borne in mind:

- A job description describes the job, not the person in it;
- A job description describes what the job will be and what the post holder will do now and in the future;
- A job description describes the major tasks of the job - temporary tasks can be omitted;
- A job description's wording provides sufficient flexibility for the allocation of new duties relevant to the core functions of the post;
- A job description must not be discriminatory or make explicit or implicit reference to the age, gender, marital or family status, sexual orientation, religion, disability, race, or any other irrelevant characteristics of the position holder.

The job description should focus on the purpose of the post and the principal duties and responsibilities. This means identifying what the position needs to achieve and not the exact method by which the work is done (unless it is essential to the job outcomes).

Best practice would be that the **Job Description** will outline as a minimum:

- Position information such as title, department, grade and reporting relationship;
- A broad statement of the purpose/objective of the role;
- An overview of the organisational environment;
- A list of the principal duties and responsibilities;
- Selection criteria (both essential and desirable);
- Any other relevant information.

A template job description has been developed for your use. The following information will assist you in completing each area of the template.

Position Information - This is the identifying information for a post and should include such information as:

- Job title;

The Right Approach

- Department;
- Reporting relationship (the title of the person who this post reports directly to);

Purpose/objective of the role - Provide a broad overview of the purpose and/or objective of the role. This should be between 1 and 3 sentences and give a picture of why the job exists.

Organisational Environment: Provide an overview of the organisational environment impacting upon the post. This section might, in no more than 3 or 4 paragraphs, include such information as:

- A description of the work of the unit department in which the job exists;
- An overview of priorities for the next few years;
- An explanation of where the work area fits within the broader organisational context;
- Any other relevant information.

Principal Duties and responsibilities: Details the key areas of responsibility of the post. It is essential, though not always easy, to describe the whole job and to focus on broad areas of responsibility rather than specific tasks.

Selection criteria: Selection criteria are also often called the Person Specification and they outline the skills, experience, knowledge and competencies that are required for successful performance in the role.

These are the criteria against which applicants will be assessed and provide a transparent means of measuring an individual's competitiveness for appointment. The more accurate the criteria are, the more likely that the best candidate will be selected for the job.

Selection criteria assist the recruitment and selection process by providing:

- a consistent and objective set of standards for all applicants which can be observed/measured; and
- a framework against which feedback can be provided.

When drafting selection criteria, ensure that the qualifications and experience specified are reasonable in terms of the job's duties and not tailored to fit a particular applicant.

The Right Approach

This is most easily achieved by doing a quick cross-reference between the selection criteria nominated and the list of duties and responsibilities.

Selection criteria should be broken down into two sub-sections: essential and desirable.

Essential Criteria are those that are critical for the satisfactory performance of the job. In the selection process, applicants must meet all essential criteria to be eligible to progress to the next stage of the selection process. Given this, it is important that the essential criteria are reasonable and do not unjustly discriminate against any potential candidates for employment (either directly or indirectly). Where a certain level of educational qualification or professional registration exists for a post, this should be clearly stated as an essential criterion.

Desirable Criteria are those which enhance a person's capacity to do the job. They're not listed as essential because, while important, it is expected that they can also be acquired once in employment. The extent to which a candidate satisfies the desirable criteria listed for a post (compared to the other candidates) will usually determine their success, or otherwise, for appointment.

Other information: This could reference a company employee handbook.

This section can also be used to detail any other information that is important for a potential candidate to know about the advertised post.

Regular Review

The job description is a snapshot of the post at the time it was written and should be reviewed for accuracy on a regular basis.

While job descriptions are usually future focussed, they still become outdated as the duties and responsibilities of the job change. Given the pace of change in most work areas, it would be unusual for the duties and responsibilities for a post to remain static over any length of time.

As a minimum, Job Descriptions should be reviewed in all instances where the post becomes vacant and before any recruitment action is initiated. However the meetings that occur as part of the regular Staff Development Process are also a timely opportunity for a review to occur.

Person Specification

The Person Specification is a profile of the personal skills, qualifications, abilities and experiences you will look for in the recruitment and selection process. The criteria you decided on should relate directly to the duties of the job description

and contain the minimum requirements essential to do the job effectively. These criteria should then form the basis of the advert in order to attract the most suitable candidates and the basis of the selection criteria.

Suggestions for drawing up a Person Specification:

1. From the job description pick out the duties, grouping together those which are similar.
2. Translate duties into the abilities and skills needed to do the job. Specify necessary skills as far as possible in precise job-related terms.
3. Identify any specific knowledge requirements for the job or some evidence of the ability to learn.
4. Where relevant indicate qualifications and level of education required for the job, be as precise as possible.
5. Identify experience required to carry out the job. Define the extent.

Job Advertising

An effective job posting should be clear, concise and persuasive so that it only elicits responses from the most qualified job seekers. However, writing an effective job posting is not as easy as it sounds. Trying to achieve the balance between the "essentials" and "information overload" can be difficult.

Tips for writing a job ad:

- Keep it simple ;
- Be concise - Use Bullet Points;
- Capture the basics '
- Be open, honest and friendly;
- Be Descriptive - Don't get lost in the "Sea of Generics";
- State it! - Salary can determine applications ;
- List the company benefits;
- Contact information is crucial to include postal address, website and email;
- Sell your company ;
- Avoid using company terminology or abbreviations.

Be sure to use wording that doesn't discriminate or discourage suitable candidates from applying.

Where to advertise:

- Local Employment Service
- FAS
- Recruitment Websites
- Newspaper – recruitment pages

Remember your Local Employment Service and FAS offer FREE recruitment advertising. Candidates from the Local Employment Service will be from the area your company operates in and has the support of this agency in finding work.

Screening Applicants

This is the stage where you need to decide which candidates should progress to the next stage of the selection process. This can be a very subjective process, someone's opinion as to whether an individual's written application is suitable or not. Therefore it is crucial to have a systematic and careful comparison of the candidates' information with the pre-defined criteria which the job demands.

Your screening criteria:

- Must be documented;
- Must NOT be open to interpretation;
- Must NOT discriminate unfairly.

Remember to always keep the individual scores against the criteria documented. It is best practice to send refusal letters to any unsuccessful applicants at this stage.

Telephone Interviews

This can be a useful method of screening for employers, especially if the position is in a call centre or in customer service where the candidate's telephone technique is important. However it's important to keep them short and highly structured to identify and discount suitable applicants.

Remember to keep notes and scores against the criteria documented.

Before the interview

When inviting a candidate to interview make sure they have the full address and names of the interviewers and always ask them if they have any special requirements. This will avoid any potential embarrassment for you and the candidate on the day. Always choose fully accessible venues with good lighting and ensure there will be no disturbance due to noise etc. If any of the

mentioned is inadequate and alterations cannot be readily made, the company should offer to make arrangements for an alternative interview site.

Interview Tips for Employers

When interviewing diverse groups including those with a disability and those with language barriers.

- Treat all candidates equally. If a candidate has a disability treat them the same as you would any applicant, while be mindful of their disability without over emphasising it.
- When interviewing a person who is using a mobility aid, ensure crutches, canes or wheelchairs are kept within reach of the interviewee. Also be aware that some wheelchair users may prefer to transfer themselves into an office chair for the duration of the interview.
- When interviewing a person with a vision impairment always give them your complete attention while talking to them. Also indicate in advance when you will be moving from one place to another and let the interviewee know when the conversation is coming to an end.
- When interviewing a person with a speech impediment or language difficulty always give them your complete attention. Ask short questions that require short answers or a nod of the head. Always resist the temptation to speak for the person if they are having difficulty expressing what they want to say.
- When interviewing a person who is deaf or hearing impaired, speak clearly at a normal pace. If the interviewee lip-reads look directly at them when you speak. If you need to distract their attention touch the person lightly on the shoulder. If an interpreter is present, speak and make eye contact with the interviewee.

Selecting the wrong candidate presents significant and unwelcome costs to employers, so taking time over interviewing is of vital importance.

Objectives of the selection interview

This is an opportunity for the employer to find the best 'fit' for the job, to gain an understanding of the applicants' skills and experience. It is also an opportunity for the employer to inform the candidate about the company and the vacant position. Interviewers are representing the organisation, and the candidate will see the way they act as indicative of the way the organisation operates. Bearing this in mind, it is important that every candidate should feel that they have had a fair hearing during their interview.

Defining Requirements

Think about the core competencies for the position and develop the interview questions accordingly. Define what you are looking for in the candidates' answer and link this to a scoring system. Be sure to ask all candidates the same questions. Competencies must be broken down to observable behaviours e.g. dependability – has completed work assignments in the required timeframe.

Behavioural Interviewing

The theory is that identifying past behaviour is the best way to predict future actions and attitudes. So you must design questions to gain 'behavioural examples' of the competencies you wish to access. By doing this you can rate the candidate's skills based on past action rather than 'gut feelings' and score accordingly. An example of this type of questioning would be 'Tell me about a time when you met a deadline'.

STEP 1: Introducing the interview

A short clear introduction helps put candidates at ease by letting them know what to expect. Introduce yourself and the company. Provide a rough agenda for the interview. State how long the interview is going to last. Explain that you will be taking notes.

STEP 2: Outline the structure of the interview

- Describe the purpose of the interview;
- Outline how the interview will progress;
- When they will have the opportunity to ask questions;
- Briefly outline the job.

STEP 3: Gather information from the applicant

- Talk through the CV and previous jobs;
- Check for any inconsistencies on the CV;
- Ask them for examples.

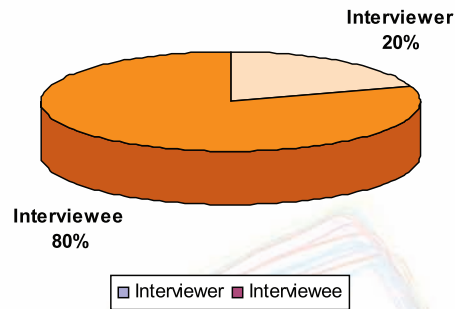
STEP 4: Provide Information

- Give any additional information on the position and the company;
- Define contract requirements, be realistic;
- Invite questions from the applicant.

STEP 5: Close the interview

- Make the applicant aware of the next steps and timeframes;
- Thank the applicant for his / her time.

Talking time in an interview



During the Interview

Taking notes

Do not take notes furtively. Be open about it. Tell the candidate you will be taking notes, but do not do it in such a way that the candidate can see what is being written. Take the minimum amount of notes and confine them to memory triggers and facts. Do not let it interfere with or interrupt the flow of conversation. Notes should describe behaviour and not personality traits.

Preparation

Ensure that you know what information you want from the candidate and give a good impression by being familiar with the applicant's details.

Rapport

Candidates will give much more information about themselves, be less defensive and generally more open, the more relaxed and comfortable they feel. Interviewers, therefore, should try and provide a supportive and friendly environment, which is also giving them the information that they want. There are a number of ways in which an interviewer can strike up a rapport and these include listening, providing verbal cues and providing non-verbal clues.

Listening

Interviewers should always concentrate on what the candidate is saying. There is a lot of information which will be provided by the candidate. The interviewer has to be able to recall it, use it, relate it to the person's qualifications, check it for inconsistencies, etc. In order to issue follow up questions, the interviewer must obviously have paid attention not just to what is being said, but also the way in which it is being said.

Reflecting back...The interviewer asks a question which relates to something which the candidate may have said earlier on. For example: "You mentioned just now that you enjoyed geography at school. Why was that?"

Making links...This is similar to reflecting back, but it is used not so much to ask questions but to form links between one section of an interview and another section of an interview. For example: "Your reference to new technology takes us to the next phase of the interview. I would like to ask you some questions about your experience with computer-aided manufacturing. Tell me about..."

Questioning

One of the objectives of the interview is to obtain information about the candidate. Therefore, you should aim to have the candidate talking approximately 70% to 80% of the time and the key to this is the type of questions, which are asked. Some types of questions commonly asked in an interview are:

1. Open Questions...These questions are designed to enable candidates to provide facts and information, to describe things, to express feeling or opinions and to get the candidate talking. For example: Tell me about the duties in your present job? How did you deal with irate customers?" These questions begin with who, what, when, where, why, how or tell me about...

2. Closed Questions..."Did you enjoy your last job?", "Did you get on well with your manager?" In either case, the candidate could answer yes or no, and in both cases a word answer would suffice as a reply. Obviously, some closed questions cannot be avoided during the course of an interview, but you should attempt to ensure that the majority of the questions are open ones.

3. Double-Headed Questions...These occur when two or more questions are asked in one go. For example: "Why have you applied for the job, where do you see yourself in five years time, and why do you want to leave your present job?" The candidate will either answer the questions they want to answer, ignore those which might be too difficult or too revealing, or they just might forget one of the questions. It is best for the interviewer to ask the questions one at a time.

4. Hypothetical Questions...The interviewer describes a situation to the candidate and asks them what they would do. Too many questions of this type should be avoided because what a person says they will do in a given situation might be completely different from what they would actually do. It is much better to look at how the person has handled situations in the past rather than trying to see how they might handle the situation in the future. So instead of

asking, "How would you deal with an irate customer if you were faced with one?", you might ask "Can you give me an example of when you had to deal with an irate customer?"

5. Self-Assessment Questions...The interviewer asks candidates to assess themselves. For example: 'Can you tell me why you think you are suitable for the job? These are very difficult questions to answer. It is the job of the interviewer to decide, once the interview is over, whether the candidate is suitable for the job or not, and this decision should not really be influenced by the candidate's answer to this question. For example, the modest candidate who may be very skilled at their work will come across less suitable for the position than the confident candidate.

Example Questions

"Tell me about yourself....." This question needs to be made relevant to the position.

- Why did you apply for the job?
- What do you think the job involves?
- What skills and abilities do you have for the job?
- Why did you leave your last job?
- How did you get on with your colleagues and manager in your last job?
- Why should we offer you this job?
- What relevant training have you had for the job?
- How would you describe yourself?
- What are your key achievements to date?
- Give me an example of when you dealt with a difficult situation in the workplace?
- Where do you see yourself in 5 years time?
- Are you ambitious?
- There is a gap on your CV. What were you doing during this time?
- Why should we employ you?
- What do you do in your spare time?
- Have you any questions?

Taking decisions

The interview is an information gathering exercise and the decision should only be taken once all the information has been collected together and evaluated. Between interviews, allow time to write up brief notes including evidence of the varying criteria as shown on the person's CV. Final notes are best completed soon after the interview, while the information is still fresh in your mind.

To increase accuracy in interpersonal perception:

- Beware of your personal biases / stereotypes;
- Avoid mind-reading;
- Seek validation for your perceptions.

Scoring the Interview

- Score applicants on each competency;
- Keep notes to support each score;
- Use extra notes to document particularly high or low scores;
- Never give false scores;
- Always score first and decide second;
- When assessing the answers consider what you know about the applicant and how they match the requirements;
- Make your decision based on the candidate who scored consistently highest against all of the competencies by each interviewer.

Reference Checks

Will confirm or deny any of the interview information i.e. whether the individual worked in a company when they said they did. Always have a standard reference checklist for the company. It is usual to get 2 references and always get prior permission from the candidate before contacting referees. In the case of younger workers or people who have had a period of long-term unemployment it's best to try schools, tutors from courses or any clubs or associations they are involved in that can verify their skills, honesty, and punctuality etc.

Job Offer

Once references have been checked an offer can be made. A standard offer will include the following:

- Full company contact details;
- Starting Salary;
- Details of probationary period (standard is 6 months);
- Start date and time;
- Contact name ;
- Dress Code;
- Information as to when contract will be issued;
- Details on how candidate accepts offer.

Case Study 1

John lives in Crumlin and worked for 20 years in a warehouse which then closed down and he was made redundant. After having worked continually since the age of 15 John decided to take a break for a couple of months while putting a CV together. He started looking for jobs in the Warehouse sector. Over a 6 month period John applied for in excess of 50 jobs and was called for interview for two of these jobs. He was extremely disappointed at the lack of response from all his other applications. This de-motivated John and he began to question whether he was employable. He became very worried as to why not only was he not getting called for many interviews, but also, the complete lack of response he was getting from employers.

After 6 months he registered with the Local Employment Service and was assigned an employment mediator who identified immediately that John's CV did not represent his skills and experience and that although he had forklift experience he had no license. He was immediately booked on a 3 day forklift course which he passed with flying colours. After calling some of the employers that John had previously applied to, the mediator quickly realised that employers were receiving in excess of 40 applications for every job they advertised and did not have the facility to respond to each one.

After completing interview training in Jobsclub and improving his CV, John was placed in employment and is now doing extremely well. Both he and the employer are delighted with his progress.

Section 3 - Alternative Recruitment Methods

KWCD Employer Exchange – Interview Pilots

The KWCD Employer Exchange have been fortunate to have dedicated members on its Developing Partnership (DP). The DP questioned whether the interview is the most effective method of selection for positions that require relatively low levels of skill. Recent research conducted by the KWCD Employer Exchange revealed that 84% of employers currently rely on the interview. For individuals who have been marginalised from the workforce due to a long period of unemployment, this can cause an additional barrier due to their lack of confidence and inability to answer questions designed for interview. Through the work of the DP and employer commitment to the project it became apparent that the next step for this project was to develop and test alternative models of recruitment. This would take the form of three distinct models:

Informal Interview

This was piloted by Johnson and Johnson. It involved taking a receptionist position within the company, focused on the main competencies for it and removed the ones that acted as barriers, e.g. Leaving Certificate, and previous experience in the area.

1. Johnson & Johnson worked closely with the KWCD Employer Exchange to translate key requirements into competencies and person specifications.
2. Johnson & Johnson and the KWCD Employer Exchange designed a systematic framework of drawing out attributes, key transferable skills and competencies which are superficially 'informal' but which are actually grounded in a rigorous assessment.
3. Johnson & Johnson and the KWCD Employer Exchange designed a role play system which quantified competent job performance, established criteria, measured the candidate's performance against this criterion, and scored on this performance.

Early indications show that this pilot was a success. The candidate who had no previous reception/administration experience performed really well, scoring 91 out of a possible 100. It is the opinion of the Exchange that this candidate would not have gotten to interview stage if applying for a similar position on CV alone. The full evaluation will be available on www.employerexchange.ie

Assisted Interview

This pilot is aimed at people who have low levels of confidence or perhaps a disability that inhibits them in an interview situation. This will involve the jobseeker's key worker attending the interview in an assistive capacity only. PEI have committed to pilot this assisted interview.

In consultation with PEI, the KWCD Employer Exchange will design a protocol explaining what an assisted interview is, address employer concerns and ensure that the clear purpose is to reduce the disadvantage for particular candidates, not to give them an unfair advantage.

1. PEI and the KWCD Employer Exchange will establish the criteria which determines when it's appropriate to have assistance present and when it's not.
2. The KWCD Employer Exchange will assist PEI to design a measurement system which accurately reflects a candidate's competencies, albeit assisted by a third party.
3. PEI and the KWCD Employer Exchange will establish clear criteria and boundaries for key-workers so that they assist candidates, do not 'lead' a candidate and assist rather than obscure an employer's attempt to elicit competencies.

This pilot has not yet taken place however the full evaluation will be available on www.employerexchange.ie later in the year.

Work Based Interview

This model will take place over two days where the person is assessed on the job by their future colleagues and managers. Contract People have committed to do this pilot and feel that if it is successful this could be an ideal method of recruitment for them.

An assessment would be drawn up by Contract People and the KWCD Employer Exchange to cover things like:

- Timekeeping;
- Appearance;
- Communications i.e. asking the right question / a genuine interest in the position and company;
- Interaction with colleagues and customers.

This method would be competency based in addition to an informal interview with a focus on life long learning and personality. The full evaluation will be available on www.employerexchange.ie later in the year.

Occupational Testing

Psychological tests have been shown to be amongst the most powerful aids in the process of recruitment and selection and is also successfully used for developing and counselling people at work.

Occupational tests are now used for all types and levels of job selection; from unskilled factory workers to senior management positions.

An occupational test is simply a psychological test used in the world of work. Psychological or 'psychometric' tests aim to maximise objectivity by standardising test conditions, instructions, time, content, scoring and interpretation.

Why are tests used?

The cost of selection errors can be broken down into a number of different areas. Poor selection, for example, more often means high turnover which in turn increases recruitment. Training staff has become increasingly costly which also results in a loss for the company if the wrong selection is made. Recruiting the wrong candidates can also result in a potential loss in business and ultimately profits for the company; and has an extremely negative effect on other personnel.

By using Occupational Testing as a tool to the Recruitment and Selection process employers are reducing the chances of poor selection. They should not be relied on solely but as part of an overall recruitment strategy.

Types of tests:

Ability Tests: are most powerful when the tests have been designed to assess specific aptitudes which are relevant to the job for which the candidate is being considered.

The results of an ability test are compared to those of a 'norm group' so that a relative assessment of performance can be made.

Ability tests help organisations identify unsuitable applicants, and those most likely to perform well in the job. The focus is on the individual's ability to do the job as opposed to their past experience and qualifications.

Personality Tests: Provides in-depth information on how candidates will fit within a work environment, how they will work with others and their performance potential against job competencies.

Personality tests make a major contribution to achieving person-to-job fit by providing line managers with business-relevant reports into the strengths and development areas of applicants. It is a perfect tool to be used prior to interviewing.

By assessing personality at the candidate selection stage, many organisations are reaping significant benefits by saving time and money. Increases in productivity, and cost savings due to more efficient and effective candidate selection are just some of the benefits possible.

Competency Testing: This is the most commonly used form of testing. Application forms that can be scored are used during pre-hire screening to quickly and cost-effectively identify the extent to which a candidate meets the competencies as defined for a specific role. Interview guides provide more in-depth questions for use during selection to probe a candidate's strengths and weaknesses.

The Right Approach

Interest Inventories: Interest inventories contain a wide sample of questions which might cover hobbies, school work or general life experience which seeks to measure the direction in which an individual wants to go occupationally. Interest inventories are particularly widely used in career counselling where they provide statistically treatable expressions of expressed interest.

Work Experience

Work experience is a short-term placement between a job seeker and an employer. It requires planning and commitment from both parties involved, and it is vital that the job seeker is active in organising the placement as this is part of the overall learning. Ideally, the placement should introduce the jobseeker to structured, supervised work experience with clear objectives and realistic/positive feedback.

Employer Benefits

- Developing links with local organisations and enhancing its profile in the community;
- The opportunity to develop or trial induction procedures and training policies for new recruits
- The development of existing staff in helping organise and supervise work experience;
- Provides an opportunity for employees to build management, teamwork and communication skills;
- The chance to bring fresh ideas and perspectives which can be of considerable value to the company;
- Additional help with workload and special projects;
- The opportunity to recruit from this labour pool.

Employer Best Practice and Work Experience

- Work experience dates should be agreed in advance with the job seeker and employer;
- Employer should meet with the participant in advance of this date to ensure that both expectations are being met;
- Employers should gain a good understanding at this meeting as to what the jobseeker's expectations are of work experience;
- Any special requirements / facilities or health needs should be discussed'
- At this meeting the following should be clarified:
 - Dress code;
 - Rules and regulations of the company;
 - Hours of work;
 - Who to report to;
 - Work plan agreed.
- On the first day the participant should be met at reception and shown around and introduced to other staff;
- Procedures for breaks and culture of the company should be explained;

The Right Approach

- Instructions for Health and Safety / Fire Procedure / Manual Handling where appropriate should be outlined;
- Ideally one member of staff should be appointed as 'buddy' or 'mentor' to the participant;
- During lunch and other breaks someone should be appointed to look after the participant and make sure they are not left alone;
- Regular checks should be made to ensure the participant is getting on well;
- At the end of the work experience evaluation forms should be filled in by both parties.



Section 4

Long-Term Unemployment with a specific focus on: Disability

CONSIDER ABILITY AND NOT DISABILITY

Having a job is one of the most important ways people with disabilities can achieve independence and equality in society. It can be difficult for employers who already have heavy workloads to devote time to examine these issues. However, it is important to remember that anyone of us, our families, or employees can acquire a disability at any time of our lives.

Positive attitudes from employers can make an enormous difference. This part of the guide aims to dispel the many misconceptions about employing someone with a disability.

1. What are the Benefits to Your Company in hiring / retaining a person with a disability?

Increased Productivity

International studies have shown that employees with disabilities have attendance, punctuality and productivity levels equal to, if not better than their workplace colleagues. According to a survey conducted by the DuPont Corporation, employees with disabilities have lower turnover and absenteeism rates as well as high productivity. They found that 90% of employees with disabilities were rated average or better in job performance by their managers. (Presidential Task Force on Employment of Adults with Disabilities, October 2000).

Increased Diversity in the Workplace

By recruiting and retaining staff with a disability, employers clearly demonstrate their commitment to diversity and that their company has an open door approach to all types of people

Accumulated Skill Sets

By retaining staff who acquire a disability you hold on to accumulated skill-sets you invested in, as well as retaining the experience and commitment of that individual.

Reduced Staff Turnover

People with a disability are generally reliable and are likely to stay with one employer for a long time. This can reduce advertising and recruitment costs.

Good Business Practice

Many of your actual and potential customers are people with a disability. Benefits are noticed at a customer level because customers respond favourably towards organisations that are positive toward disability and reflect the diversity of the community. In the 2006 Census, 323,707 people in Ireland registered as having a disability – this is a very significant number of potential customers and does not include families and friends.

Enhanced Staff Morale

Staff morale and commitment has been known to increase when an organisation makes a visible commitment to employing a person with a disability.

Enhanced Corporate Image

Employing and involving people with a disability offers opportunities for positive publicity and an enhanced image with your workforce, trade unions, other organisations and the general public.

Questions most frequently asked by employers in relation to people with a disability are answered below:

What types of jobs are suitable for people with a disability?

People with a disability work in a wide range of jobs, industries, and professions. Just like people with no disability, it depends on skills, training and qualifications of each individual.

Will it cost more for insurance and compensation to employ someone with a disability?

No. For the reason that a person's disability is recognised when they start work with you, it should not effect on insurance costs. As for compensation costs, international studies have shown that people with a disability are much less likely to be involved in accidents or make claims compared to workers without a disability.

If special equipment or modifications are needed, who will pay for them?

Most people with a disability do not need expensive equipment or modifications. For those that do, there are Government grants available.

Will I have to spend more time training and supervising a person with a disability?

Not if the person has the appropriate skills for the job. If they do need extra training or support, it can be provided free of charge by Employ Ability Ltd., or another employment service.

How should a person with a disability be treated at work?

With dignity and respect – just like any other employee.

What happens if it doesn't work out?

Based on research into retention rates, the odds are high that it will work out. However, if it doesn't, your normal procedure for dealing with performance problems apply.

For further information on disability services in your area please contact the KWCD Employer Exchange for a copy of the **'Ability on Your Doorstep'** an employer's guide to disability services in the D12 area. This guide can also be downloaded at www.employereexchange.ie

Long-Term Unemployment with a specific focus on: Older Workers

AGE DIVERSITY AT WORK.....

means employing people of all ages, and not discriminating against someone because of how old they are. **Carlow EQUAL Employment Programme has been working with both employers and mature workers to tackle age barriers and encourage age management.**



One of the biggest issues facing employers today is the ageing workforce. The working population is getting older and it is estimated that the Irish population in the 45-60 year old category will have increased by 24% by 2011 (from 944,100 to 1,174,200). With a fall in the proportion of young people, the result is that fewer young people will be available for work and an increasing premium is placed on the skills and experience of older workers. Adjusting to these new realities involves accepting that many people will work longer, both because they remain active and healthy later in life, and because pension expectations are reducing. However, stereotypical attitudes can make it extremely difficult for the mature worker to find work, even for those that are highly qualified.

In the context of an ageing work force, tackling age barriers and age discrimination becomes an economic as well as social necessity. Reflecting this, the Employment Equality Acts 1998 and 2004 outlaws discrimination on the grounds of age (as well as eight other grounds) in terms of employment. A workforce with a balance of maturity and youth (and diversity in other characteristics such as gender and ethnicity), is regarded as being best able to respond to the rapidly changing circumstances associated with globalisation, according to IBEC. By restricting recruitment to so called "prime age" workers, many organisations have prevented themselves from maximising their human resource potential.

At present older people are often disadvantaged and face discrimination in many contexts. Age discrimination is based on ageism, i.e. the use of stereotypical images about individuals' capabilities solely on the grounds of their age. At the organisation level, there are many stereotypical images concerning older workers:

- Higher salary expectations coupled with lower productivity
- Increased absence from work due to illness
- Lack of flexibility in switching between tasks to meet

urgent requests

- Inflexible in terms of working overtime
- Refusal to take instruction from younger but senior colleagues
- Reluctant to undertake training

The Myths

However, research undertaken by Carlow EQUAL Employment Programme (An Analysis of the Labour Market in County Carlow; Opportunities and Trends, 2005 – 2007), indicated that most employers had no preference for younger workers above older workers, or visa versa:

- Recruiting older workers can solve the problems of restricted labour supply and raise the general skills level of the workforce resulting in the company gaining extra experience, skills, commitment and loyalty.
- Retaining older workers avoids the expensive loss of skills and prevents skill shortages. Mature workers can also assist in the training of other staff in order to assist skill retention.
- Older workers are considered to have better communications and presentation skills than their younger counterparts and are also considered less likely to leave the organisation.
- A diverse age base, a mixture of maturity and youth, can better reflect the composition of customers and therefore is better able to respond to changing market demands.

The Reality

Successful age management in the workplace demands a rethinking of traditional approaches to employment, recruitment, training and lifelong learning, skills development, the organisation of time, promotion of health, workplace design and retirement. Carlow EQUAL Employment programme promotes to employers good practice in recruiting, supporting and retaining older workers.

Are you Successfully Managing Age

Have you reviewed your existing employment procedures and policies, and removed any age discrimination? Perhaps as a starting point you could take time to consider each of the following:

Recruitment

- Do you ensure that job advertisements are worded in such a way that they do not discriminate against or discourage applications from older people?
- Do people from all age groups apply for jobs in your organisation?
- Do you record the number of candidates of different age groups who are applying, short-listed, interviewed and appointed?

Selection

- Are the people who select new employees trained in equal opportunities?
- Is the selection process monitored to ensure that age is never an issue?

Promotion

- Do employees understand the company policy on promotion and career development?
- Do they think that the policy is honest?
- Is there a mixed age workforce at all levels?

Development

- Do you encourage employees of all ages to develop their potential?
- Can people of all ages take up training and development opportunities?
- Are the results of these training and development opportunities monitored?

Redundancy

- Are the redundancy procedures used based on business needs rather than age?
- Are employees and their representatives involved in planning for redundancy?

Retirement

- Is there an agreed, flexible and fair retirement policy, which all workers know about?

For further information on Carlow EQUAL Employment Programme please see www.carlowequal.ie or contact info@carlowequal.ie / (059) 97-20733.

Long-Term Unemployment with a specific focus on: Young People

YOUNG PEOPLE

When referring to young people this relates to jobseekers aged 16 – 21. This group can have particular issues in finding work due to their lack of skills and experience and a perception amongst employers that young people are unreliable (see research)

Also many young people, males in particular, are looking for apprenticeships which are more in demand now than ever before.

Young jobseekers can often be unsure about the options that are available to them and less willing to engage in services that traditionally were set up for the long term unemployed.

A lack of career planning and future vision can often act as a barrier when young people are being interviewed and this can often be misread by employers as lack of enthusiasm and motivation. Because young people only have experience of 'booming' Ireland this can also result in them having unrealistic expectations.

Ideally employers should offer all workers the opportunity to progress their career and training within the organisation and this especially applies to young people. This has the added bonus of decreasing staff turnover and increasing job satisfaction.

The FAS One Step Up programme can offer assistance with this.

One Step Up aims to encourage employees to increase their competency levels and promote an ethos of lifelong learning in the workplace. It does this by providing easy access to a range of learning initiatives such as tutor-led training and e-learning. This will ensure that skill and qualification levels in the workforce match present and future human resource requirements for continuous economic growth and competitive advantage. It will also enable employees to cope with frequent and ongoing changes in work practices.

Provided with the right opportunities and training, unemployment amongst young people can be reduced.

Long-Term Unemployment with a specific focus on: Gender

GENDER PROOFING THE RECRUITMENT PROCESS

What is Gender Equality?

This is when men and women enjoy the same equality, that the different behaviour, aspirations and needs of women and men are equally valued and favoured.

Gender mainstreaming is the process of incorporating gender considerations into policies, practices and decision making.

Why should I consider Gender Proofing our company's Recruitment and Selection process?

To ensure the policies in place are mutually favourable to both men and women which will ultimately result in the recruitment of the most suitable person for the job. Central to the process is that it concerns both men and women. Gender proofing recognises the differences that exist between men and women's lives and therefore our needs, experiences and priorities are different.

How do I Gender Proof the recruitment and selection process?

In order to gender proof the recruitment and selection process in your company it's important to consider the following:

- Are flexible working options such as part time and job share offered?
- Is there a gender balance on the interview panel?
- Is Paternity Leave offered?
- Is Gender Equality training provided for staff?
- Is an understanding of gender equality issues included in job descriptions and person specifications?
- Are gender proofing objectives included in general performance appraisals for managers and policy makers, in the same way as other targets and indicators?

For further information on Gender Equality and Gender Proofing go to the following:

www.ndpgenderequality.ie

www.equal-ci.ie

www.equality.ie

Case Study 2

An employer calls the office of the KWCD Employer Exchange to advertise an administration vacancy with the service. The Employment Liaison Officer (ELO) takes the vacancy details and the employer asks that as the current profile of the staff in the office is between 18 – 30 year old, female and would it be possible to only have applicants that fit that profile. The ELO points out to the employer that this was not possible as it was in breach of equality legislation and the company would need to develop a person specification that focuses on the job, the skills and experience required for the position. The employer took this on board and interviewed three candidates. The company offered the position to a person who had the skills and experience for the role but did not 'fit' the original staff profile. This employee has settled well and the employer agrees that they have brought a wealth of experience to the role and has had a hugely positive effect on the workings of the office and the rest of the staff.

Long-Term Unemployment with a specific focus on: Ex-Offenders

THE LINKAGE PROGRAMME

In September 2000, after an initial pilot phase, The Linkage Programme became a joint project between Business in the Community Ireland (BITCI) and the Probation Service with support from the Irish Business and Employers Confederation, the Small Firms Association and the Irish Congress of Trade Unions. The aim of the programme is to prepare, plan, and implement Education, Training, and/or Employment placement for offenders referred to the programme by the Probation Service.

Research has clearly established that the vast majority of offenders come from the most marginalised, excluded and under resourced communities in society. The Linkage Programme's clients are likely to have dealt with unemployment, alcohol and drug abuse, loneliness, homelessness, family breakdown or stigmatisation because of public attitudes to offenders. Therefore, the provision of an innovative training and employment programme is vital in helping ex-offenders find a new direction.

A crucial element of the programme is that each individual being considered for referral is comprehensively assessed so that there is a good chance of success. Since its inception, the programme has grown from 3 to 18 Training & Employment Officers (TEOs) spread nationally. The ultimate objective of the TEO is to assist the client's integration into the working community.

The client is kept at the centre of the process at all times, and this is key to the ethos of the programme. In essence, the TEO facilitates the individual to make a range of informed choices from which a career plan is developed that is realistic, achievable, and sustainable.

Between 2000 and 2006, over 5000 ex-offenders have been referred to The Linkage Programme. Almost 70% of these clients engaged with the programme successfully, resulting in 70% of them being placed in training, employment or education. In 2006, 46% of placements were into employment. The ongoing groundwork by IBEC and the SFA continues to be a crucial element in harnessing the goodwill of their members to provide equality of access to employment opportunities.

TEOs themselves have developed links with employers in the local areas in which they work. After an appropriate fit is identified between a client and an employer, the TEO helps the client prepare for interview and in some cases takes them to meet the employer. An after placement support service is also provided to employers for the duration of the client's employment. This is an important element as it provides the employer with assistance in the event

that they feel any challenges the client is experiencing need to be addressed. There is clearly a strong mutual benefit to client and employer. Many employers have benefited from the recruitment of Linkage Programme clients and have found it to be a positive experience. They have utilised it as a recruitment solution where it previously was difficult to find suitable staff, and have enjoyed the peace of mind of having support which is absent when employing staff through traditional methods. In return for offering an opportunity to a client seeking a new path in life, they gain from having a conscientious and loyal employee.

Case Study 3

David is a 35 year old man referred by the Probation Service to The Linkage Programme in 2005. David previously was a heroin user but addressed his addiction and has stabilised on a methadone maintenance treatment programme. When referred to his Training and Employment Officer (TEO), his self esteem was very low and this was impacting on his mental health. David had been through the courts and was serving a Probation bond. He felt that by seeking employment and settling into a job, he could gain some stability and routine in his life again, and reintegrate with society through the workplace. He had previous employment experience and was semi-skilled.

David met his TEO regularly and with her guidance and support, identified an action plan in terms of his training and employment needs. He was steadfast in his commitment to changing his life and made huge efforts to improve his appeal to employers. He did this through attending several FAS training courses in 'Starting Your Own Business' and in counterbalance and reach forklift truck driving.

David's TEO subsequently was contacted by an employer in the manufacturing and distribution sector who had previously recruited through The Linkage Programme. This employer was seeking to recruit someone with warehousing skills and experience and David's profile matched suitably. An interview was arranged and David attended this himself. The employer was impressed with David and offered him a seasonal contract position as a warehouse general operative subject to completing their safety training programme and a medical examination which he did.

In the initial days and weeks of the placement, both the employer and David himself contacted the TEO for advice and assistance. David's transition into the workplace was, for a while, difficult for him in terms of fitting in socially, and becoming familiar again with the culture of a workplace. He took on the challenge and succeeded. David's seasonal contract came to an end but he continues to work there on a temporary full-time contract and has now worked up 12 months' service in the company.

Long-Term Unemployment with a specific focus on: Non Irish Nationals

In recent years Irish society has changed greatly and due to the economic boom has become an attractive destination for non Irish nationals to live and work in. The following is an outline of the recent changes that have been made to the Employment Permit Act 2006. Also outlined are the Stamps which give the holders different rights to work or not in Ireland. It's important for all employers to be aware of this information when interviewing non Irish nationals.

In general, non-EEA nationals must have a permit to work in Ireland. EEA and Swiss nationals do not need an employment permit, except for Bulgarian and Romanian nationals. Since 1 February 2007 there are a number of changes in relation to the application and granting of employment permits.

Note: the EEA (European Economic Area) consists of the EU member states together with Norway, Iceland and Liechtenstein.

Work permits from 1 February 2007

- Work permits are available for occupations with an annual salary of €30,000 or more.
- They are also available for a very restricted number of occupations with salaries below €30,000.
- Work permits will not be considered for occupations listed as ineligible for work permits.
- The work permit is granted for 2 years initially, and then for a further 3 years
- A labour market needs test is required with all work permit applications.

Other employment permit changes

- Either the employer or employee can apply for the employment permit, based on an offer of employment.
- It will be granted to the employee and will include a statement of the employee's rights and entitlements.
- The employer is prohibited from deducting recruitment expenses from the employee's pay or retaining the employee's personal documents.

Bulgarian and Romanian nationals

Since 1 January 2007, nationals of Romania and Bulgaria are EU nationals but are still required to have a permit to work in Ireland. Applications for employment permits for them will be given preference over those for non-EEA nationals. Romanian and Bulgarian nationals who have been resident in the State on a valid employment permit for a continuous period of 12 months or longer, prior to 31 December 2006, will not need employment permits.

The Right Approach

Once you have been issued with an employment permit you have all the employment rights of Irish or EU citizens for the duration of the employment permit.

Rules

Work permits are issued by the Department of Enterprise, Trade and Employment. Either the employer or the employee can apply for the permit which must be based on an offer of employment – see “How to apply” below. Applications for work permits fall into 2 categories as follows:

- (a) Jobs with an annual salary of €30,000 or more
- (b) Jobs with an annual salary of less than €30,000 - very limited list of occupations

However applications for jobs in either category will not be considered if they are for occupations listed as ineligible.

Job offer

You must have the qualifications, skills and experience required for the job. You must be directly employed and paid by your employer. Work permit applications from recruitment agencies and other intermediaries are not acceptable under the scheme. The employer must be trading in Ireland, registered with the Revenue Commissioners and with the Companies Registration Office. A work permit will not be issued to companies where the granting of the permit would mean that more than 50% of the employees would be non-EEA nationals.

Labour market needs test

A new application for a work permit must be accompanied by documentary evidence that a labour market needs test has been carried out. The test requires that the vacancy must have been advertised with the FÁS/EURES employment network and in local and national newspapers for 3 days. This is to ensure that, in the first instance an EEA or Swiss national or in the second instance, a Bulgarian or Romanian national cannot be found to fill the vacancy. Applicants for spousal/dependant work permits are exempt from the labour market needs test.

Occupations that are ineligible for work permits

Since April 2004 the Department of Enterprise, Trade and Employment, following consultation with FÁS, has announced, on a quarterly basis, occupational sectors that are considered ineligible for work permits.

The Right Approach

From 1 February 2007 work permits are not available for the following occupations.

- Clerical and administrative staff
- General operatives and labourers
- Operator and production staff
- Retail sales staff, sales representatives and management/supervisory/specialist sales staff
- Drivers (excluding HGV)
- Nursery/crèche workers, child minders/nannies
- Hotel, tourism and catering staff except chefs
- The following craft workers and apprentice/trainee craft workers: bookbinders, bricklayers, cabinet makers, carpenters/joiners, carton makers, fitters - construction plant, electricians, instrumentation craftspeople, fitters, tilers - floor/wall, mechanics - heavy vehicles, instrumentation craftspersons, metal fabricators, mechanics - motor, originators, painters and decorators, plumbers, printers, engineers - refrigeration, sheet metal workers, tool makers, vehicle body repairers, machinists - wood, plasterers and welders

STAMP NUMBER	ISSUED TO
1	Persons who have received an employment permit or business permission.
2	Students who are attending a recognised full-time course of at least one year. They are permitted to work for 20 hours a week during term time and full time during holidays.
2A	Students who are attending a course of less than one year. They are not permitted to work.
3	Persons who are not permitted to work. This includes visitors, tourists, retired people and spouses and dependants of employment permit holders.
4	Spouses and dependants of Irish and EEA nationals, Convention and Programme refugees and people granted leave to remain. They are permitted to work without an employment permit or business permission.
4 (EU FAM)	Spouses and dependants of EU nationals who have exercised their right to move to and live in Ireland. They are permitted to work without an employment permit or business permission.

Section 5 - Grants & Schemes

Revenue Job Assist Scheme - Benefits to Employers

If you are planning to take on a person who has been unemployed for 12 months or more then you may be able to claim extra tax deductions. Revenue Job Assist allows employers a double wages deduction* in their accounts.

*The double wages deduction may last for three years and applies to:

Wages to a qualifying employee in a qualifying employment.
and.....
Employer's PRSI contributions paid in respect of such wages.

Double Wages deduction

The double wages deduction is an additional deduction in calculating your taxable income for the year of assessment or accounting period.

It can last for a period of up to three years from the date the employment commences, provided the employee is still employed by you. There is no limit to the number of 'qualifying employees' you can take on under the scheme provided they take up a 'qualifying job'.

The deduction is not due if either you or the employee has benefited or is benefiting under any other employment scheme in respect of the job.

Double PRSI deduction

You can claim a double deduction in your accounts for employer's PRSI contributions paid in respect of the wages paid to a qualifying employee.

Which jobs does Revenue Job Assist apply to?

It applies to jobs which

- Start on or after 6 April 1998.
- Are for a minimum of 30 hours per week.
- Are capable of lasting at least 12 months.

It does not apply to jobs that are

- Primarily commission based (i.e. over 75% of earnings derived from commission).
- Already grant aided by other agencies (statutory or otherwise), or supported under existing schemes such as the 'Back To Work Allowance Scheme' administered by the Department of Social and Family Affairs, and Jobstart administered by FAS.
- As a result of the previous holder being unfairly dismissed.

- Taken up by the proprietary director of the company or the spouse of such a director.
- In an employment where the employer requires no workforce.

You will not qualify for Revenue Job Assist for an employment, if any of your employees were made redundant in the 26 weeks prior to the date of commencement of the new employment.

However, the genuine replacement of an existing employee will qualify (e.g. replacing an employee who retires or voluntarily leaves the employment). Unlike other employment schemes there does not have to be an increase in your workforce to qualify for **Revenue Job Assist**.

Qualifying jobs may be notified to your local FAS Placement Service Office, which will assist you in finding suitable employees.

Notes: Your eligible employee* can also benefit from this scheme. They will be entitled to an extra personal tax allowance and a child tax allowance for each qualifying child. The Revenue Job Assist is added to the eligible employees'* other tax credits and Standard Rate Cut Off Point and can be claimed for three years.

Eligible employees – Have been in receipt of one of the following payments from the Department of Social and Family Affairs:
Unemployment Benefit, Unemployment Assistance, One-Parent Family Payment, Disability Allowance, Blind Persons Pension, Disability Benefit, Invalidity Pension.

The Employers' PRSI Exemption Scheme

The Employers' PRSI Exemption Scheme means that when you employ eligible workers* you will not have to pay your share of their PRSI contributions for the first two years of their employment.

To qualify, the employer must take on an employee who is getting the Back to Work Allowance for the first time on the day he or she starts work with the company. There is no need to apply for the exemption.

When the employee is awarded the Back to Work Allowance (BTWA) the employer is contacted by the Department. As soon as the employer submits a current Tax Clearance Certificate, or C2 card, the Exemption Certificate is issued automatically.

The exemption is granted for a maximum of two years from the date the qualified person starts work with the employer. If he or she leaves the job the exemption stops.

Under no circumstances can the exemption be used after the period stated on the certificate.

*eligible workers include a person who has been unemployed for the 12 months immediately prior to the commencement of the employment, and during that time was in receipt of one of the following payments:

- Jobseekers Benefit
- Jobseekers Allowance
- One-Parent Family Payment
- Blind Person's Allowance
- Disability Allowance
- Disability Benefit
- Invalidity Pensions
- Certain FAS training courses
- The Community Employment Scheme
- The Job Initiative Programme

Wage Subsidy Scheme

The Wage Subsidy Scheme (which replaced the Employment Support Scheme), is operated by FÁS and offers financial support for employers who employ people with disabilities for more than 20 hours a week. Sometimes the nature of a disability can restrict an employee's productivity in comparison with other staff, irrespective of his or her ability to do a job. In situations where this restriction results in a loss of productivity for the employer, the Wage Subsidy Scheme (WSS) allows the employer to make up the shortfall through grant assistance.

The subsidy works at two different levels depending on the productivity of the employee. If an employee has a productivity of between 50% and 80% a grant of up to €8,295 per annum applies. If an employee has an agreed productivity of below 50% a grant of up to €10,323 per annum applies.

Based on the total number of employees with a disability, the employer can apply for a grant to cover additional costs ranging from an additional 10% for 3 to 6 employees to a maximum of 50% of wage subsidy for 23 or more people with a disability.

An employer who employs 30 or more disabled employees can avail of a grant of €30,000 per annum towards the expense of employing an Employment Assistance Officer.

People who have previously been employed under the Employment Support Scheme will remain under that scheme. An agreed percentage top-up is paid to employers to compensate them for any reduced productivity associated with a particular employee. This scheme is also administered by FAS.

Number of hours allowed: Full time employment required (minimum of 20 hours per week). Contact FAS or the CIC for further information about this scheme.

Workplace / Equipment Adaptation Grant

This grant scheme is operated by FAS and is designed to assist in workplace adaptations, if needed. The maximum amount of grant aid is €6,350 towards the cost of adapting or purchasing equipment, or making minor building modifications. This grant can also be used to upgrade adapted equipment that was funded previously.

Companies need to identify the equipment and/or adaptation required, justify why it is needed and supply quotations. If the equipment or adaptation costs over €635, you are required to obtain 2 price quotations from different suppliers. If the equipment or adaptation costs over €1,270, then you are required to obtain 3 price quotations from different suppliers.

Note: This scheme does not apply to state companies.

Employee Retention Grant (ERGS)

This grant is available to private-sector employers when an employee develops a disability whether occupational or not. It provides funding to identify accommodation or training to enable the employee to remain in their current position, or to re-train them to take up another position within the organisation. There are two stages to the scheme: (1) Assessment – Up to 90% of the costs of developing a strategy can be funded to a maximum of €2,500 and (2) Implementation – Up to 90% of eligible programme costs are funded to a maximum of €12,500 for each application.

Job Interview Interpreter Grant

As an employer you may have to interview candidates who are deaf, hard of hearing or have a speech impairment and may benefit from having the services of an interpreter at the interview. FÁS provides a grant that allows anyone who is deaf, hard of hearing or has a significant speech impairment to have a professional interpreter provide services for him or her at a job interview.

People who are deaf or hard of hearing communicate in a variety of ways. In an interview setting, the use of an interpreter can help express thoughts clearly and concisely. Nothing is added or deleted from any interaction that takes place between the interviewee and the interview panel.

The jobseeker sources and selects the sign language interpreter or other interpreter as appropriate. The jobseeker will bring along the grant application form to the interview where it is stamped by the employer and the interpreter.

Disability Awareness Training Support Scheme

This scheme assists the integration of people with a disability into the workplace and helps to eliminate mistaken perceptions about them. It is available to all companies in the private sector who are interested in employing,

retaining, or relating to people with disabilities. Funding of up to 90% of training costs is available in the first year, and up to 80% of costs in subsequent years, with an annual limit of €20,000 payable to the organisation. To avail of this funding, however, training must be carried out by a FAS-approved training organisation.

Personal Reader Grant

If one of your employees or potential employees have a visual impairment or are blind and need some extra assistance with reading at work, they may be eligible to apply for a Personal Reader Grant. This grant aid is provided by FÁS and allows your employee to employ someone on a part-time or ad-hoc basis for a maximum of 640 hours a year to help them with reading at work.

They do not have to be a registered blind person or someone with a specified level of visual acuity to apply for a Personal Reader Grant. If they are experiencing difficulty with reading at work for reasons of visual impairment, then they are entitled to apply for this grant. In addition, there is no means test associated with a Personal Reader Grant and they do not need to have a certain level of income to apply.

Supported Employment Programme

The Supported Employment Programme is an open labour market initiative. It provides supports to people with disabilities, who traditionally have had difficulty getting into paid employment. The programme is carried out by sponsor organisations on behalf of FÁS. The sponsor organisations employ Job Coaches who provide a range of supports tailored to the individual needs of the jobseeker with a disability. These may include:

- Helping the job seeker to identify his/her skills and interests.
- Assisting the job seeker to find a suitable job.
- Analysing the tasks involved in the job and using this to plan the supports to be provided.
- Providing on-the-job training and support when the person commences in employment.
- Providing on-going support to employee and employer for an agreed time period.

The ultimate outcome of Supported Employment is that the employee with a disability becomes independent of the Job Coach support.

Notes: This programme is operated by FAS and matches people with a disability seeking work with employers who are seeking employees

Community Employment (CE) Schemes

Your future employees may have come from a Community Employment (CE) scheme which is managed by FÁS. Community Employment provides eligible unemployed people and other disadvantaged persons with an opportunity to

engage in useful work on a temporary basis within their communities. It helps long-term unemployed people to re-enter the active workforce by breaking their experience of unemployment through a return to a work routine, and to assist them to enhance/develop both their technical and personal skills.

Part-time Integration Option – This CE scheme operates for a maximum of one year. The local organisation or group plans and manages the placement, and offers training or skills development opportunities. The average number of working hours for placements is 39 hours per fortnight.

Part-time Job Option - This CE scheme provides participants with part-time work placements of up to six years for participants over 55 and up to three years for participants under 55. This option is designed to give extended access to employment to older people who may have been unable to secure regular employment for some time.

Who organises Community Employment?

Public bodies and voluntary organisations may sponsor projects which are for community and public benefit. To facilitate provision of development and training for participants, FÁS especially encourages projects that employ fifteen or more participants and a full-time supervisor.

What type of project is eligible?

Projects that respond to an identified community need and provide development for participants are eligible; for example, projects involving heritage, arts, culture, tourism, sport, and the environment. Projects should have the agreement of the relevant trade unions and must not displace or replace existing jobs. The project must offer valuable work opportunities for participants

Further Information on the Revenue Job Assist Scheme is available from: www.revenue.ie

Further Information on the Employers' PRSI Exemption Scheme is available from: www.welfare.ie

Further Information on all other Schemes and Grants listed is available from: www.fas.ie

Section 6 - Useful Contacts

Citizens Information Board
Hume House, Ballsbridge, Dublin 4
Tel: 01 6059000 Fax: 01 6059099
www.citizensinformation.ie

provides comprehensive information on all aspects of Public Services and entitlements for citizens in Ireland. www.citizensinformation.ie is based on a personal approach to the presentation and delivery of information on public services and the social and civil rights of everyone in Ireland. We gather information from various government departments and agencies, and make sure that you have all the information you need, presented in an easy-to-understand way.

The site has been specially designed around the needs of users for those times in life when you need information about your rights and how to apply for State services in Ireland.

Department of Social and Family Affairs,
(Dublin 2 & 4), Apollo House, Tara Street, Dublin 2,
Tel: 01 636 9300 Fax: 01 671 3826 <http://www.welfare.ie>
Opening Hours: Monday - Friday 9:30am - 4pm

The Department's Mission Statement

"Our mission is to promote a caring society through ensuring access to income support and other services, enabling active participation, promoting social inclusion and supporting families."

Department of Enterprise Trade and Employment,
23 Kildare Street,, Dublin 2
Tel: 01 6312121 Fax: 01 6312827
Email: info@entemp.ie
Website: www.entemp.ie

Their Mission: "We will work for Government and the people to equitably grow Ireland's competitiveness and quality employment"

Employ Ability,
Unit 15, Bluebell Business Park, Old Naas Road, Dublin 12
Tel: 01 4603081

Employ Ability aims to integrate people with disabilities into mainstream employment through the provision of appropriate supports. An Employment Facilitator / Job Coach supports employers and employees in this process - the aim being to meet the labour requirements of employers, and the employment needs of people of varying abilities.

Enable Ireland Adult Services
Unit 5, Block B, Cashed Business Centre,
Cashel Road, Dublin 12
Tel: 01 4992354 Fax: 01 4992308

Enable Ireland Dublin Adult Services is committed to providing opportunities for people primarily with a physical disability to develop a range of options in the area of personal development, training, employment and greater inclusion in the community generally. The service is one that is based on partnership, dignity, respect and the development of choice for those who use it. In consultation with service users this service aims to facilitate people to participate in their own community in the areas of vocational, educational, social and cultural activities.

EQUAL,
National Support Structure;
WRC - Social & Economic Consultants,
Strand House, 22, Great Strand Street, Dublin 1
Tel: 01 8723100
Email: info@equal-ci.ie
Website: www.equal-ci.ie

EQUAL is one of four Community Initiatives co-financed by the European Union (2000-2007). The programme is co-funded through the European Social Fund (ESF) and will operate between 2000-2007, with a total ESF budget for Ireland of 34 million euro. EQUAL seeks to identify and address fundamental forms of discrimination and inequality in the labour market through the development of new and innovative policies and practices initiated by EQUAL Development Partnerships.

Equality Authority,
Clonmel Street,
Dublin 2.
Tel: 01 4173333 Fax: 01 4173366
Email: info@equality.ie
Website: www.equality.ie

The Equality Authority replaced the Employment Equality Agency, and has a greatly expanded role and functions. The Employment Equality Act, 1998 and the Equal Status Act, 2000 outlaw discrimination in employment, vocational training, advertising, collective agreements, the provision of goods and services and other opportunities to which the public generally have access on nine distinct grounds.

- These are:
- gender;
 - marital status;
 - family status;
 - age;
 - disability;
 - race;
 - sexual orientation;

- religious belief; and
- membership of the Traveller Community.

Discrimination is described in the Act as the treatment of a person in a less favourable way than another person is, has been or would be treated on any of the above grounds. The Equality Authority has a series of publications and resources dealing with disability.

FÁS
(Foras Áiseanna Saothair)
45, Crumlin Road, Dublin 12
Tel: 01 4201300 Fax: 01 4201066
www.fas.ie

FÁS The national training and employment authority provides a wide range of employment services to a number of groups including people with disabilities. These services include:

- Training and re-training;
- Designated apprenticeships;
- Recruitment service;
- Employment schemes;
- Placement and guidance services;
- Assistance to community groups;
- Advice for people returning to Ireland and those seeking employment elsewhere in the EU.

IBEC Head Office
Confederation House
84/86 Lower Baggot Street, Dublin 2
Tel: (01) 605 1500 Fax: (01) 638 1500
www.ibec.ie

IBEC works to shape policies and influence decision-making in a way that develops and protects members' interests and contributes to the development and maintenance of an economy that promotes enterprise and productive employment. In line with their mission statement, they represent their members' interests to Government, state agencies, the trade unions, other national interest groups, and the general public.

Their Mission

IBEC will promote the interests of business and employers in Ireland by working to foster the continuing development of a competitive environment that encourages sustainable growth, and within which both enterprise and people can flourish.

Jobs Club,
1a, St. Agnes Road,
Crumlin Village, Dublin 12
Tel: 01 4059883

The Dublin 12 Jobs Club is part of the integrated service provided by the KWCD Area Partnership to the unemployed in the area. It is funded through FAS.

The Jobs Club provides a free drop-in service to everyone in the Dublin 12 area who is unemployed or seeking to improve their job opportunities. You do not have to be in receipt of a Social Welfare benefit to avail of this service. We offer help to all people between the ages of 18-65 interested in developing their skills in job seeking activities.

Jobs Club provide a Job Seekers Course which consists of -

- Training on C.V. preparation
- Interview skills
- Application forms
- Letter writing
- Confidence building
- Help with job searching

KWCD Area Partnership,
Ashleaf Centre, Crumlin Cross, Dublin 12.
Tel: 4059300
www.kwcd.ie

The KWCD Partnership is committed to working together with the local communities in order to seek and provide a range of supports, enhance the capacity of local groups, lobby for greater recognition for the area, facilitate co-operation between the locations and promote the co-ordination of local services, with the ultimate aim of reducing social and economic inequality in the area.

The Partnership conducts an inclusive process and under its equality policy ensures those minority groups such as disabled people, travellers and ethnic minorities are fully represented throughout the planning and implementation of the programme.

The Right Approach

KWCD Employer Exchange
17a, St. Agnes Road, Crumlin, Dublin 12
Tel: 01 4059082 Fax: 01 4651095
Contact: Carol French
Email: carolfrench@kwcdles.ie
www.employerexchange.ie

The KWCD Employer Exchange is a network of leading employers from the locality who want to promote best practice in the recruitment of the long-term unemployed.

The network is partnered by employers and service organisations who want to change people's lives and have a positive influence on their local community. Employers will benefit from training, work-shops on issues of interest to them and support in organising work placements for local long-term unemployed.

KWCD Local Employment Service,
17a St. Agnes Road, Crumlin, Dublin 12
Tel: 01 4059082 Fax: 01 4651095

Other Contact Points
St. John Bosco Service,
Davitt Road, Dublin 12.
Tel: 01 4550042.

Lower Crumlin CDP.
Goldstone Court Clogher Road, Dublin 12
Tel: 01 4150983
E-mail: info@kwcdles.ie
www.kwcdles.ie

The KWCD Local Employment Service (LES) offers a free and confidential one-to-one mediation service to clients who have been unemployed for six months or more. Mediators assist clients through career-path planning, and provide information and advice relating to employment, education, training and other options. The service also runs on going and ad hoc training and development programmes.

In addition, our employment team will work to identify local job / work placement opportunities for clients and liaise with employers to efficiently match clients' needs with company vacancies and requirements.

What are the benefits to employers?

- Free direct access to KWCD LES jobseekers in the Dublin 12 area.
- Immediate advertisement of vacancies through the KWCD LES Employer Liaison Officer.
- Liaison with a skilled employment service team.
- Post-placement support.
- Advice on back to work employment incentives.
- Investing in the community.

The Right Approach

Small Firms Association,
84-86 Lower Baggot Street, Dublin 2.
Tel: 01 4059082 Fax: 01 63871602
www.sfa.ie

The Small Firms Association (SFA) is the national organisation exclusively representing the needs of small enterprises in Ireland. The SFA provides economic, commercial, employee relations and social affairs advice and assistance.

With over 8,000 member companies, the SFA secures the best deal for small firms by providing dedicated professional support and by offering an unparalleled range of services to members.



The Right Approach

References/Resources

CIPD Survey (2006)

www.equality.ie

KWCD Employer Exchange Research 2006.

Presidential Task Force on Employment of Adults with Disabilities, Oct 2000

www.carlowequal.ie

www.fas.ie

www.equal.ie

www.entemp.ie

www.revenue.ie

www.welfare.ie

www.citizensinformation.ie

Census 2006

