

EMPLOYING STAFF

Cinenova Recruitment Policy Recommendations

first draft discussion paper 8, August 1997,

GENERAL

- Personnel files should be kept for all core staff, freelance staff, trainees and volunteers.
- Staff review system should be adopted and carried out on a regular basis.
- New workers should be given a full review after the first six months probationary period.
- Management should be more involved in the recruitment process (it is important to prevent overwork or too much responsibility being placed on remaining staff).
- Applications should be kept on file for at least three months after the event.
- The staff structure and allocation of work should form a coherent jigsaw for the whole organisation.
- Exit interviews should be set up to get feedback before departing workers leave.

PRIOR TO ADVERTISING A NEW OR VACATED POST

- Make an overall analysis of the work involved in running Cinenova.
- Breakdown areas of work into specific tasks.
- Allocate areas of responsibility to core staff.
- Develop Job descriptions based on responsibilities and tasks.
- Evaluate Job remits to ensure equal and manageable distribution of workload and responsibility between workers.
- The application form design should be reviewed for any alterations i.e more job specific questions, a space down one side for comments etc.
- The forms once devised should be given to someone known to have the skills to check that it works i.e. that the required information is delivered through it.
- **Decide upon the SELECTION CRITERIA for the post**

CINENOVA RECRUITMENT

ADVERTISING

- Recruitment advertising should be job specific.
- Adverts should be placed, ideally, in The Guardian and either The Voice or Asian Times.
- Free use of newsletters and notice boards should be made through relevant organisations as much as possible.

APPLICATION PACKS

Packs should contain

1. Background information on Cinenova and plans for the coming year.
2. Overall Staffing Structure
3. Job Description including an outline of specific responsibilities and duties
4. Selection Criteria and Person Specification
5. An application Form
6. Equal Opportunities staff selection document

It should be specified that only applications made on the appropriate forms will be accepted and that all questions should be answered - this makes short listing fairer and easier. It might be useful for Cinenova to ask for a covering letter which addresses a number of issues as defined in our application pack or specified directly.

SHORT LISTING

- All those shortlisting should go through all the applications with the **SELECTION CRITERIA** as the frame of reference, measuring candidates against the criteria only and without consultation. (see example selection criteria grids)
- All those short listing should meet to determine the shortlist in discussion.

PREPARING FOR INTERVIEW

- Questions should be designed to obtain information for assessing job related criteria.
- Think about the answers as well as the questions.
- Work from the job specification out.

INTERVIEW

- No one should be on the panel who has not been part of the short listing procedure or been kept informed. The number of people involved should be decreasing.
- Previous workers should not be on the panel (cloning)
- Prescriptive formulas should be avoided i.e. same questions to all applicants is not necessarily E.O. Cinenova should have a prepared menu of follow-on questions and be responsive to answers.
- Too much emphasis is placed on the interview. The interview should only be a means to collect further information, particularly information which is not measurable or observable.
- There should be specific questions for individual candidates working from their application form

FINAL DECISION

- No-body should be employed at Cinenova without the panel being satisfied that they are truly aware of the scope of the job and the working conditions.
- After interviewing all candidates the panel should meet to discuss and select the best candidate. The decision should be based on both the written application information and the interview. The panel should be unanimous in their decision.
- The selected candidate should be approached by telephone, they may need time to consider whether they will accept the position.
- The selected candidates references should be taken up if Cinenova has not already done so.
- When the candidate has informed Cinenova of accepting the post, letters should be send to all those not selected, ideally within one week of the interview date.
- The selected candidate should be sent a formal letter of offer and references.

ANALYSIS OF THE PROCESS

- Monitoring forms should only be analysed after the event. The information made available through completed monitoring forms should be analysed in order to monitor and improve the effectiveness of our Equal Opportunities Policy and its implications on Cinenova's recruitment process.
- Specific areas to look at are the number of applications coming from disadvantaged groups, where applicants found out about the position, and to see where Cinenova is performing poorly.