



Kenworthy's
Chambers

Annex (c)

KENWORTHY'S CHAMBERS FAIR RECRUITMENT AND SELECTION PROCESS
CRITERIA POLICY

Kenworthys Chambers is committed to fair recruitment and selection process that is designed to be fair and free from bias. We will ensure the best candidates are selected regardless of background or other relevant factors. The policy below will explain how chambers will achieve the main principals in the recruitment process of reliability, validity, objectivity and transparency .It is critical that Chambers plan their Recruitment and Selection Process thoroughly in order to prevent problems or delays.

Code of Conduct

1. In relation to recruitment **Rule 408.2** of the Bar Council code of Conduct states that Chambers must comply with the following requirements:
 - (b) From 1 January 2013, the member with lead responsibility for any committee or panel responsible for the selection of members of chambers, pupils, clerks or assessed mini-pupils (chambers do not currently operate an assessed mini-pupillage scheme) and at least one member of the selection panel, who may be the same person, must have received recent and appropriate training in fair recruitment and selection processes, except in unforeseen and exceptional circumstances.
 - (c) From 1 July 2014, save in exceptional circumstances, every member of all selection panels involved in the recruitment of members, pupils, clerks and assessed mini-pupils must be trained in fair recruitment and selection processes, including Shortlisting, Interviewing, and Evaluation and Making a Selection Decision .



Kenworthy's
Chambers

Annex (c)

Fair and Objective Selection Criteria

2. Chambers' recruitment and selection processes must use objective and fair selection criteria and be free from bias to ensure the best candidates are selected, regardless of background or other irrelevant factors.

3. All processes will be checked and reviewed annually to ensure there is no potential for any direct or indirect discrimination.

(a) Fair criteria will be set based on skills/competences required for the position and measured in such ways applicable to the role in question.

(b) Accurate notes must be taken by all panel members of what the candidate says and does during interview whether it is role plays or presentations. The score given for each criterion must relate to evidence obtained from the selection process.

© Panel members must be encouraged to avoid reaching conclusions until all relevant information has been evaluated using the four main principals below:-

Reliability – any assessment must produce consistent results over time and across different assessors on the panels.

Validity – this applies to the assessment methods and the success of measuring what chambers set out to measure. Assessment methods will vary dependant on the post.

Objectivity

(i) Panel members must be sure they are free from any bias or unfair discrimination and should follow a consistent and thorough approach to assessing and marking/rating.



Kenworthy's Chambers

Annex (c)

(ii) Candidates must undertake the same selection exercises under the same conditions (except where reasonable adjustments are needed for disabled candidates)

(iii) Shortlisters and Interviewers apply the selection criteria consistently to all candidates

(iv) Panel Members do not discuss their views until they have individually rated the candidate, this should be done at the panel rating session, unless the panel are discussing ratings solely to ensure consistency between the panel members.

(v) Panel Members must not make selection decisions until all assessments have been marked.

(vi) Monitoring of diversity data is reviewed at each stage of the selection process to identify any discrepancies in the proportion of different groups of applicants that are successful or unsuccessful. ***This will be carried out by The Equality and Diversity Officer and not a member of the panel.***

(vii) Any discrepancies will be investigated and action taken to remove any unfairness in the process if necessary.

Transparency – the entire selection process must be clear, unambiguous, transparent and open, particularly focusing on the criteria, assessment, what pupillage entails and the remuneration available.

General Principles

4. It is the stated policy of Chambers, to advertise on Chambers website, externally in such as Counsel Magazine, National Newspapers, Bar Councils Pupillage Website, Pupillage Gateway, and Law Society Gazette for any identified vacancies which might arise.



Kenworthy's
Chambers

Annex (c)

5. The applicants will be selected in accordance with the aims of this policy document, and will be asked to provide evidence against each criterion as part of the application process.
6. Each 'Shortlisting Panel' should include at least one member from the Recruitment Panel who will be involved in the interview and assessment stages.

Training

7. The member with lead responsibility for selection as set out above at Rule 408.2(b) has received training in fair recruitment and selection processes, along with five other members of the panel.
8. We will ensure that all other members of the selection panels involved in recruitment as set out above at Rule 408.2(c) receive training on the Bar Council Recruitment Guidelines on fair recruitment and selection processes by July 2014 at the latest.

Recruitment Process, Criteria and Shortlisting

9. Initial applications to Chambers for tenancy, pupillage and clerks positions are requested by way of cover letter and CV. All associated information for any advertised position will be available to download from Chambers' website.
10. All suitable dates will be fixed at the outset for the relevant panel to carry out the shortlisting for the advertised position (minimum of three panel members will undertake this function), date for interviewing and any assessment exercises



Kenworthy's
Chambers

Annex (c)

- applicable. Allowing for any references to be taken up and formal checks to be made before any offer is made.
11. Ensure all Members of the panel are aware of the criteria and are in agreement to specific weightings and be familiar with what constitutes appropriate evidence for the different ratings e.g. what differentiates 'excellent' from 'good'
 12. Agree a rating scale to assess each criterion and the 'Short Listing Rules' to ensure consistency.
 13. Ensure all diversity monitoring is removed from the application; this will be used for the purposes of monitoring Chambers selection processes.
 14. The applications will be analysed and assessed for evidence of the identified selection criteria and scored by each member of the shortlisting panel accordingly on the relevant form, ensuring positive and negative evidence against each criterion.
 15. Apply chambers shortlisting rules and decide whether a candidate is a 'Decline' , 'Accept' or 'Borderline'
 16. Keep a note of key reasons for decisions on each applicant. These notes can be used for feedback requests.
 17. If there are still too many applicants, criteria can be made more stringent as long as applied to each application in turn. Invitations to next stage will be invited in for interview or assessment, ask them if they need any special requirements or reasonable adjustments.



Kenworthy's
Chambers

Annex (c)

18. Send information informing them of place, time and format of interview including any assessments and exercises as well as dress code.
19. Reference checks should be made at this stage before any offer is made.
20. Notify all candidates that have not been shortlisted.
21. Keep all documentation on file for 6 months.

Interviewing

22. Ensure all internal administration, refreshments and waiting area is organised and any reasonable adjustments or special requests have been dealt with.
23. All interviews are structured and involve assessment of objective criteria and set questions will be asked of all candidates.
24. The objective will be to collect relevant information on the criteria (or competency) for the role. Candidates will need to provide specific examples from any area of their life illustrating how they meet the criteria. Candidates will be asked the same open questions, whilst follow up questions will vary dependant on the candidates' response.
25. The interview must create a degree of consistency for all candidates and ensure the relevant information is collected.
26. Ensure that the criteria by which members of chambers, pupils, and clerks are recruited is objective and regularly monitored, and if necessary revised, to ensure that it is being objectively applied.



Kenworthy's
Chambers

Annex (c)

27. If a member of the panel has any special relationship or conflict of interest with any candidates, where possible they should not be involved in the assessment as this can cause difficulties for both parties and could be subject to criticism on objectivity.
28. Practice Manager will arrange pre- meeting with the panel to agree final details of responsibilities and structure of interviews, prepare interview schedule and timetable,
29. The Panel Must decide before the interview, who will chair, who will be responsible for which areas of questioning, what criteria will be measured, how much time will be given for each interview, writing up and discussion time between interviews to enable panels to compare ratings and evidence.
30. Agree on one panel member who will take greater responsibility in the note taking process to assist with clarification during any decision making.
31. Discuss between panel members the importance not to ask questions based on assumptions relating to gender, ethnicity, disability, religion, sexual orientation, age and socio-economic background, these can be seen as biased and should be avoided. Panels should stick to questions on criterion or competency- related examples.
32. The Panel should make every effort to build rapport and provide a warm welcome to all applicants.



Kenworthy's
Chambers

Annex (c)

33. All individuals on the panel are required to classify the evidence they have collected against the selection criteria and rate the candidate against each criterion. An Interview record sheet will be used for this activity.
34. The Process for rating the interview is the same as that covered in '**Shortlisting**' **above**.
35. Inform candidates at the interview stage when they can expect to hear the results.
36. Once all interviews have been completed a panel discussion will take place and evaluations to reach a rating, address any differences between panel members' ensure the ratings reflect the balance of positive and negative evidence. Discuss the evidence and be willing to challenge if necessary in order to reach a final decision on the best candidate/s.
37. All records of the selection process must be kept for 12 months following the completion of the recruitment process.
38. Application forms, notes, rating forms and the other documents containing personal data on candidates are covered by the Data Protection Act. They must be kept securely and a procedure in place to dispose of documentation relating to unsuccessful applicants once the twelve month period has expired.

Making an Offer

39. Chambers will make conditional offers to the successful applicants in writing, detailing terms and conditions of their pupillage or tenancy for them to decide whether to accept.



Kenworthy's
Chambers

Annex (c)

40. Chambers must check that the candidate has a legal right to work in the UK before appointed. The relevant documentation must be copied at the interview stage and kept on file.
41. References, qualification checks and employment history should be requested to check the applicants' suitability for the position in chambers.
42. If a reserve or second choice candidates are appointable, Chambers will not reject the candidate until all checks have been made on the successful candidate and they have accepted their offer.
43. A holding letter will be sent to the second choice candidates whilst they complete checks for the preferred candidate, informing them that they are still considering their application.

Keeping records of the selection process

43 All documents relating to the selection process must be kept for 12 months following the completion of the recruitment process, they must be kept securely and procedures in place to dispose of once the 12 month period has expired

44 Chambers will need to record information for monitoring and evaluation purposes, which should be retained for several years. This should be stored electronically and data held on individuals anonymised using reference numbers rather than using names.



Annex (c)

Feedback

45 Feedback is important for candidates following a selection process and will be available on request to any candidate who was shortlisted for an interview or assessment.

Monitoring and Evaluation

Regular monitoring and evaluation of chambers selection processes will take place to ensure that no particular groups of applicants are being unfairly disadvantaged (Chambers will incorporate the CPS and Attorney General's Equality and Diversity Expectation Statements) This will be the responsibility of Chambers Equality and Diversity Officer who will have specific responsibility for ensuring monitoring procedures are implemented, data is collected and analysed. The results should be reported to Chambers Management Committee May annually or as and when positions become available.

Chambers Diversity Data Officer will be responsible for the Diversity Data Collection Rules (Data Protection Act 1998) Code of conduct rule 408.2(1).

Individuals will have the right to request access to and request correction of sensitive personal data held by chambers.

Candidates will be informed of why the information is being collected, how it will be used and will be stored confidentially and securely. The collection of diversity data must be voluntary and individuals are not compelled to provide it. Candidates will be made aware that the response on disability monitoring question will be used for monitoring purposes only.



Kenworthy's
Chambers

Annex (c)

Recording monitoring data

This will not be carried out by the recruitment and selection panels and will be supervised by the Equality and Diversity Officer and reviewed by Management.

Reasonable Adjustments for disabled applicants (please see separate policy)