

Recruitment & Selection

INTRODUCTION

How often have you heard the phrase 'people are an organisation's greatest asset'? If this is true why do many organisations spend far less time and money on the process of recruitment and selection than they do on purchasing new equipment?

BENEFITS OF GETTING THE PROCESS RIGHT

The time and resources used in getting the process right will be repaid many times over. The benefits will include:

Having the right skills— Being able to deliver the service your customers and clients expect.

Improved team working— Getting the right fit is important for developing an effective team culture.

Growth and development— The right people will allow the organisation to grow and develop to meet future challenges.

COSTS OF GETTING THE PROCESS WRONG

Alongside the direct costs of having to re-recruit, estimated by the CIPD as £3,500 per employee on average, the effects of poor recruitment decisions include:

Time and money spent on advertising, short listing, interviewing, inducting, training, managing, saying goodbye and re-hiring.

Negative individual and team morale— This relates to the physical and emotional cost to people of having to compensate for the new person's lack of skills, attitude or inappropriate behaviour.

Reduced performance— The effort required in managing inappropriate recruitment decisions can have a detrimental effect on overall performance.

WHY DO WE NOT GET THIS RIGHT?

Managers are extremely busy and the time they feel they can spare for recruitment is offset by the pressure to deliver on goals and targets. Other pitfalls include:

Recruiting in your own likeness— Just because someone thinks like you, or seems to have a similar approach to life does not mean they are right for the specific role they are applying for.

Getting the best of a bad bunch— A common mistake, desperation to fill the post may blind a manager to future problems.

Basing a decision on subjectivity— How long does it take for you to make a decision on whether you like or dislike a person, and how will this influence the questions you will ask and the degree to which you will explore the person's ability to do the job?

Time— Interviewing too many people and not allowing sufficient time can affect decisions made. So can a lack of recorded information on candidates.

People are a business's greatest asset. It is worth remembering that the time and energy spent on the recruitment and selection process could make the difference between the success and failure of your business.

USING THE NATIONAL STANDARDS AS PART OF THE RECRUITMENT AND SELECTION PROCESS

THE RECRUITMENT & SELECTION PROCESS

The National Occupational Standards (NOS) for Management and Leadership include a number of units that can help guide you through the recruitment and selection process and be used to inform the decision making process. Outlined below are a number of key areas for recruitment and selection, along with the corresponding NOS units.

Identify the purpose of the job

Identifying why you are recruiting and what gaps need to be filled can be either a simple process or an extremely complex one. If recruiting for a senior role you will need to consider the future direction of the organisation, the make up of the existing management team and the skills required to move things forward.

A vacancy in a senior role will provide an opportunity to re-evaluate what type of person is needed to further develop your organisation. Do not rush this process; the impact will be greater and last for longer the more senior the role being filled is.

NOS units which support this process include:

- B2—Map the environment in which your organisation operates;
- B3—Develop a strategic business plan for your organisation;
- D9—Build and Manage Teams.

Whether to recruit or not?

Do you need to recruit at all or could you fill the position through succession planning? It may be useful to re-evaluate existing team members' roles prior to any recruitment process.

Key to this challenge is identifying the workforce requirements of your organisation and how these will be satisfied. Unit D9 - Plan the Workforce, can be used to this end. The standards can also be used to profile the competencies required at Senior, Middle and Junior Management levels.

A separate Best Practice Guide has been produced for succession planning.

Job and person specification

Once you have decided there is a need to recruit, you will need to review the role, create a Job Description and define the essential and desirable qualities through the person specification.

The person specification should help you identify:

- Their capabilities;
- The knowledge they need to possess;
- Essential attitudes or characteristics;
- How they would fit into the organisation.

Agree in advance with colleagues who are involved in the recruitment and selection process what is essential and what could be developed.

Recruitment

Ensure that any information on vacancies is fair, clear and accurate before it goes to potential applicants. Where possible, seek and make use of specialist expertise in relation to recruiting, selecting and retaining colleagues.

Selection

Completed applications should be sifted to ensure that you will be interviewing only suitable candidates.

The process of selecting the right person can be accomplished through interviews, assessment centres, and personality and competency based selection techniques which can be based on the NOS.

The process for effective recruitment and selection, along with related behaviours and knowledge is contained within Unit D3—Recruit, Select and Keep Colleagues.