



## Top Tips on The Recruitment & Selection Cycle

**The cycle has five stages:**

- Identification of need
- Clarification of need
- Recruitment methods
- Selection
- Review of progress

**Vacancies can arise because of:**

- Retirement
- Resignation
- Dismissal
- Promotion
- Transfer
- Additional work requiring new skills.

**Clarifying the need involves identifying:**

- The main tasks and responsibilities
- The skills and knowledge needed (the competencies required)
- The type of person needed (the personal competencies required).

**Person specification allow you to:**

- Compare candidates against the ideal rather than against each other
- Build a bridge between the job specification and the applicants
- Make informed decision based on concrete factors.

**You might decide to target:**

- Women returners – an increasing population of skilled women wish to take up employment having had a break to start families
- Mature workers – this is an expanding section of the population and it is estimated that by year 2000, one person in three of the labour force will be aged over 40
- People with disabilities – they are under-represented in employment. Is the job suitable for a person with disability? Could it be made suitable?

**You might also consider the post to be appropriate for:**

- Part-time working
- Flexible work patterns
- Job sharing
- Term-time contracts
- Working from home.

**RECRUITMENT METHODS****Internal recruitment:**

- Provides opportunities for anyone in the organisation to improve their position
- Encourages the retention of trained and valued employees
- Is likely to be less costly for both the recruitment process and the induction and training process
- Strengths motivation
- May enable the individual to improve effectiveness more quickly.
- Sources of internal candidates include:
  - Succession plans
  - Grapevine/word of mouth
  - Advertising or notification of vacancies on notice boards or in staff restaurants.

**External recruitment can be achieved by:**

- Advertising – in the press, national, local, trade, specialist or on commercial radio
- Recruitment agencies such as jobcentres, employment agencies, executive search, head hunters
- Career services in LEA's, universities, colleges of further education
- Grapevine/word of mouth.

**A recruitment advertisement should include:**

- Job, such as location, main responsibilities and activities
- Essential requirements such as skills, experience and qualifications; main base and other working locations
- Pay and benefits
- The organisation in the form of brief background
- How to reply
- Closing date
- Name of the person to contact.

**Specify how applicants should respond, for example by:**

- Telephone
- Letter
- Attending a group meeting.

**APPLICATION FORMS****Personal details you ask for might include:**

- Name (and title)
- Date and place of birth
- Address
- Home and work telephone numbers
- NI number
- Disabled person's registration number
- Professional body membership
- Driving licence (if applicable)
- Language proficiency
- Leisure interests/hobbies
- Medical history
- Notice required.

**Education and training details you ask for might include:**

- Schools attended – dates and qualification
- Further/higher education – dates and qualification
- Training courses – dates and outcomes.

**Employment details you ask for might include:**

- Current (or most recent) employer – dates, position, salary, summary of responsibilities
- Previous employer (s) – dates, position, salary, summary of responsibilities, reason for leaving
- Referees.

## SELECTION

### Before the interview:

- Take time to compare the job and person specifications against information from the application form/cv/letter
- Highlight areas which might need further exploration or clarification before the interview
- Plan the questioning, so that you can assess competence, knowledge and attitudes
- Be organised: ensure you have allowed adequate time
- Ensure the room is prepared
- Check that there is enough time between interviews.

### Do not underestimate:

- The amount of preparation required
- How demanding interviewing can be.

### In the interview, aim to:

- Put candidates at ease
- Give background information on the organisation and job and ensure all terms and conditions are covered
- Structure your questioning
- Ask open questions
- Start the interview with questioning in familiar areas like the candidate's present job
- Avoid irrelevant personal questioning
- Make sure the candidate's questions
- Be prepared to listen more than speak
- Observe the time
- Take notes unobtrusively
- Ensure that an indication of the next step is given to the candidate.

### Avoid

- Talking incessantly (or more than the candidate)
- Asking closed or leading questions, unless you want to know something specific
- Asking irrelevant questions
- Letting personal preferences or prejudices interfere.

### Keep in mind:

- First impressions. 'We make judgments very quickly and ignore later information which tends to contradict it' (Fincham & Rhodes)
- Negative information. Negative information far outweighs positive
- The halo effect which means being unduly impressed by the applicant's particular qualities e.g. sharing the same leisure pursuits or same nationality
- The contrast effect which means average candidates are rated lower if they come after an outstanding applicant.

### Other selection methods include:

- Exercises and projects
- Selection (assessment) centres
- Skill and psychological tests.

## MAKING A DECISION

### For all candidates:

- Complete written assignments
- Compare the assessment forms if you have used them
- Compare the job specification and person specification against the candidates.

**When writing an offer letter, you should include:**

- The job title
- The offer of the job
- Conditions of the offer, for example acceptable references or medical examination
- Terms of the such as salary, benefits, contractual obligations, occupational pension if applicable
- Action to be taken by the candidate which includes acceptance by a specific date, returning signed copy of acceptance by a specific date, returning signed copy of acceptance letter, agreement to references being sought
- Date of commencement
- Hours of work if applicable
- Probationary period if relevant.

## **REVIEWING THE RECRUITMENT AND SELECTION PROCEDURE**

**Counting the cost involves:**

- Comparing the cost against the perceived benefits, i.e. the contribution to the organisation over x years
- Recording the response to advertisements
- Checking sources of candidates to establish if there are others which could be less expensive
- Checking the procedure to determine if a less expensive one could have been used
- Checking if the application form is appropriate or if it is too complicated, irrelevant information requested, too simple, important information omitted
- Ensuring internal candidates were not overlooked
- Ascertaining whether the selection criteria are adequate.

**To assess your choice you can consult:**

- The individual
- Supervisors
- Colleagues
- Other managers
- Outside contacts.

## **THE LAW**

**Direct discrimination includes:**

- Using different criteria for men and women or different ethnic and cultural groups with out justification
- Excluding persons from either sex from minority ethnic groups
- Excluding individuals on the grounds of membership, or non-membership, of a trade union.

**Indirect discrimination includes:**

- Using tests which are not connected with the job success and which discriminate against those whose first language is not English
- Asking some people to perform tasks which others are not being asked to carry out
- Asking women questions that men are not being asked such as whether they intend to have a family