

# Effective Recruitment and Selection Workbook



# Effective Recruitment and Selection

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## Effective Recruitment and Selection

As organisations plan for growth they seek to change and develop. This can lead to the need for recruitment or selection for job change. The key to a successful future is having the right people in the right jobs, whether the person is a new recruit or a potential transfer from another area. This workshop looks at the range of techniques available to ensure you make the right choice.

### Who should attend?

The Workshop is specifically designed for personnel and development practitioners, for recruitment agency consultants who wish to improve their impact and line managers who have responsibility for recruitment.

Recruiters who have experience may also find the Workshop an ideal refresher to update their knowledge in the context of recent changes.

### Aims

The Workshop is designed to provide participants with the opportunity to review and evaluate approaches to job design, recruitment, selection and interviewing. It will cover the key issues to consider and is intended to complement your company's employment procedures.

### Objectives

By the end of the workshop, participants will be able to:-

- Agree key steps in planning for and making an effective recruitment
- Recognise the importance of, and how to prepare, job descriptions
- Identify the key techniques in preparing person specifications
- Identify and develop the most appropriate recruitment and selection strategies for their organisation
- Apply the relevant recruitment laws
- Demonstrate the range of ways in which professional recruitment consultants can add value for client organisations
- Develop systematic selection interviewing and decision-making techniques
- Evaluate the range of recruitment tools available, including psychometric tests, biodata, assessment centres and health questionnaires
- Explain professional and ethical standards and codes of practice
- Prepare and conduct face-to-face interviews

# Effective Recruitment and Selection

## Workshop Programme

### Introduction to the workshop

The Aims and Objectives. The importance of effective recruitment and selection. Setting the programme in context of organisation procedures.

### The recruitment and selection process

Linking recruitment strategy with the business strategy. Determining your future manpower requirements. Considering current trends in the recruitment market. Planning who you need to recruit? Have there been any changes to the job? Job specification and person specification. Attracting the right people. Use of competences.

### Establishing good working practices – to avoid discrimination

Race, sex and disability, sexual orientation, religion and belief, age and gender reassignment discrimination. Direct and indirect discrimination in the recruitment process. Reasonable adjustments, equal pay issues, data protection issues and recruitment.

### Selection approaches and handling applications

The characteristics of effective advertisements, equal opportunity issues. The added value of using recruitment agencies. Use of application forms. Short-listing. Using a checklist. Tests and other selection tools, assessment centres.

### Preparing for the interview

Preparing for the interview. Room layout etc. Creating the right atmosphere for an interview. Questioning techniques for gathering accurate and detailed information from the candidate.

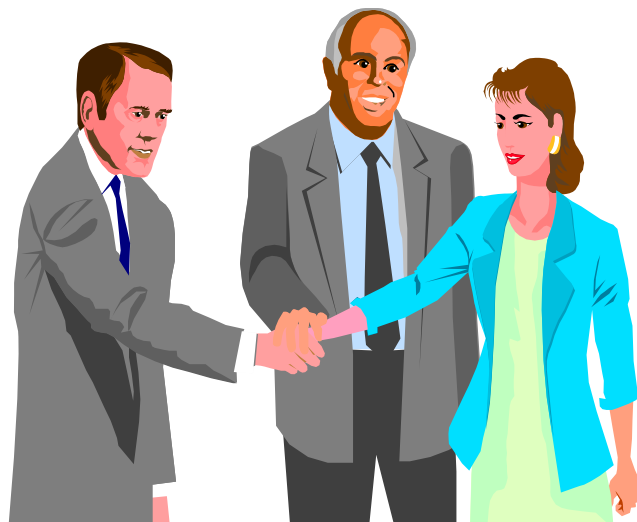
### Conducting a Selection Interview

Structure. Questioning skills. Exploring the key skills and techniques required for effective interviewing. Dealing with subjectivity. How our own subjectivity affects our recruitment decisions. Arriving at soundly-based selection decisions with the support of all parties. Influencing the selection decision.

### Review

# *Session 1*

## *Introduction*



## Personal Objectives

My personal objectives for attending this Workshop. Note here what you hope to gain from the workshop and how it will help you at work.

| My objective | How I would like it to help me at work |
|--------------|--|
|              |  |
|              |  |
|              |  |
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|              |  |
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## *Session 2*

# *Planning for the Recruitment*



## Recruitment and Selection Planner

Use this schedule to help you plan the steps in the recruitment and selection process.

| Activity   | Responsibility | By when | Comment |
|--|----------------|---------|---------|
| Write/review job description   |                |         |         |
| Write/review person specification  |                |         |         |
| Decide on selection methods  |                |         |         |
| Decide where you will advertise/<br>publicise the job and how it will appear |                |         |         |
| Devise/select application form   |                |         |         |
| Agree application deadline   |                |         |         |
| Advertise  |                |         |         |
| Send out job details and application form                                    |                |         |         |
| Paper screen to draw up shortlist  |                |         |         |
| Send out rejection/invitations for first stage of selection                  |                |         |         |
| Interview and/or use other selection methods                                 |                |         |         |
| Make decision  |                |         |         |
| Make offer to successful candidate   |                |         |         |
| Inform unsuccessful candidates   |                |         |         |
| Offer feedback to all candidates   |                |         |         |
| Take up references from successful candidate                                 |                |         |         |
| Agree start date   |                |         |         |
| Devise induction   |                |         |         |

## Recruitment Criteria

Before beginning the recruitment process, ask yourself the following questions:

- Do you really need to recruit anyone?

If the answer is yes:

- Have there been any changes since the last appointment?
- e.g. restructuring or department/organisational changes, people, responsibilities, systems, materials, process and procedures.
- Are there likely to be any changes within the next 12 months
- Is it appropriate to redefine the job in line with others

The next step:

- Decide who you should talk to check the key tasks and responsibilities for the job
- Agree the key skills and abilities needed for the Candidate to perform successfully
- Decide any non-skill attributes that candidates must have (e.g. driving licence, etc)

Finally, considering the above, list all your recruitment criteria using a plan such as the attached sample.

The criteria will depend on the seniority of the job. However, ideally this should be limited to no more than 15. If you have more than this ask yourself the following:

- Can I eliminate non-essential criteria?
- Have I listed those that are generic and not relevant to our particular organisation and therefore can be learnt on the job?
- Which criteria can I screen for before the interview?
- How can I group the criteria to make them easier to use?