

10 Simple Steps to Effective Recruitment and Selection

<p>STEP 1. Recruitment requisition (See R&S1)</p>	<p>This is the authorisation to go ahead with the recruitment. It serves to ensure that the right position is to be recruited for and that full authorization has been given to proceed.</p>
<p>STEP 2 Job description (See R&S2)</p>	<p>This sets out the main aspects of the job and enables an advert to be drawn-up and /or a job specification to be given to a Job Centre or Employment Agency. It is also useful to have an outline of the main job duties to give to applicants.</p>
<p>STEP 3 Person Specification (See R&S3)</p>	<p>This should describe briefly, the ideal person to fill the job. It is a profile of the person/skills to look for in the recruitment/selection process.</p>
<p>STEP 4 Advertising the job – NB. Ensure that you provide a Privacy Notice for prospective candidates as part of your advertising process and do not process any applications before the notice has been issued and acknowledged by prospective candidates. (Please see example document below).</p>	<p>Consider first, whether an existing employee could do the job. Consider whether the job could be done on a part time basis. Attract applicants by using the best method or methods to reach the target group at the lowest cost.</p> <p>The main methods are:</p> <ul style="list-style-type: none"> • Internal recruitment • Newspapers and magazines • Internet • Employment Agencies and consultants • Job Centres • Local schools, colleges, universities <p>Use the job description as a base for the job advertisement and be sure to tell potential candidates:</p> <ul style="list-style-type: none"> • What the job is • What skills & qualifications are required • What the main terms and conditions are • How to apply for the job • The closing date for applications
<p>STEP 5 Attracting applicants (See R&S4 and 5)</p>	<p>An application form can help you to get the information you need and can help to screen unsuitable applicants. It may also be used as the foundation for the interview. Be careful to ensure that the form asks for information that is relevant to the job.</p>
<p>STEP 6 Screening Applicants</p>	<p>There are a variety of ways to select the best candidate: Whichever method(s) you choose, ensure that you apply the same method(s) consistently with all candidates e.g Interviews/Occupational tests/Assessment Centres</p>

<p>STEP 7</p> <p>Before the interview</p>	<p>When carrying out an interview you should make sure that you consider the following:</p> <ul style="list-style-type: none"> • Choose a suitable, private, interviewing room where you will not be interrupted by visitors or telephones (especially mobile telephones). • Prepare in advance and have to hand: <ul style="list-style-type: none"> • Information about the Company • The job description • The person specification (for your use) • Details of terms & conditions such as hours of work, pay, holidays, pensions etc. • The candidate's application form/CV • Blank interview report forms and a prepared list of questions to be put to all candidates • A plan of how you will structure the interview – and stick to this format each time!
<p>STEP 8</p> <p>During the interview</p>	<ul style="list-style-type: none"> • Put the candidate at ease. • Explain the process and the stages it will cover. Where possible offer clear dates by which each stage will be completed and explain how contact will be maintained between the candidate and the Company. • Give the candidate information about the Company and the job. • Ask 'open' questions that start with 'Who', 'What', 'Why', 'Where' or 'How' i.e. not questions that can be answered with a simple 'yes' or 'no'. • Take care not to ask questions that may be considered discriminatory. • Do search for information by asking the candidate clear questions and by probing the answers that are given, for more information. • List beforehand, the points you wish to explore and check that you have covered them all. • Listen actively and be attentive to the candidate. Check your understanding and ask if you are unsure about the candidate's answer. Remember, the balance of talking should be in the candidate's favour with an 80:20 ratio. • Finish by asking the candidate if he or she has any further questions and explain (again) when he/she should expect to hear about the outcome of the interview. Check to see if the

	<p>candidate has incurred any expenses in attending the interview (particularly if he/she is currently not working).</p> <ul style="list-style-type: none"> • If you do not carry out the interview yourself, ensure that any interviewers are aware of the Company's recruitment & selection policy and that they are appropriately trained to conduct the interview.
<p>STEP 9</p> <p>Follow-up</p>	<p>Complete the interview report form as soon as you have finished the interview.</p> <ul style="list-style-type: none"> • Use the information gathered on each candidate to reach a decision based on fair and objective criteria. • Inform all candidates of the outcome of the interview, whether or not they have been successful.
<p>STEP 10</p> <p>Once the candidate has accepted</p>	<p>Once the successful candidate has accepted the offer of employment and has given you permission to approach his/her referees, send out a reference request form to each referee</p> <ul style="list-style-type: none"> • Usually at least two referees. One should be the current or last employer and ideally, all should be business references, covering at least the last five years. • If applicable, agree with the candidate, date, time and name of doctor to complete pre-employment medical and send questionnaire for completion.

Recruitment and Selection Policy and Forms – see below

Recruitment and Selection Policy and Forms

1. Purpose

The purpose of this policy is to ensure that the Company employs the best people with the required skills and capabilities in an efficient and cost-effective way, in-line with its other policies and recognised good practice as well as the relevant legislation.

2. Scope

All employees.

3. Policy Statement

The Company's aim is to make the most effective use of all internal and external applications that match the vacancy to be filled and to act in a fair and responsible manner towards all applicants. This will be achieved by:

- adhering to procedures for recruitment and selection that are fair, equitable and consistent with the requirements of the job,
- recruiting from within the Company where there are internal candidates who meet the requirements of the job and only recruiting externally where there is no suitable candidate within the business,
- attracting and recruiting people who are the best candidates for the job and who have, as far as possible, potential for further development,
- ensuring equality of opportunity without regard to sex, marital status, age, disability, race, colour, sexual orientation, nationality, ethnic or national origin, religion or belief,
- ensuring that all staff involved in recruitment and selection are adequately trained and aware of the Company's recruitment and selection policy and possess the skills necessary to ensure its effective implementation.

4. Legal Considerations

The organisation processes personal data collected during the recruitment process in accordance with its data protection policy. In particular, data collected as part of the recruitment process is held securely and accessed by, and disclosed to, individuals only for the purposes of managing the recruitment exercise effectively to decide to whom to offer the job. Inappropriate access or disclosure of job applicant data constitutes a data breach and should be reported in accordance with the organisation's data protection policy immediately. It may also constitute a disciplinary offence, which will be dealt with under the organisation's disciplinary procedure.

Applicants who consider that they have been discriminated against in recruitment and selection on the grounds of:

- Race
- Age

- Religion and belief
- Gender
- Sexual orientation
- Sex
- Disability

can make a claim to an Employment Tribunal. Where a Tribunal finds in favour of the applicant, unlimited compensation can be awarded. It is also a criminal offence to employ a person with no immigration authorization to work in the UK.

Please see R&S1. Example Staff/Personnel Requisition Form below:

R&S1. Example Staff/Personnel Requisition Form

Job Title:	Grade:
Location:	Permanent/Temporary:
Full/Part Time:	Days/Shifts:
Salary:	In/Out Budget:
Reporting To:	Dept:

Increased Staffing Justification:		
Replacement Staffing Justification:		
Required Starting Date:		
Planned Interview Date(s):		
Internal/External Recruitment:		
Recruitment Cost:		
In/Out Budget:		
Authorisation	Signed	Date
Raised By:		
Authorised By:		
Additional Authorisation:		
Appointment Complete:		

Date Started:		
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R&S2 – Example Job Description Template

Job Description For:	What is the job title? Example: Sales Executive
Reporting To:	Who does this role report to? Example: Sales Manager
Area of direct responsibility	<ul style="list-style-type: none"> State concisely the essential purpose of the job in contributing to the success of the organisation. Consider - why does this job exist at all? Limit your response to no more than 2 sentences or 2/3 bullet points of key deliverables. Example below. <ul style="list-style-type: none"> The profitable development of both new and existing customers.
Key Responsibilities:	<ul style="list-style-type: none"> What are the main objectives of this job? Start with an active verb Examples: <ul style="list-style-type: none"> To achieve To identify To notify To produce To maintain To manage To plan and control Note: Always include ‘to train and develop staff’ if there are people reporting to the person in this role. Example: To discipline, to First Written Warning, staff whose performance or conduct fails to achieve the Company standard.
Other Responsibilities:	<ul style="list-style-type: none"> List all other responsibilities, i.e. employee’s responsibilities outside their working environment. Example 1: Ensure personal compliance with all Company health and safety requirements. Example 2: Carry out other duties as directed a senior member of staff.
Performance Indicators	<ul style="list-style-type: none"> List where you will be able to retrieve information that enables you to see if the tasks are being performed to the required standard. Use quantified standards where possible and avoid words like ‘adequate’, ‘appropriate’, ‘reasonable’, ‘as soon as possible’ It is helpful to consider: <ul style="list-style-type: none"> QUANTITY (how much?) QUALITY (how well?) TIME (by when?) COST (at what cost?)

<p>Performance Reviews</p>	<p>Performance Management is necessary to develop high achievers, but more important managing those employees who do not, for whatever reason, achieve the standard that you require. Employee's need to be aware that you will on an annual basis or more frequently if necessary be discussing, in depth on occasions, their level of performance.</p> <p>The following phrase can be customised to your needs:</p> <ul style="list-style-type: none"> - You will meet with the Sales Manager on an annual basis to review your performance. Discussion topics will include current performance and to agree any training which will may be of benefit to you and the company. This review will be conducted in July each year.
<p>Training</p>	<p>It is a condition of employment that you make yourself available for and take full advantage of this training.</p> <p>The above phrase is standard, although you may want to consider what training is necessary for each role. Listed below are a number of examples:</p> <ol style="list-style-type: none"> 1. <i>Job specific Training</i> Directly related to the role, example: Food Hygiene, Manual handling. 2. <i>IT (Systems & Applications)</i> Training in systems or software applications, example: Applemac, Windows NT4, Microsoft Excel, company specific systems etc. 3. <i>Management Development</i> Training required for management positions, example: Appraisals, Disciplinary & Grievance. 4. <i>Other</i> Other training as appropriate, example: day working in the warehouse, day out with Sales, site visit, factory visit, customer visit, supplier visit etc.

I FULLY UNDERSTAND THIS DOCUMENT AND RECOGNISE MY RESPONSIBILITIES.

NAME (EMPLOYEE)

FOR (COMPANY NAME)

SIGNED

SIGNED

DATE

DATE

R&S3 – Example Person Specification Template

Job Title:
Department:

	Essential	Desirable
Abilities and Qualities		
Special Skills		
Qualifications / Experience		
Personal: (Attitude, Disposition, Circumstances)		
Other Specialist Requirements:		

Prepared By:	Date:
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Approved By:	Date:
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R&S4 – Example Application Form

Position Applied For:		
Date Available To Take Up Employment:		
Wage/Salary Expected: £	PW/M	
Type Of Employment:	Full Time	Part Time
	<input type="checkbox"/>	<input type="checkbox"/>
		Shift <input type="checkbox"/>

Surname:	Forenames:
Address:	Telephone
	Private
	Business
Post Code	
Have you applied to this company before?	

Do you own a car? YES/NO	Have you a current driving licence? YES/NO
Please detail current endorsements:	

Details of present or last employer			
From	To	Employer Name/Address	Position Held
Responsibilities:			

Gross Pay At Start: £	Gross Pay At Leaving: £
Reason For Leaving:	

Details of previous employment in date order				
Name & Address	From	To	Job Title	Reason For Leaving

Details of education, training & qualifications		
From/To	Subject/Detail	Qualification/Gained

Interests/hobbies/past times (give details of any office held).

References: Please provide two referees that we may contact for reference purposes. These should be from your current/previous employment. We will not contact your present employer until you have been offered and accepted a job.

Name:	Name.
Address:	Address:
Position:	Position:
Telephone:	Telephone:

Please provide any further information which you feel is relevant in support of your application.

Criminal Offence

Have you ever been convicted of a criminal offence, which is not spent as defined by the Rehabilitation of Offenders Act 1974?

If yes, please give details:

Please read this form carefully, then sign your application below. I confirm that the above information is correct and understand that misleading statements may be sufficient grounds for cancelling any agreements made or may lead to dismissal. I also understand questions left unanswered may be discussed at the interview. I consent to the information provided being held on file under the terms of the Data Protection Act 1998.

Signed: _____

Date: _____

For Office Use Only:

R&S5 Diversity and Equal Opportunities Monitoring Form

This information will be used for monitoring purposes only and any information provided will be treated as confidential.

Gender

Male Female

Marital Status

Married Single

Ethnic Origin

- African
- Caribbean
- other black background
- Bangladeshi
- Indian
- Pakistani
- other Asian background
- Chinese
- Irish
- White
- other White background
- Any 'other' background

Nationality

Date of birth