

STEPS TO EFFECTIVE RECRUITMENT

Having the right person, in the right place at the right time is essential to your organisations performance

RECRUITMENT LEGISLATION

CLICK ON LINKS TO OPEN (RIGHT CLICK AND THEN OPEN HYPERLINK)

Data Protection and Freedom of information

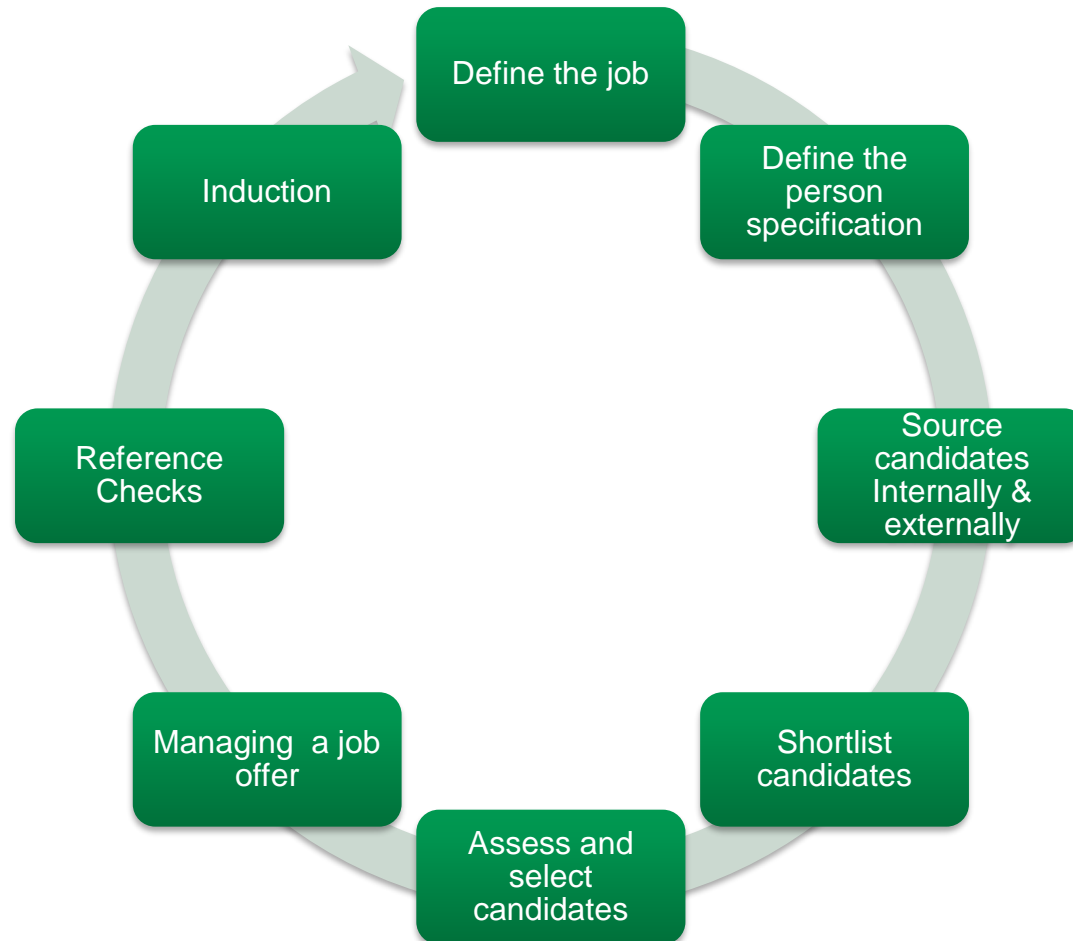
- Generally personal data is only to be obtained for specified and lawful purposes and relevant to employment.
- All information is to be confidentially maintained
- All documentation is disclosable to a candidate at their request – including shortlisting notes, interview notes, notes on testing, and references
- [Data Protection - HR Topics – CIPD](#)
- [Freedom of Information – Understanding the Act and How to Manage It - People Management Magazine Online](#)

Equality Legislation

Collectively the following Acts prohibit direct or indirect discrimination in employment on the grounds of Gender, Marital status, family status, Disability, Colour, race, Nationality, Religion, Sexual orientation, Age

- Equality Act 2010 - [Equality Act 2010: guidance - Detailed guidance - GOV.UK](#)
- Equality Act 2006 - [Equality Act 2006 - Explanatory Notes](#)
- Work and Families Act 2006 - [Quick guide: Work and Families Act 2006 - People Management Magazine Online](#)
- EU Directive 2000/78 on equal treatment and employment and occupation, [PLC - Equal Treatment Framework Directive \(2000/78/EC\)](#)
- The maternity and parental leave regulations - [The Maternity and Parental Leave etc. and the Paternity and Adoption Leave \(Amendment\) Regulations 2006](#)

8 STEPS TO EFFECTIVE RECRUITMENT



Define the job

Essential for creating a clear understanding of the job role. Define the role and accountabilities. Include the following:

- The jobs purpose – a summary sentence
- Where the role is based
- Who the role reports to
- The Key responsibilities and accountabilities – the tasks the person will be expected to undertake (6 – 12 is normally ideal)
- The specific outputs required by the job holder
- The specific things that will be measured
- Where the role fits into the overall organisation structure
- The scope and scale of the role – e.g. The responsibilities for staff, customers, territory, products, equipment, premises etc
- Does the role manage people

[Job Description Template](#)

Define the person specification

The person specification is a summary of the profile of the person required for the role.

- Skills and competencies required – e.g good communication skill, commercial awareness, teamwork, analysis, planning and organising
- The qualifications required
- Abilities and experiences
- Person Spec template

Typical competencies may include

- Communication skills
 - People management
 - Team skills
 - Customer service skills
 - Problem solving
- It is possible to split out the ESSENTIAL and DESIRABLE
 - The above should relate directly to the job description and contain the minimum requirements that are essential to do the job effectively. It is essential that the person spec is not over stated as it will limit the people that apply
 - These will form the basis of the advert to attract suitable candidates to apply

Look internally

There are many advantages to appointing candidates that already work for the organisation

- Internal candidates have a greater understanding of the organisation
- Become more productive more quickly
- Clear message that the organisation values development and career progression
- Increased employee engagement
- Improved retention

It is equally important that internal applicants are assessed against the criteria of the role – rather than just being appointed

TWO types of potential candidates

- ACTIVE CANDIDATES - Those candidates that are LOOKING for a new role < 10%
- PASSIVE CANDIDATES – Those candidates that are NOT LOOKING for a new role >90%

Popular ways of finding candidates include

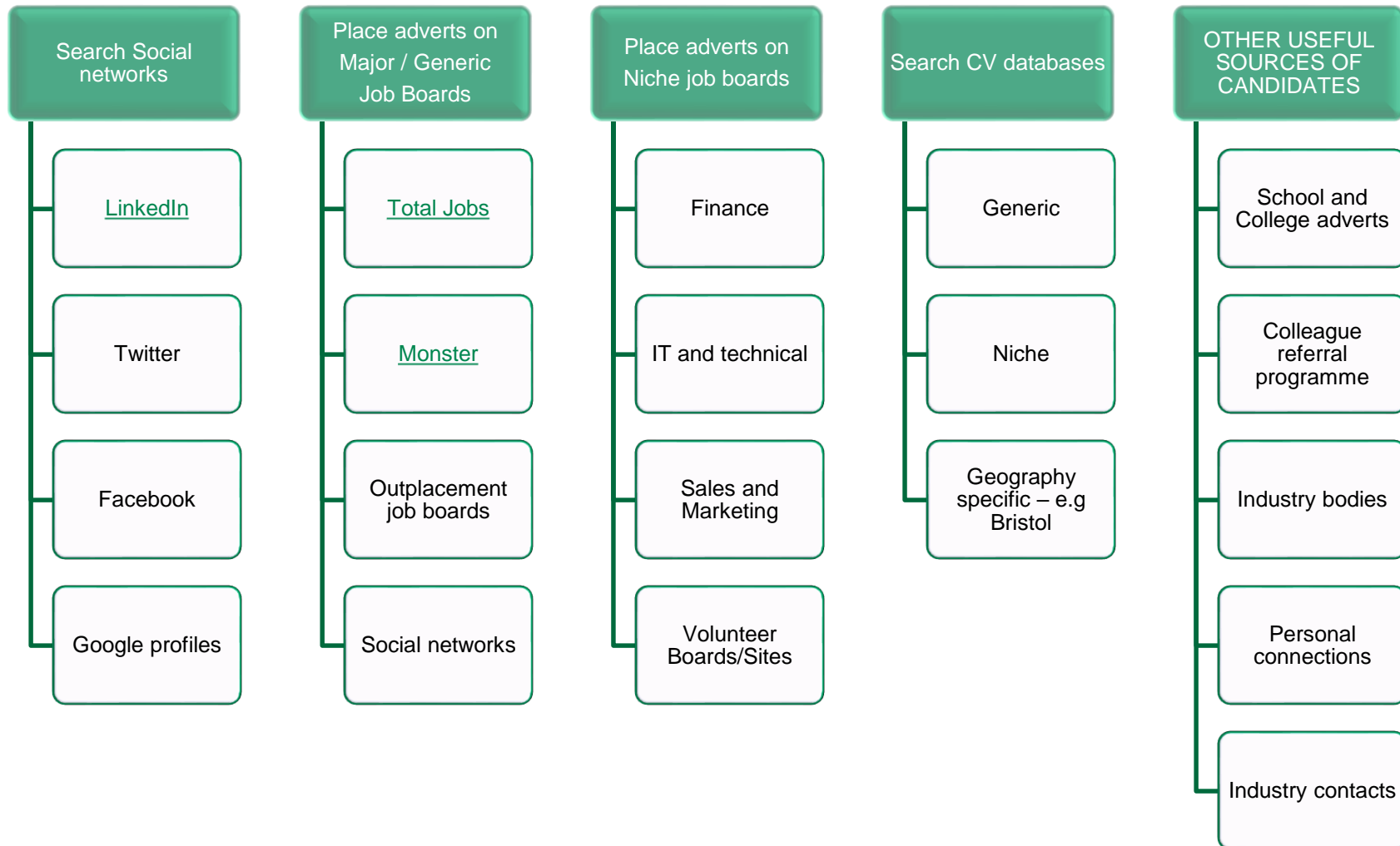
- Your company website
- Recruitment agencies
- Commercial Job boards
- Professional networking sites – LinkedIn

The cost of recruiting varies and can be considerable

The COST of recruiting

Cost Implication	Passive Candidates	Active Candidates
No cost:	<ul style="list-style-type: none"> Your charity's web-site Schools and Colleges advertising Personal Connections 	<ul style="list-style-type: none"> Your charity's website Schools and Colleges advertising
Low Cost:	<ul style="list-style-type: none"> SOCIAL - LinkedIn, Twitter, Facebook, Google profiles Employee referrals Trade bodies Job boards – to those with alerts 	<ul style="list-style-type: none"> SOCIAL - LinkedIn, Twitter, Facebook, Google profiles Employee referrals Jobs boards Trade bodies
High Cost:	<ul style="list-style-type: none"> Niche Job boards - e.g technical skills – accountancy, actuarial Recruitment agency – contingent (c 20% of starting salary) Head-hunter (c30% of starting salary) 	<ul style="list-style-type: none"> Niche job board advertising Press advertising Trade advertising (Third Sector)

NO and LOW COST - candidate sourcing



Wherever you decide to advertise your vacancies there are a number of “golden rules”

The advertisement should be clear and indicate.....

- The requirements of the job
- The necessary and desirable criteria for the job
- The nature of the organisation’s activities
- The job location
- The reward package
- The details of how to apply

There are TWO main formats for receiving applications:

- ❑ CV – They give the candidates the opportunity to “sell” themselves, but can make it more challenging to assess the candidates consistently due to the variety of information that may be provided in this format.
- ❑ Application Form – Allow information to be presented consistently and therefore make it easier to gather data about candidates suitability.

CV'S and Application forms can be submitted – either on paper or increasingly electronically

Application Forms allow the recruiter to compare like with like. CVs are a widely used tool, but you may not be able to make direct comparisons

SELECTING CANDIDATES

- When selecting candidates use a range of tools and techniques to capture as much evidence about a candidate as you can – *e.g interview , group exercise, analysis exercise, psychometric tests etc.*
- Ensure the techniques are relevant to the job
- All tools should be applied to all candidates consistently – fairness

REMEMBER.....

- All applications must be treated confidentially
- Only passed to those involved in the selection process
- All applicants should be acknowledged
- Candidates will be assessing the organisation as well as the other way around
- The experience of candidates at each stage of the recruitment cycle will impact their view of the organisation – employer and potentially as a customer

The role will determine the process you follow to identify the most suitable candidate

To identify a suitable candidate for the role you may wish to carry out a combination of the following

The process should gather “evidence” to ensure you can assess the skills, experience and competencies you require

- **Selection interview** – Structured two way interview for the interviewee and interviewer
- **Panel interview** – several assessors involved
- **Psychometric tests** – systematically administered and scored. Used to measure such areas as ability, attainment, intelligence or personality.
- **Assessment Centres** – candidate complete a number of different tasks as part of the selection process. - group exercise, written exercise, presentation, data analysis etc.
- **Remember ...**
- All candidates must complete the same elements of the selection process - fairness

A popular choice for assessing candidates.

Interviews give an interviewee and interviewer an opportunity to meet face to face

Carried out well and interview will

- Describe the company, the job, the responsibilities
- Assess candidates ability to perform in the role
- Discuss any gaps the candidate has in their experience / knowledge
- Give a positive impression of the company

Structure the interview

- Plan your questions beforehand
- Ask questions relating to the Job description and the person specification
- Ask all candidates the same questions
- Score all answers using a rating system

The following questions are examples of questions which could be used during an interview. These are standard questions for all interviews .

Standard

1. Talk me through your CV and where you feel your experiences would be relevant to this role
2. What attracted you to this role and what part of the role do you think you will enjoy the most?
3. What do you know about the organisation ?
4. What key strengths can you bring to this role?
5. Where do you see yourself in 2 years time?

Most organisations also include, relevant to the role, competency based questions . These are questions designed so that candidates can provide real-life examples as the basis of their answers, evidencing that they are a good fit for the role.

Examples of competency based questions for roles can be found in Appendix A

EXAMPLE SCORING MATRIX

	CANDIDATE NAME	INTERVIEWER	ROLE APPLIED FOR	INTERVIEW DATE
	Question	Expected response - positive indicators	Candidate response	Candidate Score
1				
2				
3				
4				
5				
6				
TOTAL SCORE				

Verbal Offer

Often speed is of the essence so a call should be made to the successful candidate

- Provide feedback on how the candidate performed
 - Confirm - Role title, Salary and Grade, Location
 - Discuss potential start date
 - Ask if there is anything further they need at this stage
 - Establish whether they are likely to accept
 - Confirm “next steps”
- **Written Conditional offer** – follow up letter to confirming the offer is “conditional” upon vetting and pre-employment checks
 - **Unconditional offer** – issued once all pre-employment checks are satisfied



- Pre-employment checks are an integral part of the recruitment process and minimise the risk of employing the wrong people
 - **Pre-employment vetting** – request references from previous employers either in the form of an “open” unstructured letter or using a standard form
 - **The right to work in the UK** – All those employed must have a legal right to work in the UK. Employers who do not carry out appropriate checks face penalties. If employing people from over-seas there are clear guide lines set out under statute
 - **Criminal Records checks** – Designed to assist in safer recruitment. Criminal records checks are processed through Disclosure and Barring Service (DBS)
 - <https://www.gov.uk/government/organisations/disclosure-and-barring-service>
 - www.experian.co.uk/CRB-Check
 - **Pre-employment health checks** – The Equality Act prohibits employers from asking applicants about their health before a job offer is made. An employer is required to make reasonable adjustment for a disabled person
- During the vetting process ensure you are
 - Non-discriminatory and compliant with Data protection law
 - Rely on fact not opinion
 - Ensure relevance to the role being filled
 - Be transparent and open to candidates about the vetting process

THE IMPACT OF MAKING A POOR HIRING DECISION

- A Harvard Business Review points out that as much as 80% of employee turnover is due to poor hiring decisions.
- The role / organisation may not be right for the employee or employer
- There is a wide disparity of the cost of a wrong hire as there are so many variable . Typically they include.....
 - Cost of the original hire
 - Cost of re-hire
 - Training and Induction
 - Lost productivity
 - Lower employee morale
 - Customer dissatisfaction
 - Lost customers
 - Lost sales
 - Increased workload on other employees

AVOIDING MAKING THE WRONG HIRE

- The most common reasons for a poor hire are
 - Wrong skills match
 - Poor performance / unclear performance objectives
 - Poor cultural fit

HINTS AND TIPS TO GREAT HIRING

A well thought through and executed recruitment process will minimise the RISK of making a poor hiring decision

- **Know what you want** – Don't re-cycle old job descriptions as the role may have changed. Take a fresh look at your needs – involve those actually doing the job. An accurate detailed job description is the start of the process for attracting the right candidates
- **Look for the intangibles** (soft skills) – Ask behavioural questions so candidates can demonstrate “how” they managed situations . Tell me about a time when Use the interview to assess whether the candidate is a cultural fit
- **Ensure candidates have the skills you require** – use a skills test as part of the process if necessary
- **Make a well informed decision** – Reduce the guesswork. Use a wide range of resources – build up a full picture on the candidate – interview, tests, practical exercise, second interview, meet the team, etc
- **Gather evidence** - Ensure that at each stage of the process you are “gathering” information critical for you to be able to make a decision. Be very clear what information you are gathering at what stage and who is responsible for gathering it
- **Clear performance expectations** - Provide a clear definition of the responsibilities of the role and well as the characteristics of success. Ensure the candidate has a deep understanding of the performance objectives and culture within the organisation
- **Plan the process** - Determine in advance who is going to be involved in the process and what role they will play

Competency Questions to evidence JUDGEMENT

1. Describe a time when you made a decision that was unpopular with others, but that was necessary to meet a customer or business need.

- What factors did you consider when making your decision?
- How did you communicate your decision?
- How did you overcome objections from others?

2. Tell me about a time when you shared your knowledge with others in order to help them to understand the bigger picture.

- How did you identify what information would be useful to share?
- What approach did you take to share the information?
- How did you ensure you were sharing the most up-to-date information?

3. Describe a time when you have introduced a new initiative to benefit others

- What outcomes were you trying to achieve?
- How did you adapt your style to communicate this to others?
- How did you measure the success of the initiative?

Competency Questions to evidence DRIVE FOR RESULTS

1. **Give me an example of a time when you identified a new or different solution to a problem.**
 - Why did you think this was needed?
 - How did you develop this?
 - How did you measure the success of this?

2. **Outline a time when you have acted as a role model for professional and ethical standards within your team.**
 - What values/ethics were important in this example?
 - How did you demonstrate these to others?
 - How did you encourage others to follow your lead?

3. **Give me an example of how you have identified an opportunity to improve the service that you provide to others.**
 - What prompted your thinking?
 - What approach did you take?
 - How did you measure the improvement?

Competency Questions to evidence INFLUENCE

- 1. Tell me about a time when you have led a group of people to achieve an important objective.**
 - How did the group work together to achieve the objective?
 - How did you overcome challenges of working with others?
 - What did you learn about yourself as a result?

- 2. Give me an example of how you have achieved a career goal that you set yourself.**
 - Why was this important for you to achieve?
 - How did you set about achieving this goal?
 - What did you learn about yourself as a result?

- 3. Tell me about a time when you have worked to demonstrate credibility in front of others.**
 - Why was it important in this situation?
 - What did you do to project credibility?
 - How did others respond?

Competency Questions to evidence EXECUTION

1. **Give me an example of a time when you had a particularly complex piece of work to complete.**
 - How did you establish what the requirements and expectations were?
 - What approach did you take to meet these?
 - How did you measure your success?

2. **Outline a situation when it took longer than expected to complete a task or to solve a problem?**
 - What hindered progress?
 - How did you overcome these challenges?
 - What impact did this have?

3. **Tell me about a time when you have intervened in order to help others work better together.**
 - Why did you feel that they needed your help?
 - How did you behave in order to resolve the situation?
 - How did they respond?

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