



HR Inc Guide: Recruitment Overview



Introduction



To run a business effectively, employers need to ensure that their recruitment process aligns with the business needs and objectives. In addition, employers need to ensure that the recruitment process closely assesses the performance of employees in the workplace. This is a term commonly referred to as predicted validity.

Commonly employers fail to use their experience and learn from their recruitment practices to make true value of the process and get the best possible people through recruitment.

We at HR Inc seek to simplify overcomplicated processes and align them appropriately throughout the employee life cycle. This approach starts with recruitment as it should never be treated in isolation, and the tools and processes should be reflective of how you manage employees.

Through HR Inc's experience recruitment can be the easiest and most rewarding part of the HR. However, many HR departments outsource their recruitment to agencies which, in our view, is a core skill of any professional HR professional. We are not supporters of recruitment agencies as we find them costly, time consuming and lacking suitable insight into their clients business. Managing a recruitment agency requires thought and engagement from the business. We at HR Inc can provide a recruitment agency service, set up a recruitment function or, if necessary, act as an outsourced recruitment provider (on site and integrated with your business).

This guide will go through a high level overview of the recruitment process that can significantly improve your recruitment process.

So do I need to have an employee???

'I need someone now', 'We don't have the resources!!', 'We don't have the bandwidth to cope with the workload', 'Just get me someone now'.

These are all typical requests from managers but how do we in the HR function manage the process of recruitment from the outset? *'Good*



question' I hear you say. *'I hate recruitment, it is such an administrative task'* I also hear that a lot. Well, if you think of the recruitment process as the forefront of your entire people management strategy and process, does that increase the importance of recruitment for you?

You can recruit whoever you like. However, if you get the wrong person it can take a great deal of management time and effort to deal with. There is no point having attractive benefit schemes, complex competency models, sophisticated HR IT systems and fabulous talent management strategies when the employee is not the right person or competent enough. Why then do we not think more and learn more from our recruitment experience?

Here are some tips of how to start the process or even start your thinking:

- 🌀 **Is there a job here for someone to do?**
- 🌀 **Has someone done that job before? What happened to them? Did we have any results from the recruitment of that person?**
- 🌀 **Do we really need to recruit someone? Can we review the workload or focus of a team?**
- 🌀 **What type of employment are we offering? Permanent, Part Time, Term Time only, nil hour (as and when), temporary, agency ("Ahh!!" I hear you cry), fixed term contract, casual, consultants, consultancies etc?**
- 🌀 **Do we have people that we have in a bank that we can call upon to do this?**



Clearly, permanent full time 37 hour a week contracts are the most common type of employee contract. However, this is not always the best and most flexible type of contract that can help your business. Try and think outside the box and consider different arrangements to meet your needs.

Evidently, business needs can vary considerably and the most robust, clear and consistent recruitment plan find it difficult to respond to business needs.



This is where an effective recruitment department/organisation can meet flexible demands through a variety of solutions.


The following example demonstrates this clearly.


	Organisation	Recruitment Need
Military Colleges and University	Consistent number of employees delivering college courses or university degree lessons Cover for holiday periods Additional resources to cover government changes in requirements at short notice	To achieve this set up the following: <ul style="list-style-type: none"> • Effective people management to retain instructors and lecturers • Low turnover figures • Clear job requirements and skill needs • Strategic plan and programme schedules to determine needs and spikes in resource requirements • Bank of flexible resources to call upon at short notice

The recruitment process is more than simply advertising a post, interviewing and employing. If that best describes the recruitment process in your organisation then your HR department is missing a key tool to support the business and in providing an effective, motivated and skilled workforce.

The recruitment process needs to clearly map into the business needs and particularly if your business cost model is calculated per head count etc.

The following provides explanations of the types of engagement that you can offer.

 **Full time:** Use this type when you are convinced that there is a full time need for a role. Don't simply use this type automatically when someone leaves. If the role includes a need for call out, consider recruiting an employee to cover the call out times and rearrange the rota etc.

 **Part Time:** This is an arrangement that has been sidelined somewhat by family friendly practices. Consider the facts... part time





employees are less likely to be off ill, they often deliver more compared to a full timer, they can come in to do overtime but be charged at flat rate. Use this in a job share capacity and you will notice a considerable difference in the output. And don't restrict this to junior staff but embrace the benefits at all levels.



↻ **Nil Hours Contracts:** These are ideal to use if you have short term increases in demands. The person is an employee but only paid for work that they actually do (including statutory allowances i.e. holiday). This is perfect for coping with fluctuating demands but the pool of resources need to be managed to keep them effective, engaged and available. Providing training and engaging the pool regularly builds up a strong, competent flexible workforce.



↻ **Agency staff:** These can be very useful to have a flexible pool of resources to call upon at short notice. However, be aware that it is unlikely that you can build up a truly flexible resource through agencies as the agency employees will go where there is work and not wait for you to call.

OK I have identified a need now what???

So now that you have identified a need and a type of employee now what. Well, you need to think about advertising for the role. But before this, you need to have a clear description of the skills required. This is where you can create a job description. Typically a job description would include the following:

- ↻ **J**ob Title
- ↻ **M**ain Purpose
- ↻ **R**eporting Line and position in the organisation
- ↻ **K**ey responsibilities
- ↻ **K**ey challenges/objectives
- ↻ **S**kill profile/competencies










Qualifications/training

The titles above are fairly self explanatory and once you start filling in the details against the titles below you become clearer as to the requirements of the role. This will help in developing a strategy to advertise the position.

So what about advertising then?

There are a number of recruitment systems out on the market today. We would suggest that you think about the process before thinking about the recruitment system. Consider the following key aspects of attracting the right candidates.

-  **H**ow to word the advert (avoiding any discrimination issues concerning age, race etc).
-  **T**he length of time that the candidates can apply for the role internally and externally.
-  **T**he style and format of the advert (i.e. Do you have any corporate standards of suitable designs/graphics to attract the right candidates?).
-  **D**o you want candidates to complete an application form or just send in their CV?
-  **W**here are candidates going to send their application form and CV?
-  **H**ow are you going to assess or score the candidates?
-  **H**ow are you going to confirm success or failure of the process to the candidates? A lot of companies don't send rejection letters due to the administrative and time cost.

At HR Inc we always recommend assessing a candidate through a variety of methods to increase the “predictive validity” score. This is typically referred to as an assessment centre. However, you don't need to develop a detailed assessment centre to improve your “predictive



validity” score. Simply review the job description against the tasks that a person will do on the job and see what types of assessment you can use. Assessment methods could be in the form of:

- ↳ **Standard interview**
- ↳ **Competency based interview**
- ↳ **Psychometric Tests (personality or job based)**
- ↳ **Attitude, ability tests and intelligence test**
- ↳ **Work sample tests (dummy on the job type simulation tests i.e. dummy check out)**
- ↳ **Presentations**

There are more types of assessments than detailed above. However, the important thing is to understand what you are looking for. To understand this ideally you need to walk through the objectives of the role and write down what skills and personality of employee you are looking for. This is where we get into professional and personal competencies.

This can be a complicated process and we would recommend using some tools to give you the competencies you need. At HR Inc we can provide you with the tools that you need to define competencies that you need.

Clearly competencies can be very complex but many organisations spend a great deal of time developing core competency frameworks whilst missing out the true benefit of developing your own technical core competency structures. These should really be developed for technical skills or know-how that differentiates your business from your competitors. Again, you can develop these yourselves or come to HR Inc and we will help you develop them.



The HR Inc approach to competency frameworks is more concerned with ability and action rather than vague statements. This is a business focused approach. The following example defines this clearly. It gives the competence name, definition and then action which, after all, is the most important aspect.

Competency: Team Working

Definition: Works co-operatively and productively with all colleagues.

Action

Participates as a fully effective team member

Is able to develop effective and supportive relationships with team colleagues


Understands how and when to set team goals and objectives and makes use of the skills and talents of team members

Looks for ways to work with other teams across the organisation to achieve business goals

Models team working and champions the benefits of partnerships across the business

Now the next step would be to establish the levels of attainment against the competency; simple measurements can be made for this process as detailed below.





Level	Description
1	Shows multiple clear evidence of a lack of competence
2	Shows sufficient negative evidence to be judged lacking in competence
3	Shows more positive evidence of competence than negative evidence
4	Shows clear evidence of competence and little negative evidence
5	Shows clear positive evidence of a high level of competence on the dimension and no significant negative evidence

You can now have a much more objective assessment process by combining the skills/competencies against the levels detailed above. All you need to do is to assess the candidates against the skills using the levels above.

As a quick tip.... try to run a mock interview or assessment centre with current employees. This will give you an ideal benchmark and also a good piece of development for your employees. This all assists in improving the validity score but also the clarity and objectivity within the process.

What type of recruitment system should I use?

A lot of companies will put work into this and then prioritise advertising internally first. This is not always the best course of action as you may not bring in the right level of skills, challenge and innovation into a company if you mainly recruit internally.

Clearly, you will need a method of advertising your need for an employee. How you go about that depends on where you get your people from. Assuming that you already have employees consider reviewing where they heard about the role when they joined your company. Then consider the style of recruitment process that they went through and see how well they are performing now.

It is absolutely futile advertising on LinkedIn if all of the people that you have attracted have left to the next best thing within 6 months of joining your company.



If you don't have this information to hand search the internet, professional magazines and newspapers to see where similar roles are advertised and take a view about the method that you are going to use. This process should start to improve the success of your recruitment.

The best indicator for a successful recruitment process is the performance of the person on the job. We suggest reviewing the employees recruited recently and see where they came from, how they performed in the interview process and where they may not be performing so well. This will, to coin a phrase, improve the "predicted validity" of the recruitment process. Simply see if the recruitment process provides a really good prediction of the future performance of the employees.

So what are the main points to take away?

Here are our top issues to think through whenever you are recruiting.

- What do we need? Is an employee required?
- Who is really good on the job and how can we test the skills in the recruitment process?
- Where do we get our best candidates from? Keep track of this and the performance of your candidates on the job.

You will need to put all of this into practice and in future HR Inc Guides we will cover interviewing skills, discrimination issues and the recruitment administration process. We do recommend that you seek our advice on recruitment as it will make a significant difference in improving your process.

Get in touch if you need any help.

For more help in recruitment contact us on:

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