

**Learning Aim A Examine how effective recruitment and selection contribute to business success**

- **Recruitment and selection** is the process of identifying the need for a job, defining the requirements of the position and the job holder, advertising the position and choosing the most appropriate person for the job.

- **Retention** means ensuring that once the best person has been recruited, they stay with the business and are not “poached” by rival companies.

- **Recruitment** is one of the main objectives of management, as the success of any business depends on the quality of its staff. Recruiting employees with the correct skills can add value to a business. Employees should therefore be carefully selected, managed and retained, just like any other resource.

**Why Recruit?**



**Recruitment and Selection Process**

Vacancy	Replacement or new position
Job analysis	Process of collecting and analysing information about the job e.g. purpose, responsibilities, tasks, competencies
Job evaluation	Assessment of the value of the job in comparison to other jobs to calculate the reward package required
Job description	Broad statement of the job title, purpose, duties and responsibilities of the job to send to applicants
Person specification	Identifies the characteristics of the ideal person for the job e.g. experience, knowledge, qualifications, personality
Attract applicants	Suitable candidates can be found from various sources internally and externally e.g. agencies, universities
Shortlisting	Compare applications with person specification
Selection	Interview, IQ and personality testing, medical
Offer/acceptance	Contract of employment sent to successful applicant
Induction	The recruit is given information on the job and the firm



**Internal Recruitment**

- Internal recruitment is often carried out through internal job adverts published via internal emails, notice boards, business websites and internal company memos.
- **Advantages of internal recruitment include:**
  - a quick process
  - applicants will already be known to the business
  - applicants may have previous experience in the role
  - cheaper to recruit and advertise roles internally
- **Disadvantages of internal recruitment include:**
  - usually a small pool of applicants
  - applicants may not be experienced in the role
  - a lack of fresh ideas in the business

**External Recruitment**

- External recruitment is often carried out through external job adverts published via external emails, job websites, recruitment agencies, the business' own website, newspapers and trade magazines.
- **Advantages of external recruitment include:**
  - may bring new ideas into the business
  - fresh enthusiasm and skills
  - larger pool of potential applicants
- **Disadvantages of external recruitment include:**
  - may take the new employee time to settle into the business
  - expensive to recruit
  - new employee not previously known to the business
  - can take more time than internal recruitment

**The Impact of Ineffective Recruitment**

- Lost productivity
- Lower staff morale
- Cost of finding a replacement
- Time spent dealing with staff member
- Increased turnover
- Impact on corporate image

**The Impact of Staff Shortages**

- Overtime and temp staff costs
- Quality issues
- Employee stress
- Not being able to meet demand
- Impact on brand

### Documents used for recruitment

- **Person specification**
- A **person specification** is a document created by a business that wants to fill a vacancy. This document provides information about the type of person the business wants to hire. A person specification includes details about the educational background, skills, experience and personal qualities the business wants applicants to have.
- Often, a person specification is split into two sections – ‘essential’ and ‘desirable’. If something is classed as essential, it means a person must have it in order to apply for the role. An example could be experience in a similar role or a certain qualification. In contrast, if something is classed as desirable, it means it is not a necessity to apply for the role, although it may give applicants a better chance of getting the job.

- **Job description**
- A **job description** is another document produced by a business that wants to fill a vacancy. Its main purpose is to list all of the duties that are required in the role. A job description may include the job title, rate of pay or salary, bonus information, hours of work, location of work, all duties included in the role and who the new employee would report to in the business.

### Methods of selection

- **CV**
- A CV is a document that applicants complete and submit alongside a job application. CV stands for ‘curriculum vitae’, which is Latin for ‘course of life’. It is a personal document that includes information about an applicant’s skills, experience, qualifications and hobbies. This document is used by a business to decide whether applicants match the requirements of the person specification. Some roles only require a CV, with no application form, as this may encourage more applicants to apply.
- **Application form**
- An application form is completed by a potential employee when they apply for a job. It will often include a series of questions for a potential employee to answer, so that the business can learn more about them. It often includes a section for applicants to write about themselves and why they are the best candidate for the role.
- **Letter of application**
- Sometimes, instead of completing an application form, a potential employee is asked to write a letter of application, in which they demonstrate why they should be employed to fulfil the job role. Additionally, some applications require letters of reference, which are letters from an applicant’s previous employers about their skills, experience and character.
- **References**
- A reference is usually a written statement provided by someone who knows the applicant well, usually their current employer. Comments are commonly made about their attendance and punctuality records, whether they are reliable as well as other personal qualities.
- **Interviews**
- A business will often invite a number of applicants for an interview. This is usually a face-to-face meeting during which the business will ask a series of questions and observe how the candidate answers them.

## Current legislation on recruitment and employment

### While recruiting new staff

- During this stage, businesses must consider the **Equality Act (2010)**, which requires employers to treat people fairly and not **discriminate** in any way. This means, for example, that a business cannot advertise a vacancy as only being open to people under the age of 30.

### Ethical considerations

- Being honest in an advertisement
- The maintenance of confidentiality
- Ensuring the same questions are asked to all candidates interviewed
- Same criteria used for all applicants
- Disclosure if family or friends work for the same business.

### Once new staff are employed

- When an employee starts a new job, the **Employment Rights Act (1996)** requires that they are provided with a written statement outlining the details of their employment within two months of them starting. This written statement must include basic details, such as:
  - the job title and place of work
  - the date the employment started
  - the hours of work
  - the salary or wage
- The **Working Time Regulations (2003)** regulates the amount of time employees are required to work. It places a responsibility on businesses to ensure that staff have:
  - a maximum working week of 48 hours, on average
  - a minimum of 5.6 weeks paid annual leave
  - at least a 20-minute break if working longer than six hours
  - a minimum of one day off each week

## Communication Skills for Interview Situations

**Communication skills** are a person's ability to convey information and understand information shared with them.

- o This is an essential skill in a workplace and therefore one that is highly sought after in successful applicants.
- o Interviewers will use a range of methods to assess a candidate's communication skills including asking them to describe them directly and observing them in group tasks. However, recruiters will be observing communication skills throughout the whole interview process from how candidates interact with all staff they meet on the day to their body language in the interview itself.

**Listening skills** refer to a person's ability to hear what other people are saying.

- o This may be demonstrated in the interview itself by fully understanding an interviewer's point or it may be demonstrated in a group activity and observed by recruiters.

**Active listening** means to listen with all of your senses and taking steps to encourage the person talking to fully express themselves.

- o This involves good eye contact, body language and verbal reflections on what they are saying to confirm you are listening.

**Professional approaches** refer to the practicing the expected norms and behaviours expected in a professional environment.

- o This includes the way you dress, the way you introduce yourself to people, waiting to be invited before sitting down, maintaining eye contact etc.
- o How professional your approach is in the interview can communicate how seriously you are taking the opportunity to apply for the role.

## Communication Skills for Interview Situations

**Formal language** refers to speaking in a polite and professional way, avoiding slang and swearing and using industry language.

- o Using formal language in the interview demonstrates that you are professional and are taking the process seriously.
- o It also gives the recruiters confidence that you can make a good impression when representing the firm in communication with stakeholders.

**Body language** refers to posture, eye contact, smiling and other gestures that communicate non-verbally.

- o Body language can have a strong impact on recruiters' perceptions of a candidate's competence and confidence levels.

**Appropriate dress** refers to clothing that looks clean, tidy and professional.

- o Expectations may differ depending on the business culture.
- o How you dress is one of the first things people notice about you and first impressions can have a significant impact on a person's overall impression of you.
- o Dressing appropriately shows that you are taking the opportunity seriously and can create a positive impression of you straight away.

**Role play** refers to asking a candidate to act out how they would respond to a given scenario.

- o These activities give employers a good insight into a candidate's character and how they interact with others.
- o This allows them to picture how well each candidate will fit in with the existing personnel and culture of the firm.

## STAR METHOD

**The STAR method** is an interview technique that develops a structured storytelling ability for responding to behavioural-style interview questions.

- o The acronym stands for Situation, Task, Action and Result and is a framework to describe a previous situation where the candidate added value.
- o Using the STAR method allows recruiters to get a good sense of the candidate's previous experience in handling situations but in a concise and easy-to-follow narrative. When preparing for interview, candidates should practise the STAR method to develop this storytelling ability but also to bring to their own consciousness the relevance of their own past experiences.

**Situation:** Provide the necessary context.

**Task:** Explain the role or responsibility you had.

**Action:** Describe the action you took.

**Result:** Show the outcomes of the situation.

Example: 'When I started a new job as a junior technician at a large IT company, my manager appointed one of the senior technicians to mentor and train me. However, the senior technician largely ignored me. I eventually asked him if he could please incorporate me into his daily activities more because I wanted to learn.

He was quite rude in his response and told me he was very busy and didn't have time to think about my needs all day. I eventually asked for a meeting with my manager and politely explained the situation to him. He then had a chat with the senior technician, after which things improved'.

## DESIGNING INTERVIEW QUESTIONS

**Behavioural questions** ask candidates to reflect on experiences and describe how they have dealt with a particular situation in the past. This allows recruiters to assess the candidate's proficiency in the skills the recruiters are looking for and make predictions of how they will handle future situations likely to come up in the job role.

### EXAMPLE BEHAVIOURAL INTERVIEW QUESTIONS

- o Tell me about a time when you had to deal with conflict with a colleague.
- o Tell me about a time when you had to deal with a difficult customer.
- o Tell me about a time when you had to take on a leadership role.
- o Tell me about a time when you made a mistake at work.
- o Tell me about a time when you had to handle a large

**General questions** are designed to give the candidate an opportunity to share general information about themselves.

### EXAMPLE GENERAL INTERVIEW QUESTIONS

- o Tell me about yourself.
- o What are your strengths and weaknesses?
- o What are your long-term career goals?
- o Why do you want to work at this organisation?
- o What do you think you can bring to the role?
- o How would your colleagues describe you?



## DESIGNING INTERVIEW QUESTIONS

**Situational questions** ask candidates about what they would do in a hypothetical situation that may occur in their role. This allows candidates to explore scenarios they have not had the opportunity to experience before. It also gives the recruiter an insight into the candidate's decision making skills by asking them to think quickly about a new situation.

### EXAMPLE SITUATIONAL INTERVIEW QUESTIONS

- o How would you deal with an angry customer who was complaining about a faulty product?
- o How would you deal with a colleague who was not making a fair contribution to a team project?
- o What would you do if you realised you had made a mistake on a report that was already issued to a client?
- o What would you do if you were asked to perform a task you had no experience of?
- o What would you do if your manager made a decision that you felt was unethical?

## INTERVIEW FEEDBACK FORMS

**Interview feedback** forms are documents that can be completed by an interview panel to rate candidates on the range of skills and aptitudes they demonstrate during the interview.

- o Feedback forms usually contain scoring systems for different responses with space for writing fuller thoughts.
- o The forms should be consistent across all candidates to allow for a fair comparison.
- o A good interview feedback form will allow the panel to quickly and easily rate candidates on their coverage of the person specification in a way that does not distract them too much from the candidate during the interview.
- o Unsuccessful candidates may request feedback on their performance to understand why they were not offered their position. This feedback can be helpful to the candidates to prepare for future interviews.

## JOB APPLICATION DOCUMENTS

A **job advert** is an announcement of a job vacancy to attract suitable candidates to fill a job role. A good job advert attracts attention, looks professional, is clear and brief and gives a candidate the right amount of detail to allow them to take the next steps.

- o A **job description** lists the roles and responsibilities of a job.
- o A good job description gives applicants a clear picture of what the role involves. This means that it must be as detailed as possible to allow people to decide whether they feel this is a role suitable for them, yet it must be concise enough that it is not open to misinterpretation. Less effective job descriptions may include jargon, are too lengthy or are not open to necessary flexibility.

A **CV** is a written overview of an applicant's skills, education and experience.

- o A good CV will look professional, have good visual appeal, be easy to read and extract key information and be tailored to a specific job role.

o A **job analysis** is a document that records the findings from an investigation into the tasks that need to be completed by a new recruit and details of skills and attributes that are needed from the person filling that role.

- o A **good job analysis** will include the tasks that will be involved in a job, the skills, knowledge and personal attributes required by the person filling that role, who they will be working with and reporting to and what the working conditions will be like. If this process is done well, it should draw out the specific needs from the role and inform the job description and person specification to ensure that the person recruited best fits the needs of the organisation and the department.

## JOB APPLICATION DOCUMENTS

A **person specification** lists the skills, knowledge, experiences and attributes of a person that would be best suited to a job role.

- o A good person specification clearly summarises the skills, experience and attributes of the best fit person for a job role.
- o Applicants can check themselves against this and can decide whether to spend time applying for the role or not and can ensure they are communicating the relevant areas of their own experiences in their application.
- o Recruiters can use a person specification as a checklist to decide on the right candidate to appoint. This can save time and reduce inappropriate applications.

An **application form** is a document that a person completes when applying for a job.

- o The organisation can design it to include information they feel is important to know about an applicant.
- o A good application form is easy to complete and clear to an applicant what is required from each field.
- o It will include all fields necessary for an applicant to communicate their skills, knowledge and experience related to the person specification and allows recruiters to make fast decisions for the early rounds of shortlisting based on easy comparison of forms.

A good **letter of Application** will be professional by using a formal letter structure.

- o Common advice includes having fit for purpose paragraphs such as introduction and job role applying for, reasons you are suitable for the job and what you can do for the company.

**Review and evaluations**

- Role-play activity.
- Individual appraisal of own roles in being interviewed, interviewing and observing.
- Review of communication skills.
- Review of organisational ability.
- Assessment of how the skills acquired support the development of employability skills:

Being interviewed	Interviewing someone else	Observing
Body language Listening skills Professional approach Voice – tone and pitch Attitudes Dress Answers to questions Asking questions	Body language Listening skills Professional approach Voice – tone and pitch Attitudes Dress Asking questions Listening to responses Making notes	Skills of observation Note taking Organisation Providing feedback

- SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis on individual performance in the role-play activities.

**SWOT ANALYSIS**

- o Strengths – what are you really good at?
- o Weaknesses – which areas you did not perform well at?
- o Opportunities – what could you do to improve your performance, especially areas that you did not do well at?
- o Threats – what barriers are stopping you from getting better?

## ACTION PLAN

- A skill development plan is a document that identified the skills that a person needs to develop to perform well in a specified job role and sets out strategies to enhance those skills.
- An action plan can help to prioritise training needs and can be helpful in reflection of progress towards identified goals.
- Actions should be SMART targets (specific, measurable, achievable, relevant and time constrained)

Date	Skill to be developed	How it will be developed	Expected outcome	By whom and when	Resources needed	Review and monitoring
21 Nov	Time management	Complete an online MOOC course unit on time management	Successful course completion	Person A by 15 Dec	Free course but need to register online. Access to laptop and WiFi	