MANAGER GUIDE – Recruitment & Selection

Every potential employee could be a future customer. As a hiring manager you are the face of the Company and recruitment should be a really positive experience. Great recruiters use a number of tools to aid their judgement and ensure fairness. You have many legal responsibilities throughout the recruitment process.
To avoid the pitfalls of recruitment you should follow each step in this section as a vacancy arises. Each step defines and guides you thorough the actions you need to take to recruit competent people capable of fitting in and making a real contribution to your department and the Company.

Hiring Manager Responsibilities

- To ensure that the recruitment and selection process and any supporting guidance are consistent and applied fairly.
- To ensure all applicants are considered solely on their ability to satisfy the competency profile of the vacancy.
- To be committed to appointing the best candidate irrespective of any protected characteristics.
- To ensure that the recruitment process is managed in a way that ensures the experience is positive for all candidates, successful or not.
- To advertise vacancies internally and provide equal opportunity to all.
- To ensure all new employees receive a thorough induction on joining the company.
- To be a positive ambassador for the company in the communication of any vacancies

Documents

Recruitment Authorisation Form
Recruitment Application Form
Interview Question Booklets – Manager and None Management
Job Offer Details Form

Establishing the need

Before starting the recruitment process, you should ask the following questions to determine if you do need to recruit and, if so, for what precise role. The recruitment process can be time consuming, costly and mistakes can be difficult to correct:

- Do you need to employee another person? It should not be assumed that a vacancy exists merely because the previous role holder has left.
- Do you need to employ someone on a long-term or short-term contract?
- Could you redistribute the work?
- Are the job duties the same as they were before?
- Do you need to employ someone on a full-time or part-time basis?

Starting the process

Before you start any recruitment activity you should complete a Recruitment Authorisation Form. This needs to be fully completed and then authorised by the Hiring Manager, the Next Level Manager and the Finance department to make sure the recruitment costs are budgeted for and the role is really needed.

Internal or External

It's important to be fair and consistent in your approach to recruitment and selection so all vacancies MUST be advertised. The only exception to this is if you have someone on a specific development plan for a role and the company is supporting the development. In all other situations, the role needs to be advertised internally. Ideally you would do this for at least 2 weeks before placing an external advert but given time constraints you can do both at the same time. Any advert should have a closing date included so that it is clear until when applications will be accepted

Looking for the applicants

There are different methods available to you in order to get your vacancy communicated to jobseekers. Each method of advertising has advantages and disadvantages and the method you choose largely depends on the job role, the type of people you want to attract and your budget.

However you choose to advertise your vacancy, make sure you allow enough time for a thorough and effective process. Where possible, you should state an application closing date and a potential interview date. Applicants should complete a Company application form; this allows for easy and fair assessment of candidates against each other.

You must share internally that you are advertising for staff, the position you are advertising for and any particulars (i.e. salary, hours, closing date for applications etc.). It is important that the internal team is fully aware in case they receive queries from prospective applicants about the job. Also, your current staff can be your most valuable way to reach prospective applicants by them speaking to friends and ex-colleagues.

Selection

Interviewing offers a hiring manager a chance to assess candidates face to face and to explore fully what they have to offer. Conducted well, it becomes a key stage in an integrated policy of recruitment, retention and talent management.

It has practical implications for the following key stages:

- predicting workplace performance
- selecting talent
- gaining an awareness of the talent pool
- positively contributing to employer branding

What is the purpose?

Selection interviews are used in order to:

- gain information about candidates
- assess candidate skills, knowledge, motivation and experience
- convey important information about the role and organisation
- assess candidate commitment to accept a job offer
- establish rapport between the interviewer and candidate
- explore all areas of job criteria with candidate

What are you looking for?

- **Knowledge** — there are strong correlations between practitioner knowledge and performance in the role. Knowledge assessments need to cater for current and known, or planned assignments.
- **Skills** — should be defined in terms of content, measurable level and outcomes. Begin by working out which skills are required for success in the role and to what level. Distinguish between low order skills (e.g. filing) and high order skills (e.g. delegating). Distinguish between skills which can be acquired quickly through training (e.g. using a computer application), those which require longer-term acquisition (e.g. communication skills) and those which are innate (e.g. a gift for numeracy).
- **Attitude and Motivation** — define the attitudes to work displayed by your top performers, e.g. staff who are reliable, flexible, prepared to go the extra mile, etc. Also, interview top performing staff about what motivates them to complete the relevant tasks.
- **Observable Behaviours** — list the behaviours which you see in top performers (e.g. answering correspondence the same day, leaving a tidy desk, etc).

Getting prepared

Prior to the Interview Day

- Ensure that you know the contents of the job description
- Go through the job advertisement
- Read the application form, making notes of areas you wish to question further i.e. any doubts, omissions and inconsistencies
- Think about the information the candidates are likely to want to know
- Have copies of all information given to the candidate and received from the candidate
- Create an interview plan/structure
- Ensure that there is enough time for you to hold the interview and that you also have time to make summary notes
- List of prepared or set questions
- Notes of any previous interviews with the same candidate
- Send candidates clear directions and joining instructions

On the Interview Day

- Re-familiarise yourself with the application and ensure you are equipped with interview questions
- Best practise is to interview in pairs, therefore, ensure you have a colleague to interview with
- Ensure you have a private room or a quiet area in which to conduct the interview
- Ensure that there is no table between the candidate and interviewer
- Participants sit on similar type chairs
- Ensure the candidate is not seated facing bright lights
- Brief reception on list of candidates and timings
- Read all documents
- Prepare any tests and/or equipment to be used
- Have relevant documents to hand during the interview, along with paper and pen for notes
- Provide refreshments if appropriate

Interview location

Select and prepare an appropriate interview room, ideally one which is:

- Well lit, clean, comfortable and at the right temperature
- Free of interruptions and background noise
- Free of clutter and intrusive equipment such as large computer monitors
- Equipped with appropriate seating.

Points to remember when interviewing

- Put them at ease to begin with e.g. offer drink, introduce yourself, explain the process and when to ask questions.
- Use the standard interview questions, take notes on it and return to HR following the interview.
- Ask other questions as necessary but be wary of subjects to avoid (as listed below).
- Always offer an opportunity for applicants to ask questions.
- Tell applicants about the Company and the particular role – do not over sell or over promise – remember this is a PR exercise too!
- Explain when applicants will hear your decision.
- Different types of question:
    - Open e.g. How, who, when – use to get candidates talking and gather information or as starting points for more probing questions.
    - Closed i.e. only permits yes or no answers – use to control a talkative candidate and to clarify details.
    - Probing e.g. "What exactly did you do?" – use to gather details and exact responsibilities.
    - Summaries e.g. "If I understand you correctly, you are saying …" – use to check understanding and to control talkative interviewees.

- Hypothetical e.g. "What would you do if …" – use to get interviewees with no work experience talking, use with caution as candidates can give the answer they think you want rather than an honest answer

- Types of questions to avoid:
  - Leading e.g. "So, you think customer service is important?" – will only get you the answer you want and tells you nothing about the candidate.
  - Multiple questions e.g. "When did you work there? Why did you leave?" – confuses applicants and they will not normally answer all the points you want to know. Give them time to answer, then ask your next question.
- Subjects to avoid at interview:
  - Marital/family status or plans
  - Do you have children? Number? Ages?
  - Religious or political beliefs/activities
  - Race or nationality
  - Sexual orientation
  - Any disability
  - Trade union membership/activities
  - Physical appearance
  - Age
- Refrain from asking questions regarding any of the above topics.
- Be objective by looking out for the following bias traps that we all fall into:
  - *Similar to me* – Only creates clones!
  - *Desperate* – in so much of a rush that we forget to look at the quality.
  - *Smooth talker* – don't be so impressed with their communication abilities that you forget to look under the surface and find out exactly what THEY personally have done. Look out for "we" rather than I.
  - *I'll know it when I see it* – gut reactions are the most biased of all selection criteria!
  - *Best of a bad bunch* – use the job description, not the other candidates as a guide. If you settle for second best that is exactly what you will get.
  - *Old boy network* – only creates clones!
  - *Unstructured approach* – use the interview questions to ensure fairness and that all applicants are asked consistent questions.
  - *Sugar coating* – selling the Company or role with rose tinted glasses should not be done so do not oversell.

Making a decision

- Make notes during the interview and complete immediately afterwards. Be specific.
- Use the job description as a guide, not your personal preferences.
- Ensure you take time over making the correct decision. Recruitment is important.

When you have decided which candidate you would like to appoint, based on what the candidate has told you at the interview, and which applicant's answers best suit the job you are looking to fill, contact the person to offer them the position. HR can do this for you if you would prefer. This can be done by phone and a start date can be discussed at the same time. Once a start date is

confirmed, complete the job offer details form and return a copy to Go HR. Go HR will then prepare and issue an offer pack to the individual.

It is important to let unsuccessful candidates know the outcome of their application, either by phone or letter. Go HR can support you with this, but you must be clear about the reason that the person was unsuccessful. Don't forget that these people and/or relatives and friends may still be our customers. All candidates, successful or not, should receive an answer within 5 days.

Why should we send regret letters?

- You may wish to contact unsuccessful candidates again should a future vacancy arise; these candidates will form part of your talent bank.
- The candidates could have a future relationship with the Company or be in a position to influence others to get involved, if only through expressing their opinion to existing or future customers.
- Always get support from HR so a standard letter is sent.

All unsuccessful candidates – whether interviewed or not, should be kept on file for at least 12 months (in accordance with the Data Protection Act) with all the relevant completed documentation.

Recruitment Standards

- Select the best person for the job regardless of sex, race, age, creed or disability.
- Vacancies should only be filled in line with budgets.
- Everyone should be recruited against the same competency questions

Beware

- Horns/halo effect
- Choosing 'nice' people
- Selecting people like yourself
- Asking leading/ favourable questions
- Basis for de-selection of candidates
- Candidate is a potential customer
- Talk about their experience of the company

Matching Expectations

It is vital to match both the expectations of the company and individual in terms of:

- Company Values
- Cultural Empathy
- People who deliver the vision
- Attitude & Appearance

- Career Expectations
- Salary & Benefits
- Training & Development

Employment Legislation

If in doubt on what you can or cannot do, always consult with your HR team as there are laws protecting the prospective employee and the employer.

- Race Relations
- Disability Discrimination
- Sex Discrimination
- Age Discrimination
- Equal Pay
- Trade Union & Labour Relations (if applicable)
- Data Protection (GDPR)
- Health & Safety (Young Persons) Regulations & Employment Act
- Asylum & Immigration
- Rehabilitation of Offenders
- Working Time Directive
- References

Supporting the New Employee

Things to consider when you have appointed a new employee:

- Induction Support
- Probationary Period Management
- Initial Training Plan
- Payroll
- Be aware of personal needs
- Continuous training and development
- Career Development
- Succession Planning

Objectives of an Effective Induction

- To create the right first impression
- To welcome new colleagues to the business and team members
- To ensure all new starter administration documents are completed
- To fully explain terms and conditions of employment
- To explain the 'bigger picture' of the Company
- To clarify job role and business expectations
- To understand the Company culture and team environment
- To identify initial training and development needs

Probationary Period

Probationary periods are used to enable managers to monitor progress during the initial stages of a new starter's career, as well as allowing them to adapt to their new environment. For the probationary period to be effective, feedback should be given on a regular basis and any problems raised with the individual so that support and training can be provided where necessary. Similarly, this should provide the new employee with an opportunity to raise concerns, so that any necessary action can be taken.

Conclusion

Focus on compatibility within the team, close scrutiny of applications, a searching interview technique and measuring candidates against the job and not each other.

Follow up

Keep an eye on your team and pick up on anything that may be de-motivating them (they are more likely to leave if they're not happy)
Only fill a position if there is a real vacancy
Avoid any panic recruiting – plan well for peak periods