

THE MANAGING RECRUITMENT POCKETBOOK

By Stewart Wright and John Sponton

Drawings by Phil Hailstone

"An invaluable reference tool that will help you get the best for the best."

Julie MacDonald, HR Director, PizzaExpress

"An invaluable and easily digestible guide, packed with useful tips for recruiting the right people for your business."

Mike Winstone, BA, MCIPD, HR Director (Cable), Telewest Broadband

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PLANNING THE RECRUITMENT PROCESS

BREAKING IT DOWN INTO STAGES



Having spent time defining the qualities you are looking for, and capturing these in a person profile, the next step is to put in place a process to identify those candidates that best meet this profile.

Spend time at the outset planning:

- **What** needs to happen?
- **When** does it need to happen?
- **Who** needs to be involved?

Most managers and candidates would anticipate that any recruitment event will consist of a series of assessment stages with some candidates proceeding to the next stage and others not. The key is to know:

- What should happen at each stage?
- How many stages should I have?



PLANNING THE RECRUITMENT PROCESS

A SERIES OF FILTERS



View each stage as a series of filters:

- Initial stage(s) of selection
- Second stage of selection
- Final stage of selection

In earlier stages of the process we use our *wide filters* to screen out candidates if they fail to meet certain key criteria, such as educational qualifications, not having particular technical experience, or not holding a full driving licence, etc.



PLANNING THE RECRUITMENT PROCESS

INITIAL STAGE



The initial stage would include tools such as:

- Telephone interviews
- CV or application form sifting

Initial stage tools have not been found to be as accurate as certain other methods of selection when used on their own; the reality being that they are more suited to making broad-brush distinctions between candidates. They still have, however, a valuable role to play when used as part of a wider recruitment process.

They tend to be much more cost-effective than the more expensive methods that are needed later in the process to make finer distinctions between stronger candidates.

PLANNING THE RECRUITMENT PROCESS

SECOND STAGE



Here you will be dealing with fewer candidates. As these candidates have all passed your initial filter, however, they will – as a group – be of better overall quality. Your selection methods therefore need to be capable of making more sophisticated distinctions between candidates.

These methods tend to be more expensive, but you often get what you pay for – the key is getting the most out of them by using them at the right time in the right place.

PLANNING THE RECRUITMENT PROCESS

SECOND STAGE



The tools often used at the second stage include:

- Structured face-to-face interviews exploring each candidate's career history and technical competence/skill
- Psychometric testing (such as verbal and numerical tests pitched at an appropriate level to the role being assessed)
- Work sample exercises (which replicate, as far as possible, certain aspects of the job, eg a welding test for the job of a welder. Work sample exercises are also often used at the **final** stage)

Depending upon the level of the role and other factors, such as likely applicant numbers and timescale, you may decide that the second stage will also be the final stage in the process.

PLANNING THE RECRUITMENT PROCESS

FINAL STAGE



This is where you need to use your better quality (and more expensive) selection methods to make the fine distinctions between the remaining candidates (often termed the short-listed candidates).

Fine-filter selection methods include *multiple event* processes, such as an assessment centre. Assessment centres:

- Use several different selection methods eg presentation exercises, additional interviews, a personality questionnaire, and/or a work sample exercise
- Draw upon several different assessors
- Integrate the results of the exercises in a structured way
- Can last a full day

Some organisations use just one or two different exercises to whittle down the short-list of candidates.



About the Authors

John Sponton BSc Hons, PgDip, MSc, MCIPD, C.Psychol is a Chartered Occupational Psychologist and a Director of Informed Assessment Ltd. His early career was in HR before working for a leading psychometric test publisher. John then spent a number of years working for the Business Psychology arm of an international HR consultancy, undertaking a wide range of assessment, development, career management and outplacement projects alongside an internal secondment to the HR department.



Stewart Wright BA Hons is a Director of Informed Assessment Ltd. Stewart worked initially in the recruitment industry, gaining a thorough background in recruitment and selection, before specializing in career management, assessment and development for an international HR consultancy. Stewart's practical experience includes the design and validation of selection processes, the design and delivery of recruitment related training workshops, selection exercise design, psychometric assessment and assessment centre management.

