

Meehan Tully & Associates Ltd.
071 9146500
info@meehantully.com
www.meehantully.com

Recruitment and Selection



Recruitment and selection

- Identifying the need
- Analysing the job
- Advertising the job
- Pre-selection
- Interview
- Selection
- Appointment



Recruitment and Selection

- Why have a recruitment process?
 - Managing your business properly
 - Managing your staff
 - Meeting requirements of funders, etc.
 - Preventing problems at a later stage
 - Queries about the process
 - Difficulties with staff after appointment



Analysing the Job

- Write a job description
 - What is the job title
 - What is the role of the job?
 - What will the person in the job be responsible for on a day-to-day basis?
 - Who will they report to?
 - Who will they manage?



Analysing the Job

- Write a personal specification:
 - What attributes do you need the person to have?
 - Qualifications
 - Experience
 - Other attributes, e.g. communication skills, working with other people, etc.
- Critical success factors:
 - The few factors that are critical for a person to be successful in the job



Analysing the Job

- Any other duties which management deem appropriate from time to time.



Analysing the Job

- Why write a job description and personal specification?
 - Makes the process easier
 - Selection for interview
 - Setting interview questions
 - Scoring interview
 - Can be used for performance review
 - Avoids problems at a later stage



Advertising

- The job title
- The level of the position/ remuneration
- CV or Application form?
- The key duties and responsibilities of the position
- The location/base of the post
- The essential and desirable selection criteria (taken from the job description)
- The closing date for receipt of applications
- The availability of full job details, Tel/Fax No, email and website address
- The company is an equal opportunities employer
- Company logo and funding logo if appropriate

Pre-selection

- Set up a recruitment panel
- Have an application pack to send to applicants
- Only accept formal applications for a post:
 - CV's sent in the previous year
 - CV's sent in answer to an advert
 - Application forms, if applicable



Pre-selection

- **When deciding who to interview:**
 - Stick to your job description and personal specifications
 - Score the applications according to a few critical attributes
 - Based upon the scoring, decide who should be called to interview
 - 3 to 4 interviews per position is a good guide
 - Do not have any “courtesy interviews” – they will cause you serious bother
 - Confirm the shortlist!



Interviewing

- **When interviewing:**
 - Set up an interview panel
 - Interviewing is unpredictable, so have a set structure for interview
 - You must be thorough in your interview, and carry out the whole process with care



Interviewing technique

- **Run quickly through the interviewee's CV**
- **Use the critical success factors to:**
 - Ask questions about the interviewee's previous experience in each critical success factor, e.g. managing staff
 - Through in a small number of “situational questions”, e.g. what would you do if...?



Questions to avoid

- Questions or statements that can lead to direct and indirect discrimination, e.g.
 - You won't see your family too much for the 1st month while you settle in
 - How would you arrange your own child minding?
 - What age are your children?
 - Do you intend on having children?
 - Asking how much maternity or parental leave the person had taken previously
 - Restricting applicants to those qualifying from a particular year



Interview process

- Establish rapport
- Outline the purpose of the interview
- Let the interviewee know there will be note-taking (lots and factual)
- Follow the agreed interview plan
- Listen as much as possible
- Clarify and reflect on points
- Maintain eye contact
- Invite questions
- Summarise



Selection

- Use a scoring sheet during the interview process
 - Critical success factors
- Measure the score of each applicant
- If the scores are close, decide on which critical success factor is most important
- Decide on the proposed successful candidate
- Check references carefully and thoroughly



Checking references

- Reference checking:
 - 89.3% of employers using references want to know about the applicant's absence record.
 - Absence record is closely followed by the referee's opinion of the candidate's performance (83.9%).
 - The referee's opinion of the person's suitability for the vacancy in question (63.2%) comes as the third area of interest.
 - Work history, punctuality and disciplinary record are further down the list of preferences.

- Get a formal reference AND talk on the phone



Appointing staff

- Provide a recommendation in the Interview Board Report
- Confirm (or not) through the Management Committee
- Having checked the references, a letter of offer of appointment should be sent.
- The letter should be accompanied by an employment contract and job description.



Appointing Staff

- You must supply new staff:
 - Within two months with a Terms of Employment statement
 - Within 28 days with an outline of the disciplinary procedures
- All of the above can be covered by a contract of employment and Staff Handbook



Terms of Employment

- Full name of employer and employee
- Address of employer
- Place of work
- Job title or nature of the work
- Date employment started
- Details of fixed term contracts
- Details of rest period and breaks
- Pay
- Hours of work and overtime
- Paid leave
- Sick pay & pensions
- Period of notice



Record Management

- The following should be kept for 1.5 years:
 - Job description and person specification
 - Advertisement
 - CV's
 - Shortlist assessment form and scores
 - Interview assessment form (signed)
 - Signed interview notes



After Appointment

- Begin induction
- Have a standard induction process and checklist
- Confirm induction process with the employee and manager



Support and supervision

- Support and supervision
- Team meetings
- Performance review
- Training and skills review


