

# PLANNING THE RECRUITMENT PROCESS.

## Checklist 023

### » INTRODUCTION

Effective recruitment processes are vital to ensure that an organisation has the people it needs to implement its strategy and meet its objectives. Recruitment can be expensive, but so too is the appointment of an employee who is inadequately qualified, fails to perform well or leaves the organisation before he or she has been able to make a significant contribution. The time and effort invested in planning the process of recruitment with care will help to ensure that the right person will be appointed, reducing future labour turnover and increasing competitive advantage.

### » DEFINITION

Recruitment is the process of attracting, assessing, selecting and employing people to carry out the work required by a company or an organisation. This checklist focuses on planning and undertaking the initial stages of the process. This involves assessing whether there is a need for additional or replacement staff, identifying the tasks to be carried out, specifying the kind of person needed, finding a pool of suitable candidates and drawing up a shortlist.

### » ACTION CHECKLIST

#### 1. Review staff requirements

Take a broad view of your staffing needs and consider whether you really have a vacancy. If an employee is leaving, review the work load and decide whether a full-time permanent replacement is needed or whether an alternative option would be more appropriate. For example, would a part-time or temporary worker be sufficient? Could the role be treated as a training opportunity and be suitable for an apprentice? Should the work be restructured or outsourced? What would the staffing implications of this be?

#### 2. Consult with those involved

Take any organisational policies and procedures into account. Authorisation for a replacement or a new appointment may be needed from senior management. Consult with your HR department if you have one, as they will have expertise in this area. Ask yourself which other departments may also have an interest in the appointment – it may be possible to make it a joint effort. Where possible, talk to the previous holder of the post. Discuss the job role with the relevant line manager, and especially with the people with whom the new employee will be working.

#### 3. Specify the sort of person you are looking for

List the duties, responsibilities and relationships involved in the job role and define the level of authority the post holder will have – this will enable you to draw up an up to date job description. Further information on job descriptions is provided by a related checklist. (See Additional resources below.) Consider also what qualifications and skills are required and what type and length of experience is needed. Identify which personal attributes will be important. Consider what is essential and what is desirable or can be developed through training activities. This will form the basis of the person specification. State how soon the person is expected to be competent in the job and what training you are prepared to give, and set a target start date.

#### 4. Research the labour market

Review the job description and person specification and ask yourself whether you are likely to find what you are looking for in one person. If so, undertake some research to gauge the pay and benefits package you will need to offer. Salary surveys are usually expensive, but are often summarised in the media at the time of publication. Monitoring job advertisements and networking with employers in your area and sector can also give you an idea of current pay rates. You should also consider whether you will be able to find suitable candidates locally or need to look further afield.

#### 5. Comply with legal requirements

Various aspects of recruitment are covered by legislation. In the UK, for example, this includes regulations covering discrimination against or unfair treatment of individuals and groups, the status of foreign nationals, data protection and the protection of vulnerable groups. Always keep yourself up to date with the latest developments to ensure that you follow good practice and don't infringe regulations.

##### **Discrimination**

The Equality Act of 2010 was designed to simplify previous legislation and provide a consistent framework for preventing discrimination against protected groups on grounds of age, gender, disability, sexual orientation, marital status, pregnancy and maternity, race, religion or belief.

##### **Fixed Term Employees**

The Fixed Term Employees (Prevention of Less Favourable Treatment) (Amendment) Regulations 2008 cover employees working under fixed-term contracts

##### **Foreign Nationals**

The Immigration, Asylum and Nationality Act 2006, Immigration (Employment of Adults Subject to Immigration Control) (Maximum Penalty), (Amendment) Order 2014, and Immigration Act, 2014 apply to foreign nationals - employers are required to check that job applicants have the right to work in the UK.

##### **Data Protection**

The Data Protection Act, 1998 is relevant to the handling of employment and recruitment records, both manual and computerised, and requires that personal data be processed in a fair and proper manner in accordance with the eight data protection principles.

##### **Safeguarding of vulnerable groups**

Under the Safeguarding of Vulnerable Groups Act 2006 and the Protection of Freedoms Act, 2012, employers are required to check the records of those carrying out regulated activities, including work with children or vulnerable adults.

For further information on legal issues related to recruitment, see Additional resources below.

#### 6. Plan how to find and attract candidates

Start by seeking potential internal candidates, considering whether there are suitable employees who could be promoted or re-assigned. Advertising internally is important as a courtesy to staff and demonstrates that promotion and development are encouraged; this can act as a motivator and morale booster. You could also

consider using employer referral schemes to attract candidates – by incentivising existing employees to recommend people they know.

After this:

- › Check the records of any previous applicants, whether unsolicited or otherwise and draw on any appropriate contacts. For example, training organisations or educational institutions can be helpful, whether you are looking for apprentices or MBAs.
- › Decide whether to engage the services of a recruitment agency to identify and shortlist candidates for you, weighing the costs incurred against the time and expertise at your disposal.
- › Consider the use of e-recruitment technologies. Online jobsites have become increasingly popular, and most organisations use online recruitment approaches to some extent, sometimes in combination with more traditional approaches such as recruitment agencies and advertising in newspapers and relevant magazines and journals. If you use external agencies, ensure that clear agreements about their responsibilities are in place and check at each key stage that these are being carried out.

## **7. Decide where to advertise**

The growth of online recruitment advertising now offers cost effective alternatives to traditional recruitment. Research the costs involved and decide what you can afford. If you decide to advertise independently rather than through an agency, think through the options and decide which approaches will be most likely to reach the kind of candidates you have in mind:

- › current vacancy listings on your corporate website with an online application form
- › internet recruitment sites/job boards
- › local job centres
- › local or national newspapers and specialist publications from professional bodies or trade associations
- › social media sites such as LinkedIn, Facebook, Twitter and YouTube - information about vacancies are increasingly being shared with potential employees through YouTube videos.

## **8. Draft the advertisement**

Decide whether you and/or other colleagues have the skills and knowledge required to draw up an advert. If you have an in-house HR department, specialised HR personnel will most likely take on this task, but make sure that you are involved in the process. In the case of a senior post, or if you are recruiting for a large number of posts, you may wish to hire a specialist recruitment agency to draft and place the advert. Using a box number for responses will deter some applicants, so it is preferable to name your organisation in the advert, unless you have particular reasons for secrecy. Ensure that the job advert provides the following details clearly and succinctly:

- › duties and responsibilities of the job
- › qualifications and experience required
- › personal attributes sought
- › where the vacancy will be based
- › an indication of the salary range
- › the closing date for applications
- › how to apply for the job e.g. completion of an application form, sending of a CV, letter of application

Present a positive picture of your organisation, including some information on its purpose and core values, to attract suitable candidates. Ensure the advertisement complies with relevant equality legislation.

If you are using an application form, check that it requests all the details you will need to help you assess the candidates. Be ready to send out a job description and person specification to those requesting further information.

## 9. Draw up a short-list

Decide how many people you wish to interview, probably five or six at the most. At this stage, ask the line manager to help to sift through the applications and take their opinions into account. Be as objective as you can, matching the candidates against the person specification you have defined. Look out for any unexplained employment gaps, and assess the quality of presentation and how well the replies are tailored to the specific job.

## 10. Reply to candidates

Contact those you do not wish to interview as quickly as possible. Treat them courteously, thanking them for their interest in your organisation and the position. You may wish to keep a few candidates in reserve, in case none of those on the shortlist proves suitable. Contact the candidates on the shortlist to check that they are still interested in the job and arrange dates and times for interviews. Make sure that you provide directions so that candidates can find you and be clear about whether you are prepared to meet travel expenses.

## 11. Next steps

Guidance on subsequent steps in the recruitment process is provided in the following checklists:

- › Steps in successful selection interviewing (107)
- › Organising the induction of new recruits (001)



## POTENTIAL PITFALLS

Managers should avoid:

- › assuming there is a vacancy before reviewing the current situation carefully
- › skimping on preparing a detailed job description and person specification
- › overlooking suitable internal candidates
- › failing to prioritise cultural fit at an early stage
- › ignoring relevant legislation



## ADDITIONAL RESOURCES

### BOOKS

**Introduction to human resource management: a guide to HR in practice, 3rd ed.**, Charles Leatherbarrow, Janet Fletcher,  
London: Chartered Institute of Personnel and Development, 2014

**Successful recruitment in a week**, Nigel Cumberland,  
London: Hodder Education, 2012

**Complete guide to recruitment: the step-by-step approach to selecting, assessing and hiring the right people**, Jane Newell Brown

London: Kogan Page, 2011

This book is available as an [e-book](#).

## Recruitment: study 941

London: Incomes Data Services, 2011

## Unlocking human resource management, Margaret Inman

London: Hodder Education, 2010

This book is available as an [e-book](#).

## Resourcing and talent management, 5th ed, Stephen Taylorook

London: Chartered Institute of Personnel and Development, 2010

This is a selection of books available for loan to members from CMI's library. More information at:

[www.managers.org.uk/library](http://www.managers.org.uk/library)

## JOURNAL ARTICLES

### Avoiding discrimination in recruitment, Cliff Moyce,

Management Services, Autumn 2014 vol 58 no 3, pp 26-28

### Meet your next executive assistant, Jo Faragher,

People Management, August 2014, pp 24-29

### Do you really know who you're hiring? Jane Simms,

People Management, December 2013, pp 33,35-36

### The new rules of recruitment, Hashi Syedain,

People Management, July 2013, pp 19-23

This is a selection of journal articles available for members to download from CMI's library. More information at [www.managers.org.uk](http://www.managers.org.uk).

## RELATED CHECKLISTS

- 001** Organising the induction of new recruits
- 107** Steps in successful in selection interviewing
- 110** Preparing and using job descriptions
- 123** Get the right people and get the people right
- 227** Talent management

## INTERNET RESOURCES

### GOV.UK [www.gov.uk](http://www.gov.uk)

Provides information and advice on recruiting and hiring under Employing people.

### Equality and Human Rights Commission [www.equalityhumanrights.com](http://www.equalityhumanrights.com)

Gives advice to employers on recruitment, pay, benefits and workplace conditions and on how to tackle discrimination and promote diversity.

CMI members can access information on employment issues including recruitment by logging into the BusinessHR service on the website at [www.managers.org.uk/businessHR](http://www.managers.org.uk/businessHR).



## NATIONAL OCCUPATIONAL STANDARDS FOR MANAGEMENT & LEADERSHIP

This checklist has relevance for the following standards:

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- › Unit DA2: Recruit, select and retain people
- › Unit BB4: Ensure compliance with legal, regulatory, ethical and social requirements



## MORE INFORMATION

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**w** [www.managers.org.uk](http://www.managers.org.uk)

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