FACTFILE:
GCE PROFESSIONAL BUSINESS SERVICES

UNIT AS 2: RECRUITMENT PROCESSES

Learning Outcomes

Students should be able to:

- demonstrate knowledge and understanding of methods of recruitment including:
  - 'milkrounds';
  - billboards; and
  - recruitment websites;
- demonstrate knowledge and understanding of the purpose and content of a person specification and job description;

- analyse contemporary approaches to selection, including:
  - interviews;
  - psychometric testing;
  - competency profiling;
  - situational judgement tests; and
  - emotional intelligence questionnaires; and
- demonstrate knowledge and understanding of the key features of a contract of employment; and
- analyse how effective recruitment and selection can help an organisation's performance.

Introduction

Recruitment and selection is the process that businesses engage in if they want to attract and appoint an individual to take up a vacant position within their business. Appointing the right employee at the right time with cost effective methods aids business performance. However, before a business reaches the recruitment stage it should decide that if a post becomes available that it wants to fill it. Furthermore, the business should also ascertain if there are any differences between the old and new post to be filled in terms of skills needed and activities and processes to be followed. By addressing job changes the business ensures that the correct information about the position is available to potential applicants. Finally, has the job been agreed and signed off by management and a budget been agreed to fund the post?

Figure 1. illustrates the contextual factors that may affect a business that engages in recruitment and selection. Within the business the strategic plan may dictate how the human resource plan will address the people requirements over the next three to five years. As employees leave and / or new posts are created an element of the human resource plan will indicate how recruitment and selection processes and methods will supply talent for designated posts. Consideration may also be given to factors such as the structure of the business in terms of size (single / multi sites) and geographical spread (local / regional / national / international) as this may affect the resources and methods employed in order to recruit and select the ideal applicant for the vacant position(s).
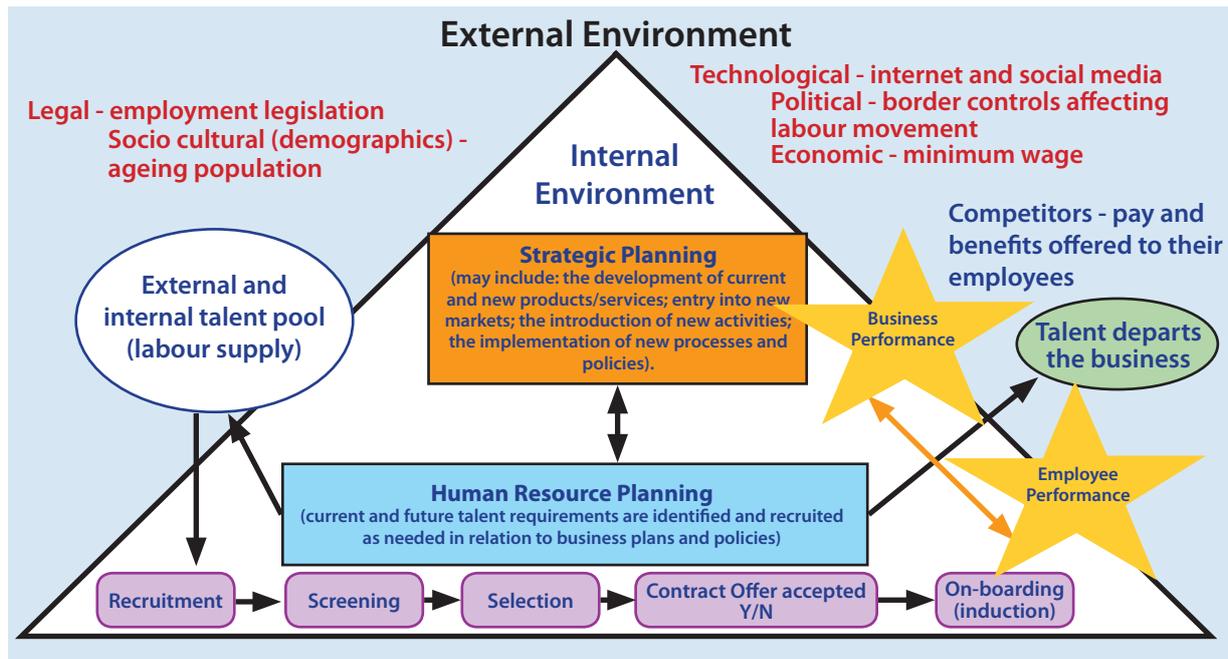
Figure 1. Recruitment and selection in context

The total potential talent pool (labour supply) may be a combination of internal and external talent pools. There may also be situations where the business decides to outsource work (external agency employs and provides people) and not recruit employees.

The business may also give consideration to external factors such as competitors, technology, and political developments. For example, political developments relating to Brexit may restrict the movement of labour from European Union countries to UK businesses and, thus, reduce the size of the talent pool that a UK business may have to recruit from.

Throughout the recruitment and selection process, the recruiting business should ensure the applicant is kept informed as to how the process will operate (timeline and dates of assessments, interviews, appointments, and feedback). Recruiting businesses should also confirm if they need to make any adjustments for applicants with a disability.

Recruitment and selection process

Human Resource consultants working on behalf of the business should safeguard the recruitment and selection process in order to ensure that any procedures, practices and behaviours connected to employment decisions meet criteria such as being: reliable; valid; equitable; legal; and cost-effective. These criteria can be employed to analyse the appropriateness of methods employed in the selection process.

The Recruitment and selection process in **Figure 2** depicts the various stages in the recruitment and selection process which includes: Job role; Recruitment; Screening; Selection; Contract offer; on-boarding.
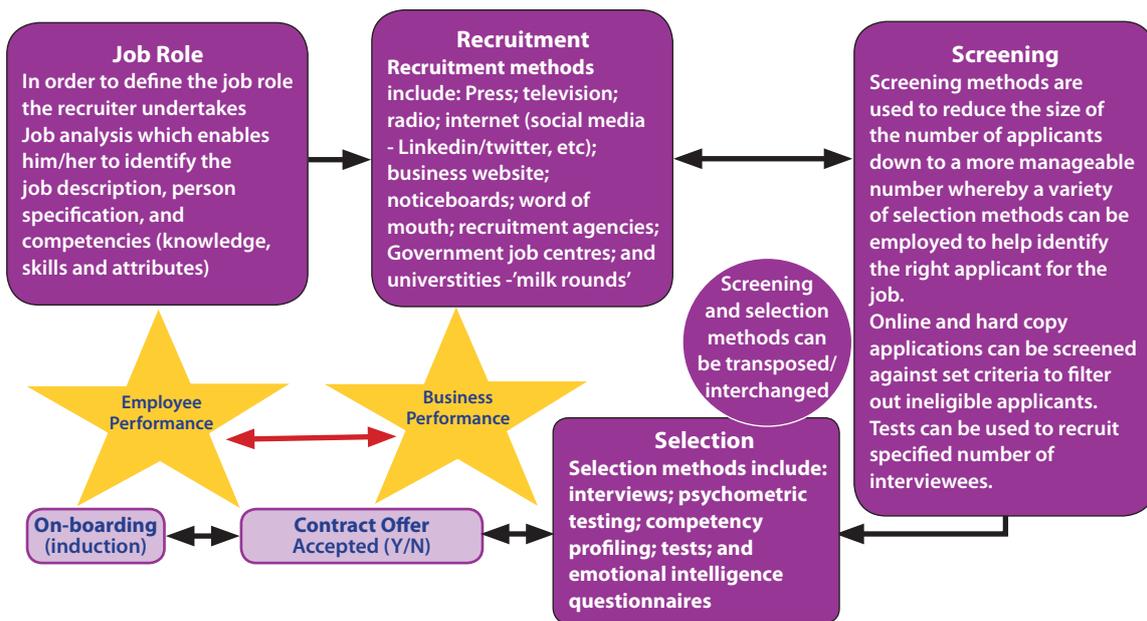
Job Role
In order to define the job role the recruiter undertakes Job analysis which enables him/her to identify the job description, person specification, and competencies (knowledge, skills and attributes)

Recruitment
Recruitment methods include: Press; television; radio; internet (social media - Linkedin/twitter, etc); business website; noticeboards; word of mouth; recruitment agencies; Government job centres; and universtities -'milk rounds'

Screening
Screening methods are used to reduce the size of the number of applicants down to a more manageable number whereby a variety of selection methods can be employed to help identify the right applicant for the job.
Online and hard copy applications can be screened against set criteria to filter out ineligible applicants. Tests can be used to recruit specified number of interviewees.

Screening and selection methods can be transposed/interchanged

Employee Performance

Business Performance

Selection
Selection methods include: interviews; psychometric testing; competency profiling; tests; and emotional intelligence questionnaires

On-boarding (induction)

Contract Offer Accepted (Y/N)

Figure 2. Recruitment and selection process

Job role

The initial stage of the recruitment and selection process requires the recruiter to decide what are the key aspects, activities and person requirements needed for the vacant job. When a job is advertised the recruiter may undertake a job analysis in order to clarify what the job role entails. From the job analysis and the specified job role, a job description and a person specification can be produced. The job description helps the recruiter to inform potential applicants about: the purpose of the job; the tasks; level of work involved in the job and how the job links to the rest of the business (ACAS, 2016). In addition, the potential applicant can decide if they have undertaken similar work before. The person specification advises potential applicants about the knowledge, skills and attributes (KSA), experience and aptitudes (ACAS, 2016) that the ideal person needs to possess in order to do the job. The person specification is also important to the employer as elements of the person specification can be matched against the applicants' application forms in order to score / rank each applicant. This assessment process helps the recruiter to draw up a shortlist of applicants for the next stage in the selection process. Likewise, a similar process regarding the person specification may apply at the interview stage.

Rodger's (1952) `Seven Point Plan' which contains seven attributes (physical characteristics, attainments, general intelligence, specialised aptitudes, interests, disposition and circumstances) has been used by businesses over the last fifty years to develop a person specification. In more recent times businesses have been using competency frameworks (Civil Service, 20165: NHS, 2016; Ford, 2017: PWC, 2017) which link expected work behaviours to performance levels. The Civil Service (UK), the National Health Service (NHS), and PricewaterhouseCoopers (PWC) are some of the businesses that have used their competency frameworks to help with their recruitment and selection process. Appendix 1. contains an example of a job description, person specification and specified competences for a Human Resource (HR) Advisor.

Recruitment

There are a multitude of methods that can be employed in recruitment which include: press; radio; television; social media such (Facebook, Linkedin / twitter, etc.); business website; noticeboards; word of mouth; Government job centres; 'milk rounds' at universities; and recruitment agencies. The type of recruitment method(s) to be employed will be dependent on the type (level, salary, and function) and number of posts to be filled along with the job location, the potential talent pool (labour supply), and time (duration of the recruitment and selection process). The cost of each recruitment method will also need to be considered in relation to the recruitment budget for the vacant post.

Advertising in the press enables recruiters to decide on the range of geographical coverage needed to target the right potential talent pool. Geographical reach will clearly vary depending upon whether a local, regional or national newspapers is used although most newspapers also use their website to advertise jobs. It is usually the case that the greater the geographical reach the higher the cost of the advertisement. The choice of local, regional, and national radio stations follows a similar format to that of press selection. Television can also be used as a recruitment method on a regional and national basis although it is usually costs much more than other methods of recruitment. Television job advertisements have an advantage in that certain socioeconomic groups may watch specific programmes and the recruiter can link the television recruitment advertisement to the programme.

The internet clearly has the potential to access a global talent pool but for most businesses, as with any recruitment method, the focus should be on targeting the desired talent pool. Social media is an ever growing means to contacting people and Facebook, Linkedin and twitter are just a few of the social network platforms that can enable recruiters to provide information about posts that need to be filled. Linkedin also enables recruiters to target people who may appear to possess KSA that they are looking for. The recruiter can also use its own website to advertise jobs and businesses such as Ford, TESCO, the National Trust and Disney advertise jobs on their website. Using a business website to advertise jobs is attractive to potential employees who want to work in a particular industry, country, business, or job category. A recruiter may also place job advertisements on noticeboards within places such as businesses, schools, further education colleges, universities and shopping centres. The noticeboard method is usually a low cost method but it is dependent on: footfall; people spotting and reading the job advertisement; the person reading the advertisement is interested in that job.

Jobs can also be promoted through word of mouth (WOM) or electronic word of mouth (eWOM). The WOM and eWOM (Oracle, 2017) methods are low cost as the message is transmitted by a third party but the recruiter has limited control over the messages transmitted to the target audience.

Government job centres and their respective websites also carry information on jobs that are available. The target audience within these centres are seeking employment and may be interested in applying for jobs that are advertised. However, it is not always the case that the person viewing an advertised job meets the stated person specification.

Careers fairs within a university context are also known as 'milk rounds'. University 'milk rounds' are attended by students and various types of employers. The 'milk round' brings recruiting businesses and students together whereby communication can be established and information exchanged between the respective parties. These employers are seeking to engage with students in order that their ultimate purpose of recruiting the right graduates to their business can be achieved. Successful graduates who gain employment with a recruiting business will most likely enter into the employer's graduate development scheme. This recruitment method can be very costly for employers in terms of people time, travel and accommodation. There is also the downside that a number of potential student applicants do not attend the 'milk round'.

Table 1. provides a summary of the advantages and disadvantages associated with certain recruitment methods.

Table 1. Advantages and disadvantages of recruitment methods

Recruitment method	Advantage(s)	Disadvantage(s)
Company website	1. Can be Designed to attract, inform and engage potential applicants. 2. Can be a cost effective way to attract applicants. 3. Technology reduces the administrative burden. 4. Quick way to receive applications.	1. Business requires resources for IT and IT support. 2. Security required to protect data from hackers. 3. Website needs to be maintained in terms of up to date information. 4. May generate too many applications.
'Milk round' at university	1. Business showcases the features and benefits of the job. 2. Direct contact made with potential applicants.	

	3. Potential applicants can engage with potential employers. 4. Employers can learn through engagement with potential applicants how to develop their recruitment process. 5. Fits with the recruitment, selection and deployment cycle.	1. Can be expensive as there are potentially many universities to visit. 2. Competing with similar employers for the same talent.
Employment Agencies (commercial)	1. Normal method for addressing certain vacancies such as clerical and administrative posts. 2. Removes administrative work from the business.	1.Staff may be recruited who only remain in post for a brief time. 2. Employers lose direct control of the recruitment process. 3. Recruitment agency has its own objectives which may conflict with the employer (applicants may be shortlisted to meet minimum number of applicants specified by employer for interview). 3. Can be expensive for employer.
Management selection consultants	1. Anonymous way to attract applicants. 2. Consultants may be very experienced in recruiting specialist staff whereas the employer may be inexperienced. 3. The consultants may already have a pool of applicants to draw from. 4. Reduces the burden on people in the business having to recruit.	1. Consultants can be expensive to hire. 2. Business loses a degree of control over the recruitment Process. 3. Recruitment staff in the business are not given the opportunity to develop skills and processes to recruit specialist staff.
Job centre	1.Applicants can be selected from a national, regional, local source. 2. Socially responsible and secure. 3. Can create quick response from applicants. 4. Can be cost effective for employers.	1. Registers are usually lists of unemployed people who may not fit the selection criteria.
Billboards / Digital displays	1.Billboards and digital displays can be located at points with high volume of passing traffic and footfall. 2. Size of billboard increases the visibility of the message.	1. Billboards can be expensive. 2. Billboards may be located where little or no potential applicants see them.

Businesses can also contract out all or a part of the recruitment and selection process to recruitment agencies. These agencies may have a bank of potential applicants on their register or they may have the expertise and resources to undertake the recruitment process more cost effectively than the business seeking to fill a post. The benefit to the business of using an agency is that it allows the business to concentrate on its core work. The drawback of using an agency is that the business loses control over the recruitment and selectin process.

Screening

Online and hard copy applications can be screened against set criteria to filter out ineligible applicants.

Screening methods such as shortlisting, tests, and situational judgement tests (undertaken at assessment centres) can be used to reduce the number of applicants down to a more manageable number for recruiters to select from. When the desired number of applicants has been achieved a further number of selection methods such as psychometric tests, competency profiling, and emotional intelligence questionnaires can then be employed to help identify and choose the right applicant for the vacant job.

Selection

Selecting the right applicant consists of two key stages: shortlisting (screening is part of this process) and assessment. At each stage of the

recruitment and selection process (CIPD, 2016) the recruiting business should use selection methods that ensure applicants are treated fairly and not discriminated against. The applicant chosen for the vacant post should be selected on the basis of their: ability to perform the role; contribution to business' performance; scope for development.

The remainder of this section will focus on: psychometric tests situational judgement tests; competency profiling; emotional intelligence questionnaires; and the interview. While these methods can be used to assess applicants, their reliability varies in relation to how accurately they can predict the potential applicant's performance in the vacant job. Furthermore, there is also variability in the cost and ease (technical ability and qualifications required) of using these methods. All staff engaged in the assessment of applicants at the recruitment and selection stage should be skilled and trained in the use the method being used by them. Staff also need to be versed and trained in the legal aspects relating to the recruitment and selection process.

Valid and reliable
Recruiting businesses should use selection methods that are valid and reliable (CIPD, 2016) as is normally the case for any type of test. For example, if you wanted to measure a person's weight, then weighing scales would be a valid instrument to use in order to measure weight. If the weighing scales were overweighing weights by 1Kg then the weight measurements would not be reliable. The application of the validity and reliability criteria is particularly relevant within the context of using tests to assess potential applicants. There is also an ongoing debate among researchers and practitioners about the degree of reliability and validity that can be attributed to each recruitment method.

Psychometric tests
Psychometric tests, from a recruitment perspective, are used to measure potential applicants' mental capabilities and behaviours in a systematic way. The potential applicants' suitability for a job are measured by psychometric tests which are constructed against the expected mental capabilities and behaviours of the post. Psychometric tests measure the degree to which potential applicants' mental capabilities and behaviours correspond with those required to perform the job. The recruiting business can use the information generated from the psychometric test in combination with the information obtained from a face-to-face interview. CIPD (2016) provide

advice on the administrative aspects of using psychometric tests.

Situational judgement tests
Situational judgement tests pose a range of different work related situations to the potential applicants in relation to the job that they have applied for. For each work related situation, the potential applicant may choose an answer from a number of possible actions or the applicant may suggest their own action.

Assessment centres
Assessment centres are managed by staff who present of a number of different types of exercises to attendees (job applicants) in order to assess the full range of skills (technical, numerical, verbal and written communication) and personal attributes (leadership, resilient, empathetic) required for a specified job(s).

Assessment centres (ACs) are regarded by businesses as offering reliable methods of assessing candidates. ACs are normally recognised as a fair method of selection whereby attendees (job applicant) are treated equally and selected according to merit. The assessment centre also provides the recruiting business with a variety of information about the job applicant.

Competency profiling
Competencies are related to specific jobs and consist of the skills, knowledge and behaviours that an employee should possess and display in order to perform to or above the job standard. Examples of organisations using competency frameworks include the Civil Service which has ten competencies in their competency framework and Nottingham Trent University (NTU) which has identified nine behavioural competencies and characteristics exhibited by high performers (NTU, 2010).

Employing competencies also helps to improve the accuracy of assessing an applicants' suitability or potential for a job. The use of competency assessments helps assessors to assess applicants against characteristics that are contained within the job profile. Using competences can also improve the structure of the selection process in relation to interviews and tests. Measuring an applicant against stipulated competencies also allows their strengths and weaknesses to be identified. If appointed, any weaknesses can be addressed through a learning and development program.

Emotional intelligence (EI) questionnaires offer the

recruiting business a different perspective on the employee. Mayer and Salovey (1997, p.10) state that "Emotional intelligence involves the ability to perceive accurately, appraise, and express emotion; the ability to access and / or generate feelings when they facilitate thought; the ability to understand emotion and emotional knowledge; and the ability to regulate emotions to promote emotional and intellectual growth."

Mayer and Salovey explain how EI abilities can be arranged into four levels with the lowest level skills entailing a person being able to perceive and appraise their emotions and that of others. The second level concerns a person being able to incorporate emotional experiences into their mental life.

The third level is where a person evaluates the impact of emotions on themselves and others. The fourth (highest) level entails the person being able to manage and regulate their own emotion and respond to other people's emotions.

The standard way of measuring EI ability is by administering an EI questionnaire to applicants and scoring the applicants responses.

A recruiting business may want to reflect on the following points if they are considering using EI questionnaires as part of the selection process. Emotional intelligence questionnaires have helped in the prediction of an applicants' performance, especially regarding interpersonal relations that are linked to job performance. The administration process can be completed via pencil and paper or electronically. The purchase cost of an emotional intelligence questionnaire (test) is usually less expensive than developing a bespoke test. 'In-house' delivery of the test develops staff expertise and gives the business more flexibility in delivering the EI tests. There is a high return on investment (cost versus employee performance) if applicants are needed who possess strong interpersonal skills. EI questionnaires are associated with occupations that entail high levels of social interaction, collaboration, resilience and teamwork.

The interview

Interviews are widely used in the selection process and allow the recruiter and applicant to engage with each other and exchange information. From a recruiter's perspective the interview enables them to: assess an applicant's experience; evaluate their ability to do the job; gauge their suitability as a team member; present a positive image of the business. From an applicant's viewpoint, the interview provides a forum to: convey a positive image of themselves; learn more about the job and the business though questioning.

While interviews are commonly used in the selection process they are not necessarily an effective means to predict the future performance of an applicant in the job. Interviewers can be affected by: the stereotyping effect; the halo and horns effect; the similar-to-me effect.

With the stereotyping effect interviewers may think that certain characteristics are the norm in relation to members of a particular group (sex, race, disability, marital status, political affiliation, religion, ex-offenders). An interviewer may be influenced by the halo and horns effect whereby they score an applicant as 'high' or 'low' in part of the job and then continue to apply the same score to other assessed areas. The similar-to-me effect is where interviewers may give preference to applicants whom they perceive as exhibiting a similar education, work experience or attitudes to themselves.

The recruiting business can mitigate against the interview weaknesses by ensuring that interviewers are trained in conducting interviews and familiar with employment legislation and the businesses' recruitment and selection policies and procedures. The interview should be planned and structured and all interviewers should know their roles and protocols before the interviews commence.

Table 2. provides an over of the advantages and disadvantages of selection methods that can be employed by a recruiting business.

Table 2. Advantages and disadvantages of job applicant selection methods

Recruitment Method	Advantages	Disadvantages
Assessment Centers	1.May enhance business performance through the identification of applicants who possess the specified skills and abilities. 2.Can generate feedback to applicants in relation to development needs. 3.Trained staff underpin the value of the assessments in terms of consistent application of procedures, processes and results.	1.Tests can be expensive to design, administer. 2.This method can be more labour intensive in terms of staff numbers and the level of training / qualifications required. 4.Travel costs and accommodation expenses may be incurred if the test lasts a day or more.
Interviews	1.The interview facilitates a two-way exchange of information. 2.Communication skills can be assessed 'live' rather than through a paper exercise. 3.The applicant has the opportunity to promote themselves through their appearance, demeanour, and responses to questions.	1.Rating errors and biases by interviewers can adversely affect the scoring of applicants and lead to the wrong applicant being chosen. 2.May be logistically difficult to manage if a large number of applicants need to be interviewed. 3.Applicants give perceived 'right' responses to the interviewer rather than what they actually believe to be the case.
Physical Ability Tests	1.Tests are linked to the physical aspects of the job. 2.The performance level of the applicant can be measured in terms of time and quality. 3.Can identify training needs relating to the 'right' applicant.	1.The equipment may be expensive to purchase and administer. 2.May be time consuming to administer. 3.There may be health and safety risks associated with using physical ability test.
Situational judgement tests	1.Valid linkage between the test and job tasks. 2.Reduces the likelihood of the applicant making fake responses. 3.Developmental feedback can be given to applicants.	1.Method requires applicant to have job knowledge which may not be the case. 2.The simulations may be difficult to keep updated as jobs and technology changes. 3.Simulations may be time consuming and expensive to develop and to administer.
Psychometric tests	1.They lead to judgments that are likely to be more valid than judgments made by other means. 2.Can be cost effective in that the test can be linked to job related abilities and increase the likelihood that the right applicant is selected. 3.'In – house' talent can be developed to manage the tests. 4.Applicants development needs can be identified.	1.If 'in-house' staff are not available, then recruiting business may have to purchase the test and testers externally which may be costly. 2.Some applicants may be familiar with the tests and know which answers to choose in order to score well but these applicants may not be the 'right' applicant to choose. 3.Tests need to be updated as jobs change and the skills needed also change.

Contract of employment

The Labour Relations Agency (LRA) provide information on various aspects of a contract of employment. The LRA (2016) state that an employment contract consists of promise(s) that the law will enforce. In relation to an employment contract the employee normally agrees to execute specific work and the employer agrees to pay the employees for the work.

An employment contract does not have to be in writing with the exception of apprenticeships which must be in writing. There are a variety of employment contracts and two common types of contracts include: contract of service; contract for service.

A contract of service relates to an employee working for an employer on a part-time, full-time, fixed term or permanent basis. A contract for services exists when a self-employed person(s) provides an independent service to an individual or business.

The parties to the contract are bound by the terms of the contract which infers rights and obligations on the parties. Figure 3. Illustrates how a contract of employment is bound together by a variety of terms. These terms include: express; implied; statutory; written statement; incorporated terms; and custom and practice.
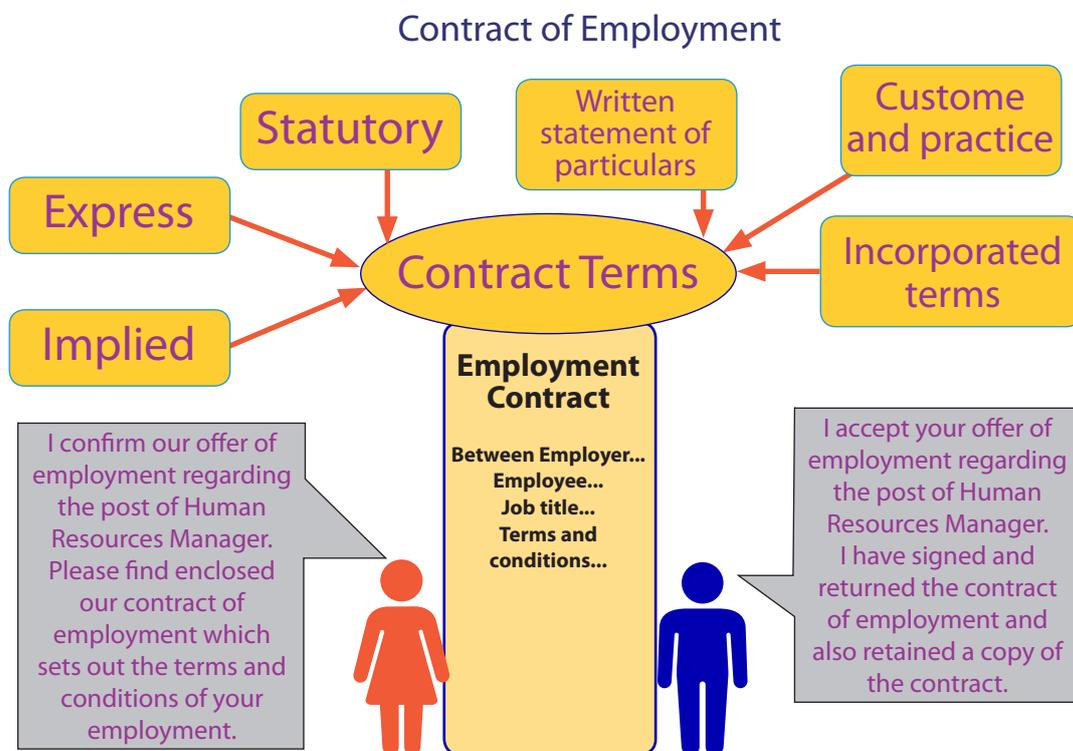
Contract of Employment

Figure 3. Contract terms

Express terms (verbal or written) are agreed and understood by both the employer and the employee. Express terms are articulated in: the written statement of particulars of employment (must be issued to an employee within 2 months of starting employment); the letter of appointment; verbal or written statements.

Implied terms are not explicitly written or verbally agreed but are still part of the contract of employment. Terms are implied, because they are too obvious to mention. For example, the employee will have a chair to sit on.

Statutory terms are derived from employment legislation such the National Minimum Wage where certain categories of employees must be paid at least the minimum wage. There are numerous statutory terms including: a written statement of employment particulars (terms and conditions); an itemised pay statement; minimum periods of notice to terminate a contract of employment. Employees must be given a written statement (The Employment Rights [Northern Ireland] Order 1996) specifying the main particulars (terms and conditions) of employment within two months of their start date. While the statement of employment particulars is not the contract

of employment it does contain a number of the contractual terms which relate to a contract of employment. Particulars such as the rate of pay and payment periods, holiday entitlement, job title and job description must be included.

An incorporated term becomes an integrated part of the contract when an agreement to the incorporated term has been achieved in another forum (Health and Safety Committee) or via other documents such as a new or revised policy (safeguarding).

Through custom and practice certain terms of employment may become established or implied into the contract of employment. The criteria for determining a term of employment by custom and practice are:

- reasonable – it is standard practice within the employee's industry;
- certain – evident to everyone and not possible of being interpreted differently by different people; and
- notorious – those related to the term are aware of its existence and it has existed for a significant time. Examples of custom and practice could be rest breaks and finishing times.

Recruitment and selection and business performance

An analysis of the recruitment and selection stages and processes can reveal how each of these stages influences business performance and how they can be improved in relation reduced costs, improved quality, enhanced business reputation, reduced lead times, and recruiting the right employee. Each stage in terms of current operations and future improvements will contribute to the performance of the business. Furthermore, through regular monitoring and audits which utilise operational metrics and external benchmarking, the recruitment and selection process will continue to contribute to business performance. ICIMS (2015) provide an insight into the metrics that can be used to review, assess and improve the recruitment and selection process. The metrics include: evaluation of sources of hire; cost per hire; compliance; quality of hire; and new hire turnover rate.

Figure 4. illustrates how each stage of the recruitment and selection process contributes to business performance. Strategic planning and human resource planning overlap with each other as strategic planning sets the direction and agenda for human resource planning which includes recruitment and selection. Strategic planning and human resource planning are also
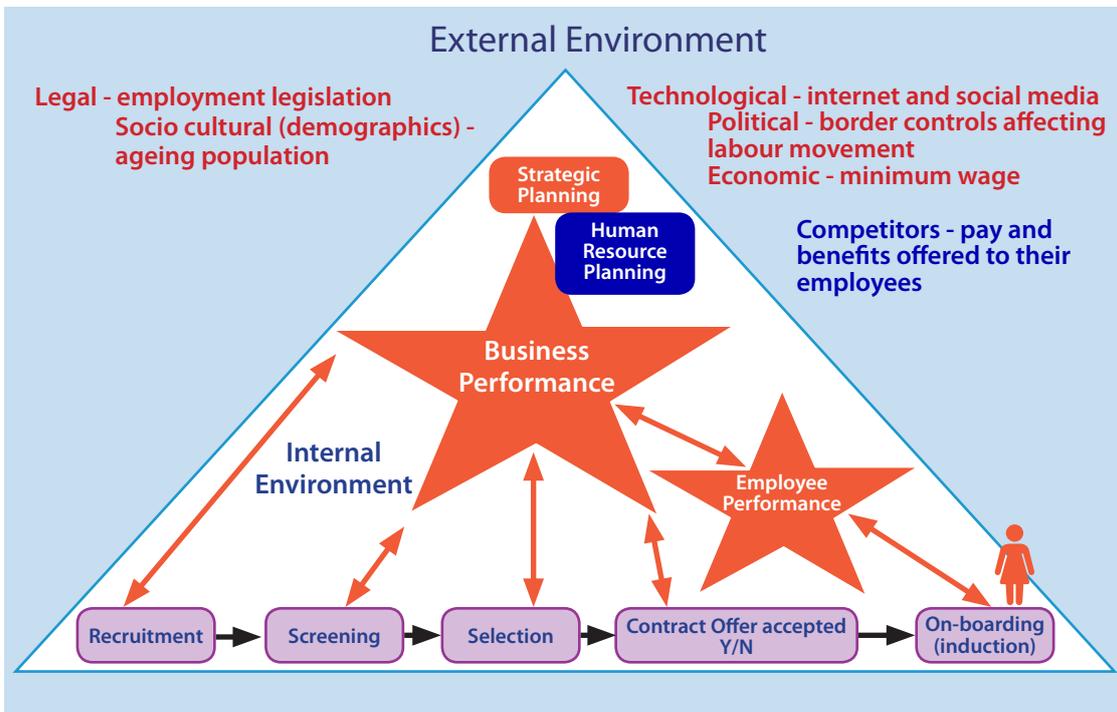

Figure 4. Recruitment and selection and business performance

linked to business performance which consists of key performance indicators (KPIs). Each stage of the recruitment and selection process contributes to business performance and is denoted by the two-way direction red lines. The lines are two-way because each recruitment and selection stage can contribute to business performance and likewise, through changes in strategic planning and / or human resource planning changes may have to be made to the recruitment and selection process. When the applicant is appointed and enters the on-boarding program he / she begins to perform their work. Their performance contributes to the overall business performance.

At the initial of the recruitment and selection process, a review of the vacant job role may reveal that the job(s) is obsolete and does not need to be replaced which results in a saving on salary. Alternatively, the job role (content and related processes) may be outdated and needs to be revised. Furthermore, a more in depth study of the activities in the job may reveal how multiple work processes within the department and the wider business context (internal and external environment) could be streamlined or enhanced through reconfigured systems and / or the introduction of technology. A streamlined system could reduce business costs and raise productivity. This stage is also the foundation of the recruitment and selection process in that if everything is completed correctly at this juncture then the remaining stages, methods, and processes will be tailored recruit the specifications attributed to the ideal person for the post. If mistakes are made at this point, then they will be amplified throughout the remainder of the recruitment and selection process which not only generates unnecessary costs but will most likely result in the wrong person being appointed.

The recruitment stage entails designing the job advertisement and choosing the most cost effective method(s) to circulate the job advertisement in order to attract potential applicants to apply. This stage presents an opportunity for the recruiting business to promote its brand and engage with both an internal and external audience. An effective recruitment communications campaign will target the right talent pools and generate a supply of talented applicants from which to choose from. Furthermore, through effective planning and organisation the lead time for the recruitment stage may be reduced.

Employing the most cost effective screening methods will help the business to reduce the applicant pool down to the desired number of applicants. Treating applicants fairly and equitably at this stage, along with the other stages of the process, enhances the reputation of the business and avoids complaints from applicants and possible litigation (costs).

Choosing and combining the right selection methods should enhance the likelihood of selecting the right candidate. Effective management (planning, control, organisation, communication) of this stage should ensure that costs are in line with budget and that the processes and systems deliver the desired outcomes (right applicant appointed). The contribution of this stage to business performance should also be assessed in terms of its contribution to the overall recruitment and selection process (refer to ICIMS paper on metrics).

Contract Offer and On-boarding are the last two stages in the process. The contract offer may need to be handled with due care as some degree of negotiations may take place between both parties and a 'win-win' situation is normally the desired result (signed contract).

The On-boarding phase is very important in terms of integrating and socialising the new employee into their post and the organisation. The sooner the employee is fully employed in their post the sooner they will begin performing for the business. Well thought out and executed on-boarding programs may also help with the long term retention of the employee (reduced employee turnover) and remove the need for a future recruitment and selection campaign for this post.

Appendix 1.

Carters Engineering Appliances Ltd.
JOB DESCRIPTION

Job Title: HR Business Partner
Department: Human Resources
Reports to: Senior HR Business Partner
Staff reports: None

Purpose of the job: Provide generalist strategic and operational HR support, advice and internal HR consultancy to specific business areas within the business by working with line managers to identify and address the HR needs of the business. Help the business achieve its strategic goals.

Dimension: Reporting to the HR Director and working as part of an HR team of 20 based over 8 sites throughout the UK, responsible for service provision to specific business sites of between 200-450 employees over 3 sites.

Accountabilities

1. Provide generalist strategic and operational HR support and advice, operating as an internal HR consultant by offering coaching, challenging objectives and constructive feedback to Managers.

2. Comprehend and support the HR needs of each business site and work with line managers to pinpoint their HR service requirements and facilitate business change efforts and business improvement programs in line with strategy.

3. Contribute to the HR Strategy and implement plans within supported business sites.

4. Assist the Organisation Development / Learning & Development function in the design and delivery of the talent management strategy. Support the implementation of the business' transformation strategy.

5. Support managers in workforce planning activities.

6. Manage resourcing programs within designated sites.

7. Provide information to management/HR processes within designated sites on: performance management; employee relations; conflict resolution; people resourcing; reward and remuneration; learning and development) supported by specialist expertise from Organisation Development & Learning & Development where relevant.

8. Operate within the health and safety policy and wellbeing policy.

9. Perform any other duties as may reasonably be required of you in the post.

10. The HR Business Partner will be required to undertake some travel to all Carters Engineering Appliances Ltd. sites.

PERSON SPECIFICATION

HR Business Partner

KNOWLEDGE

ESSENTIAL:
1. Current knowledge and understanding of employment law and best practice HR policy and practice

2. Current knowledge and understanding of resourcing and workforce planning

3. Current knowledge and understanding of project management systems such as Prince 2.

DESIRABLE:
4. Graduate of the CIPD

EXPERIENCE

ESSENTIAL:
5. Four or more years of management level experience as an HR practitioner

6. Two or more years of managing employee relations issues.

DESIRABLE:

7. Combination of private and not for profit experience

SKILLS - JOB COMPETENCES

ESSENTIAL:
8. Change (incorporating flexibility, adaptability, strategic thinking and influencing capability) – Works with management to implement policies and processes and can prioritize work.

9. Customer Care– Demonstrates a customer oriented approach. Coaches line managers and staff and fosters engagement.

10. Communication – Offers clear guidance and support to managers on HR related matters.

11. Commitment – Prepared to initiate change as required.

12. Development – Displays resilience when dealing with difficult and challenging issues and operates with integrity at all times.

13. Planning – Demonstrates capacity to plan and lead HR programs using project management systems such as Prince 2.

SKILLS - Carters Engineering Appliances Ltd. COMPETENCES*

Planning (level 4)
Ability to plan own work and the work of colleagues.

Change (level 4)
Leads on transformation programs and overcomes resistance to change.

Managing (level 4)

Engages the team by setting objectives and delegating responsibilities Support colleagues to ensure individual objectives are delivered.

Decisions (level 4)

Synthesises information and knowledge in order to decide on the most appropriate action.

Teamwork (level 4)

Develops and maintains a team ethos.

Communication (level 4)

Capacity to formulate communication plans and messages to specific audiences.

Commitment (level 4)

Manages team performance against departmental objectives.

Development (level 4)

Demonstrates continuous learning and supports others to do likewise.

Customer Care (level 4)

Embodies the business culture of customer care and delivers and supports a quality service.

*Carters Engineering Appliances Ltd. competences that are particularly important for this role are noted by level and contained within the business Competency Framework. Within Carters Engineering Appliances Ltd. Competency Framework 1 = lower up to 5 = higher.

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