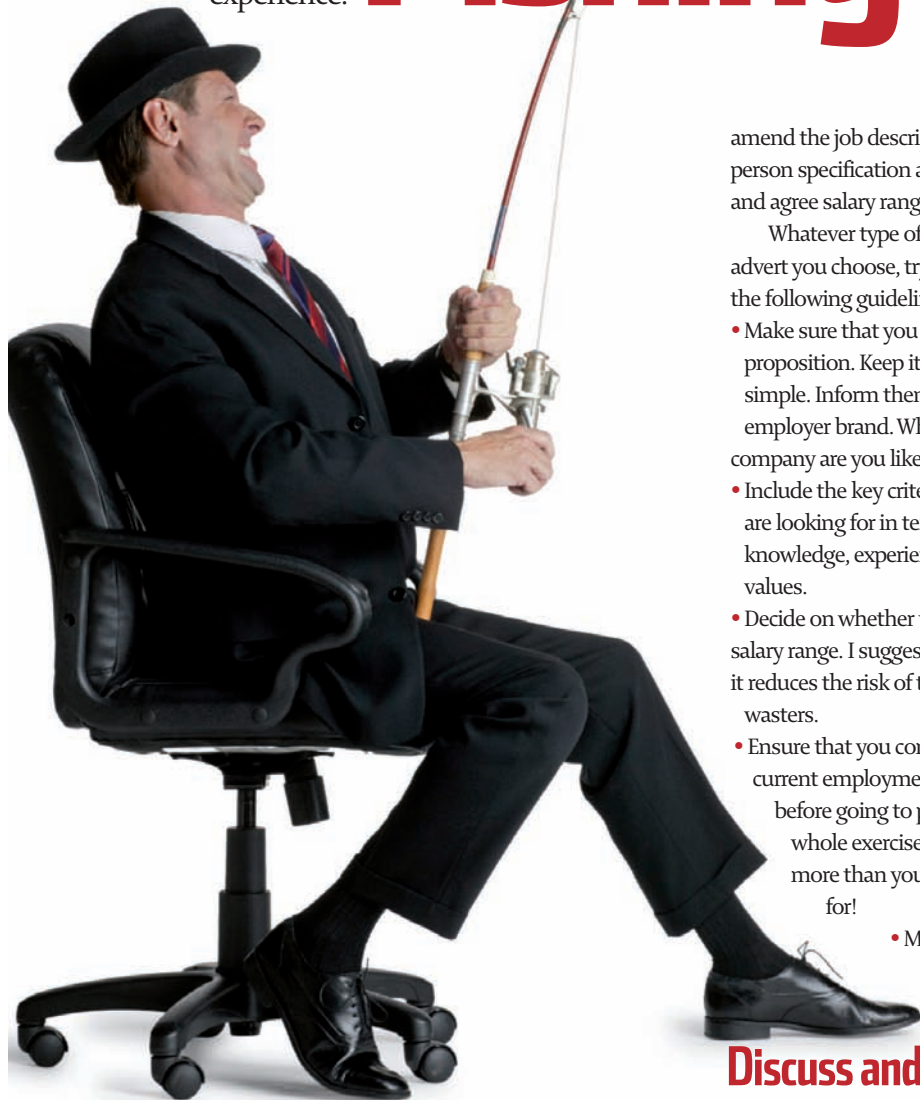


Forget about hobbies and other 'outside interests' when job interviewing and concentrate on skills and experience.

# Fishing for your



amend the job description and person specification at this point and agree salary range.

Whatever type of recruitment advert you choose, try to keep to the following guidelines:

- Make sure that you have a clear proposition. Keep it clear and simple. Inform them about your employer brand. What type of company are you like to work for?
- Include the key criteria that you are looking for in terms of skills, knowledge, experience and values.
- Decide on whether to include salary range. I suggest you do – it reduces the risk of time wasters.
- Ensure that you comply with current employment legislation before going to print or the whole exercise may cost you more than you bargained for!
- Make sure that you include a

for like. CV/application form sifting should be a matching exercise. How closely does the criteria that you have asked for in the advert match the criteria on the CV/application form? And that is all it should be. Far too often recruiters are drawn in by age/location/hobbies etc. If it is not relevant then do not judge it! This explains why the latest design of CV does not include these factors.

If you are pushed for time and/or have a lot of candidates to get through, consider telephone screening as a first stage. This can often be conducted in the evening when candidates are at home and more relaxed. You will be surprised at how much more of the genuine person comes across using this method.

Traditional face-to-face interviews should – as mentioned earlier – focus on competence, based on skills, experience and knowledge. And never forget that the quality of the answer is largely

## Discuss and agree with colleagues on 'what' – not 'who' you are looking for in terms of skills experience, knowledge and attitude

The previous article established that today 'the best people find the best companies', and looked at the importance of creating an 'Employer Brand' to attract job candidates.

Instead of being regarded as a 'quick fix' to a pressing business requirement, recruitment needs to be seen as an investment that incorporates robust and objective selection criteria to match business needs.

Be clear about what (not who) you are looking for. It is imperative that you discuss and agree with colleagues on what you are looking for in terms of skills, experience, knowledge and attitude. In my 10 years of recruitment experience, this continues to be the main stumbling block.

Having established these parameters, be sure that you can deliver on your end of the bargain before advertising for the position. It is also useful to draw up or

closing date and state how you expect applicants to respond, i.e. sending in a CV with covering letter or applying for an application form.

In general, CV standards are poor and often don't provide a great deal of relevant information. An application form can help ensure that you are measuring like

dependent on the quality of the question! Often, getting candidates to 'think of a time when...' separates those that talk a good game and those that have been there and done it.

In-house or agency? If you don't have the resources to undertake your own recruitment,

# 'talent pool'



by all means refer to a consultancy. But make sure they understand your organisation inside out and act with integrity. Get references and ask around. Scrutinise the small print to make sure that you understand exactly what parts of the recruitment process are included in the price, and what percentage you will be paying for successful placement. What happens if things go wrong? How will they attempt to put it right for you? In choosing an agency, you are placing responsibility for the promotion of your employer brand

on to them!

I am a great believer in assessment centres as you get to see the 'proof of the pudding' over a considerable period of time. Few people can keep up a façade over so many hours and inevitably you see the candidate's 'true colours'.

The centre should include a variety of exercises. Most usually include a group work session, an individual exercise, a competency based interview and a psychometric test. Though this method involves some investment in terms of time and money, it can

pay for itself by screening a number of candidates at the same location in one day.

Psychometric tests are good as the 'icing on the cake', providing an indication as to what someone will typically behave like, but they should not be used as the single determining factor.

Be quick to respond. The best candidates will be lining themselves up with a number of different potential employees. Use email and SMS texting to stay a step ahead in keeping them informed of progress at each stage.

Every point of the recruitment process gives the candidates an insight into the 'employer brand' referred to in our last article. In the latest Employee Retention Survey (also featured in our last issue) findings showed that "the reputation of the company/franchise ranked above career prospects and pay" as one of the most important factors employees considered when deciding to apply for a new job.



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**Note: To obtain a copy of the CIPD 'Employer Branding Guide' please contact [Gemma Pritchard](mailto:Gemma.Pritchard@rts-uk.co.uk). Email: [gpritchard@rts-uk.co.uk](mailto:gpritchard@rts-uk.co.uk)**