Opening page for MOOC.

Five stages to recruitment:

1. Identifying and preparing

You know you need to recruit. This might be because someone is leaving or because you have identified a new requirement. The first steps in the recruitment and selection process are identifying what you really need from a new member of staff. What are the duties and responsibilities of the role itself? What skills, experience and knowledge are required? What is essential rather than simply desirable or nice to have? What are the hours of work required and where does the work need to be done? How flexible are you on all of these things – noting that you it’s rare to tick every single item on your list. The preparation stage is essential. Key steps include; writing or reviewing the job description and person specification, identifying the criteria for success, and determining the process you will follow.

1. Attracting candidates

Once you know what you need, it’s about getting your vacancy in front of the right people and encouraging them to apply. Attracting the candidate will almost always involve an advertisement of some kind. There are choices to be made here. Where will you advertise? What will you say about your role? How will you get your advert seen? When it comes to wear you advertise, there are many options. Online job boards, some of which are generic and some more specialised, social media, journals or trade publications, the organisation’s own website or career page. Writing a good recruitment advert is key. An advert shouldn’t be a cut and paste from the job description but a description of what is required – what the job does and the skill, knowledge and experience required to do it well. A good job advertisement will sell a job and an organisation. It should engage and tempt – or help someone identify it isn’t for them.

1. Shortlisting and screening

When you have your interested applicants, the next stage is to determine who to take forward into the full selection process – your shortlist. The length of your shortlist may vary – there no hard and fast rules about how many people you should interview. When there are significant numbers of applicants you may need to include any additional stage, such as a telephone interview. What’s important is that the shortlist is complied with reference to the criteria set out in the job description and person specification. It’s good practice to have more than one person compiling the shortlist – this will reduce the potential for unconscious bias.

1. Selection

Once you have your shortlist, the next stage is selection. This includes all of the activities that will enable you to make a decision on who to appoint to the post. Selection procedures will almost always include a face to face interview, but can also include additional activities such as presentations, tests or assessment centres. The selection activities that are required should be determined by the nature of the role. At the end of selection, you should be able to make a decision and an offer. To avoid potential for unconscious bias, it’s important to have more than one person involved in this process.

1. Offer and welcome

In terms of process, recruitment and selection stops when you make someone an offer and they accept it, followed by all the relevant paperwork being issued. In reality, the situation is a little more blurred. A new hire doesn’t technically become a member of staff until their first day of employment. The time in between offer and start is critical – it is an opportunity to engage, help them look forward to stating and help to confirm that they made the right decision. It’s important to strike the right balance. If the individual is leaving a job they will have their resignation and handing over to deal with, so it’s important not to overwhelm or require too much. You can use this time to begin to build your relationship and allay any concerns or worries.

During the MOOC we will be exploring each of these areas in turn and helping you to gain the skills to ensure each stage in a success.