

# Workshop Workbook

**How do I recruit the best?**

**Autumn 2018**

## Introduction

This workbook serves as the notes on the workshop entitled *How do I recruit the best?*

*There are six webinars and a workbook page is devoted to each. The final activity is a face to face and/oronline workshop.*

*Webinar 1: A new approach for a new recruitment and selection age - 19th October 2018*

*Webinar 2: Setting foundations: Designing the right jobs - 26th October 2018*

*Webinar 3: Developing the decision criteria: Specifying the ideal candidate - 2nd November 2018*

*Webinar 4: Expanding the search: Finding the best candidates - 9th November 2018*

*Webinar 5: Designing decision tools: Making sure you select the best - 16th November 2018*

*Webinar 6: Closing the deal: Making sure the best join - 23rd November 2018*

*Workshop - Online/Face-to-Face Workshop: How do I recruit the best? - 7th December 2018*

## Recruiting people

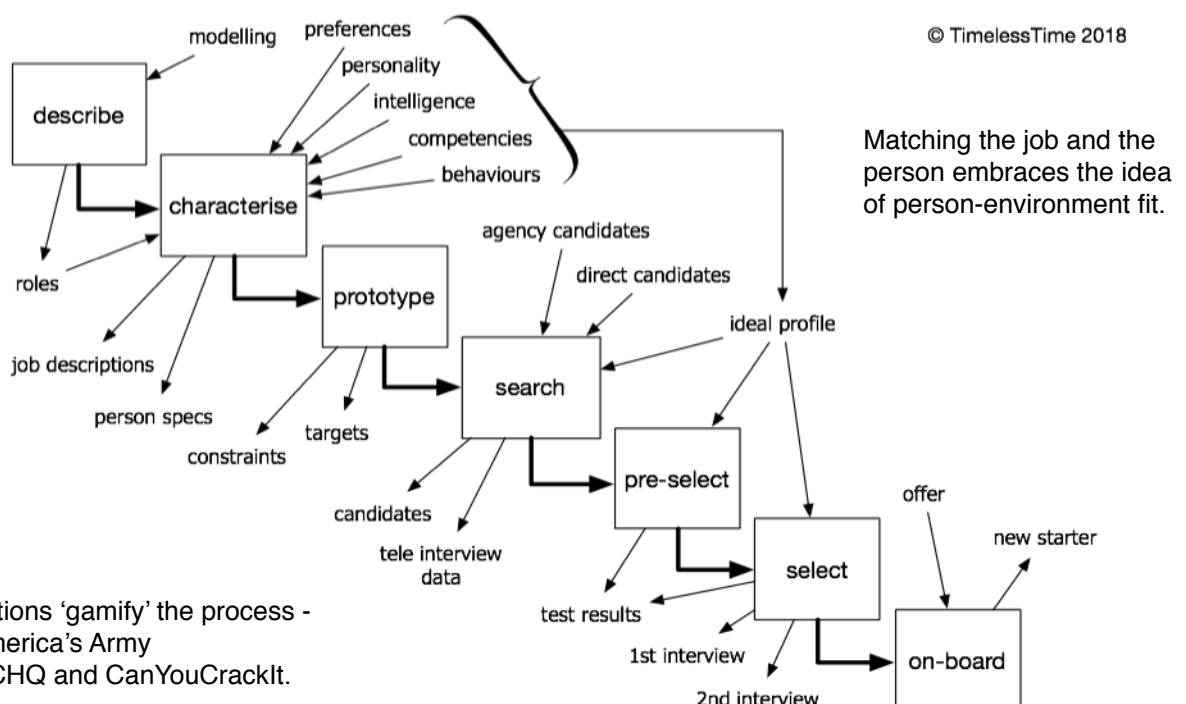
Effective recruitment and selection is critical for the achievement of organisational strategic objectives. Recruitment and selection is a topic of increased interest to organisations given economic volatility, the pressure on productivity and the need to sustain organisational economic performance.

And yet recruitment and selection methods don't often embrace good science. The recruitment and selection processes are often neither fair nor robust. It's said that processes and methods lag research findings and suggestions by up to 30 years.

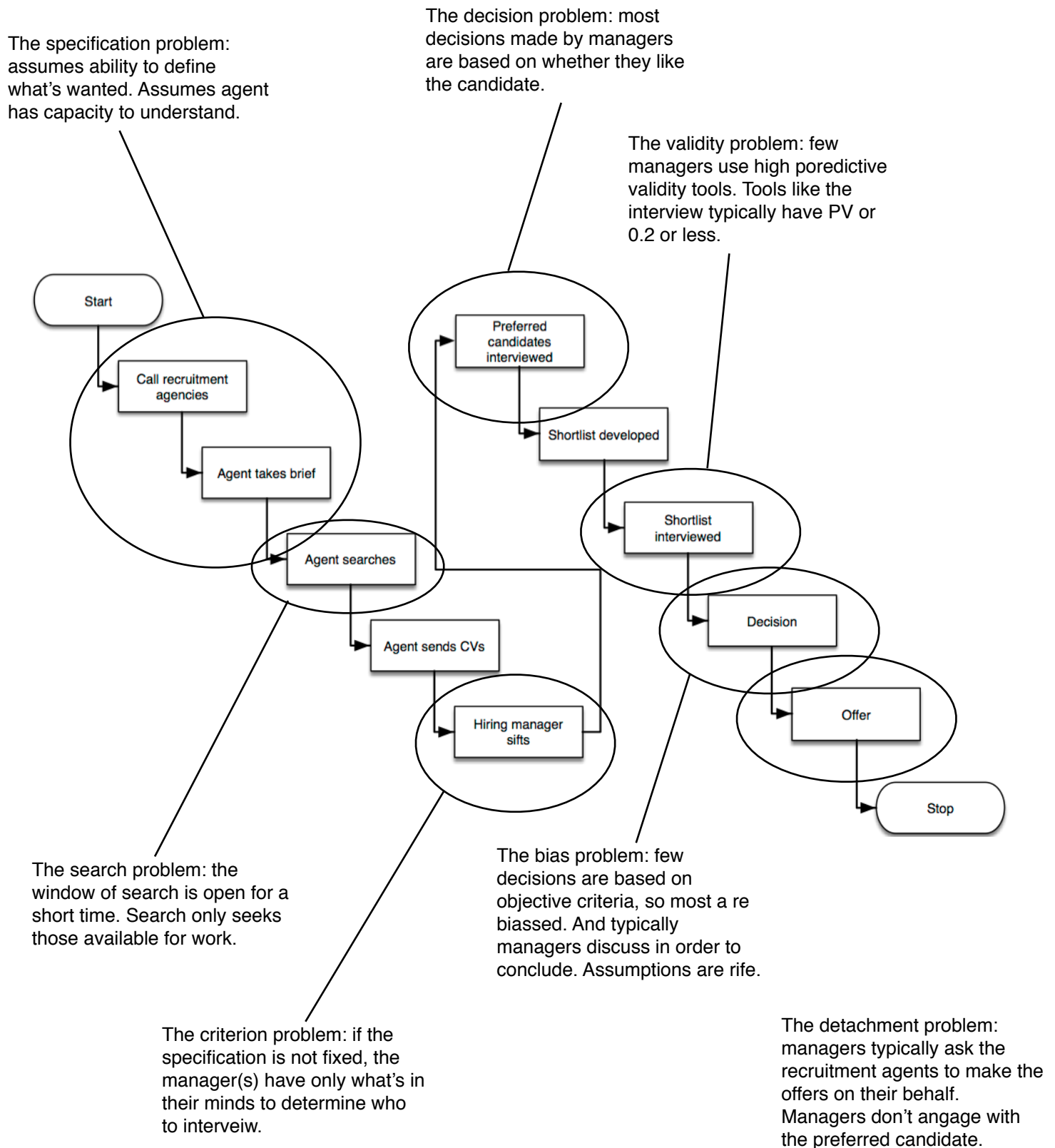
This workshop aims to look at whether these claims are justified - and if they are, why this is so and what can be done.

## Key requirements

To recruit the best, any recruitment and selection system should a) use good science and b) be fair.

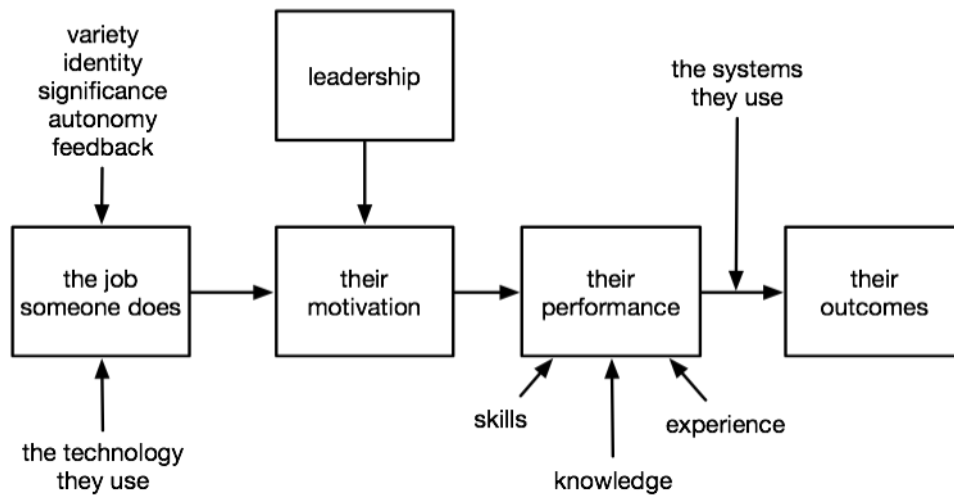


## Webinar 1: The present process

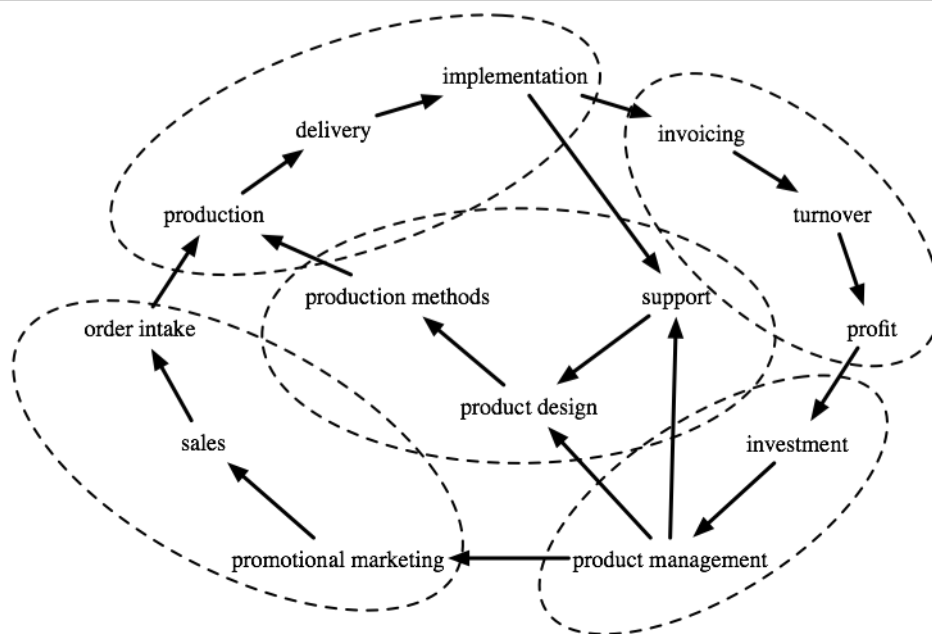


## Webinar 2: Designing the best jobs

### What makes a good job?

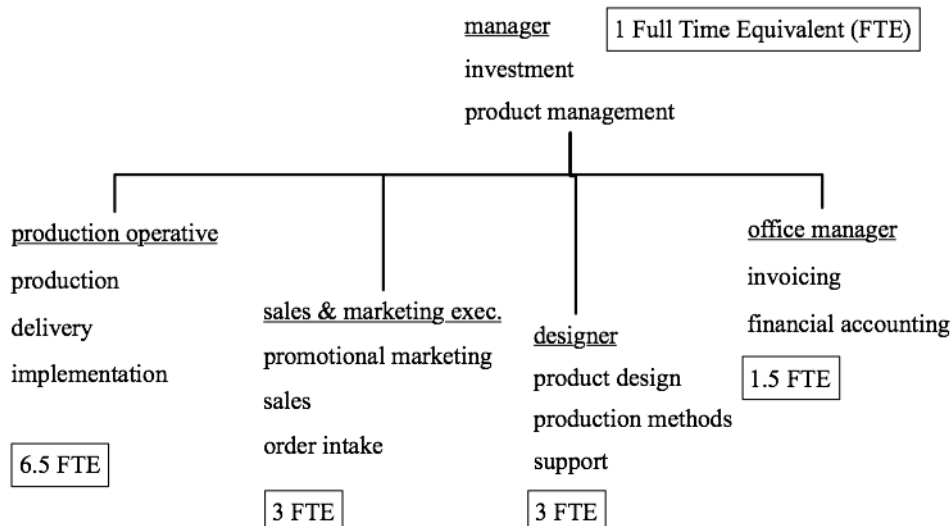


### Model the job to build the JD



1. Job title
2. Reports to
3. Job purpose and principal activities
4. Scope and dimensions
5. Accountabilities and responsibilities
6. Relationships with others
7. Work context and environment

Accountability: do something, to something, to achieve a result.



## Webinar 3: Specifying the ideal candidate

### What matters is performance

If someone is... then they will likely perform well in this job.

If we see this... in them, then...

### Prediction

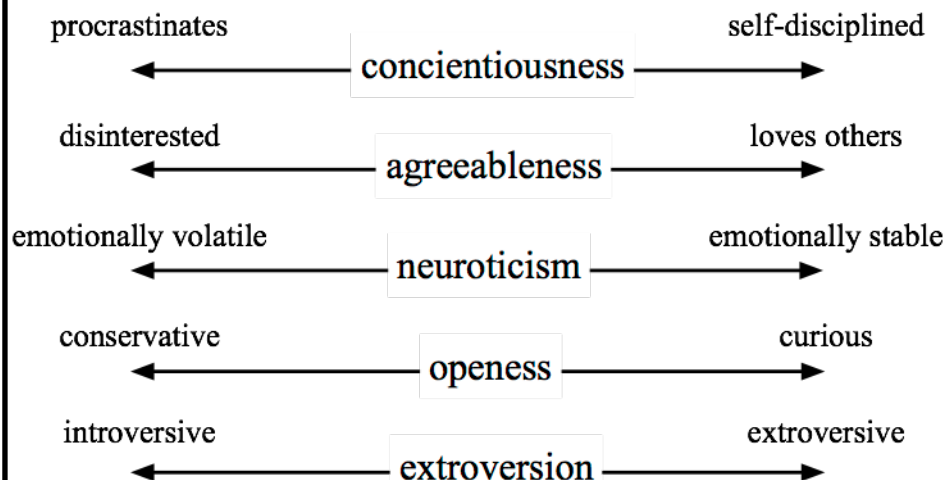
So, what criteria do you use in the prediction?

### Decision Making

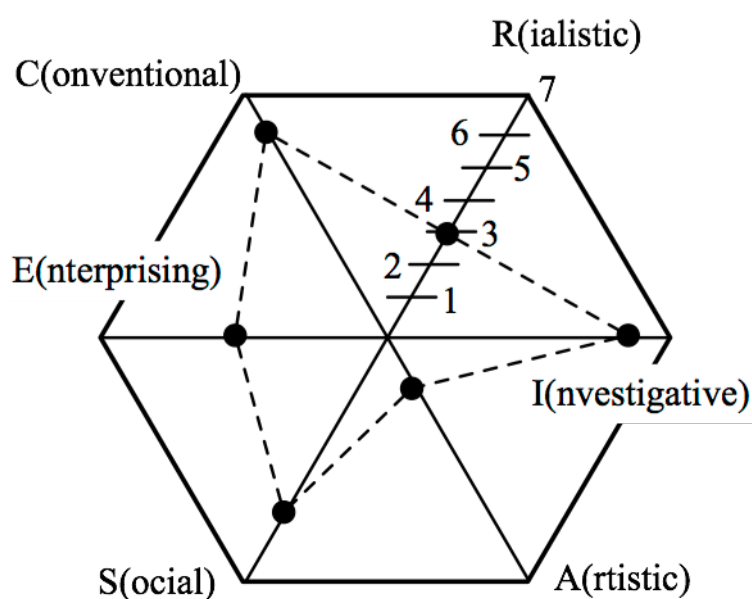
Fight or Flight / Neuralistic / Rational

How do you make decisions?

### The Big Five Personality Traits



### Preferences



Supports the concept of person-environment fit

### General Mental Ability

Ability to reason with;  
Numbers  
Language  
Concepts and ideas

### Competencies

Be able to ... (do something)  
Understand ... (something)  
Know ... (something)  
Be competent in (something)

### Behaviours

Work ... (at something)  
Be ... (something desirable)  
Build ... (something)  
Do ... (something)

### Further Reading

<https://timelesstime.co.uk/knowledgebase/recruit-like-a-punter-rationalise>

<https://timelesstime.co.uk/knowledgebase/are-some-psychometric-assessments-discriminatory>

## Webinar 4: Finding the best candidates



Agencies - no win, no fee  
one in three success so price = 3 x effort

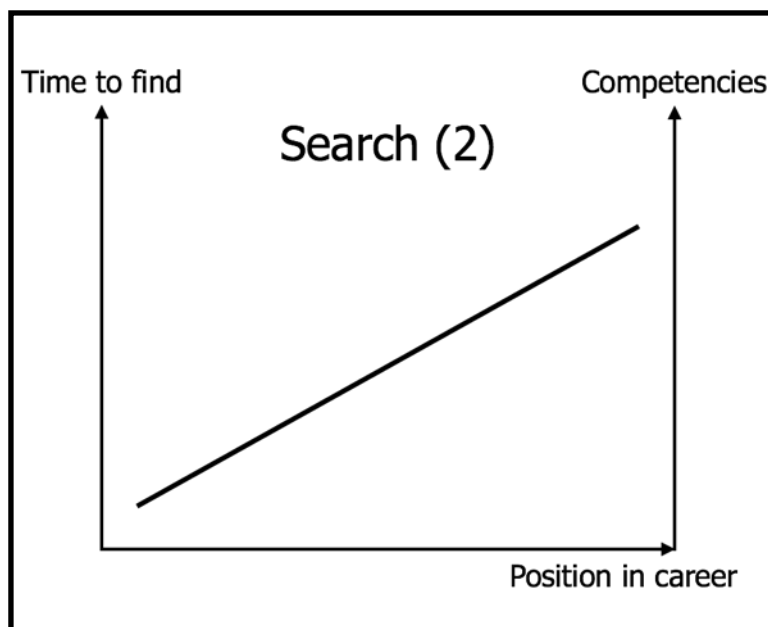
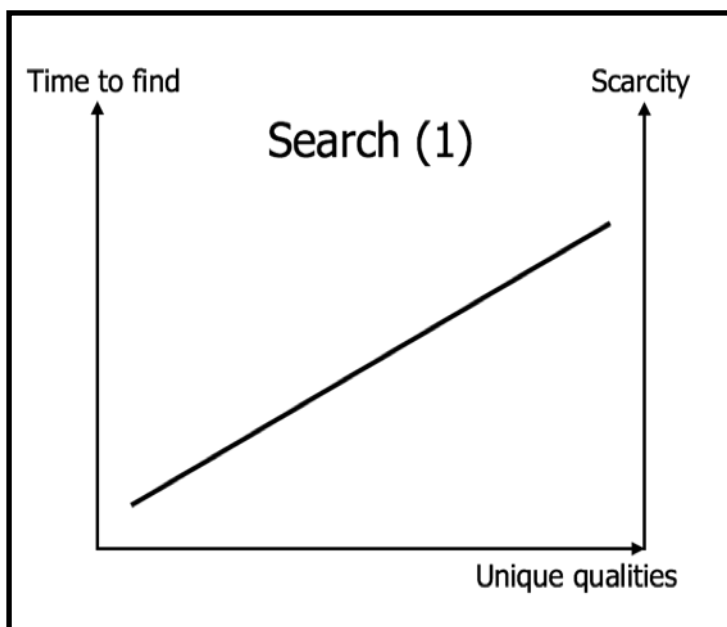
Agency fees - 10%-30% 1st year reward

LinkedIn search - touch 300, talk to 30, interview 10

Rare breed - talk to 30 interview 3

Open advert - 300(0) apply,  
1st interview 10, 2nd interview 3

Headhunting effort - 100 hours



### Exercise: Plot the following jobs on the graphs.

Spectrum engineer  
Chartered surveyor  
Nurse  
Medical sales person

Warehouse person  
Search engine optimisation operative  
Translator

### Exercise: Where will you look for them?

Spectrum engineer  
Chartered surveyor  
Nurse  
Medical sales person

Warehouse person  
Search engine optimisation operative  
Translator

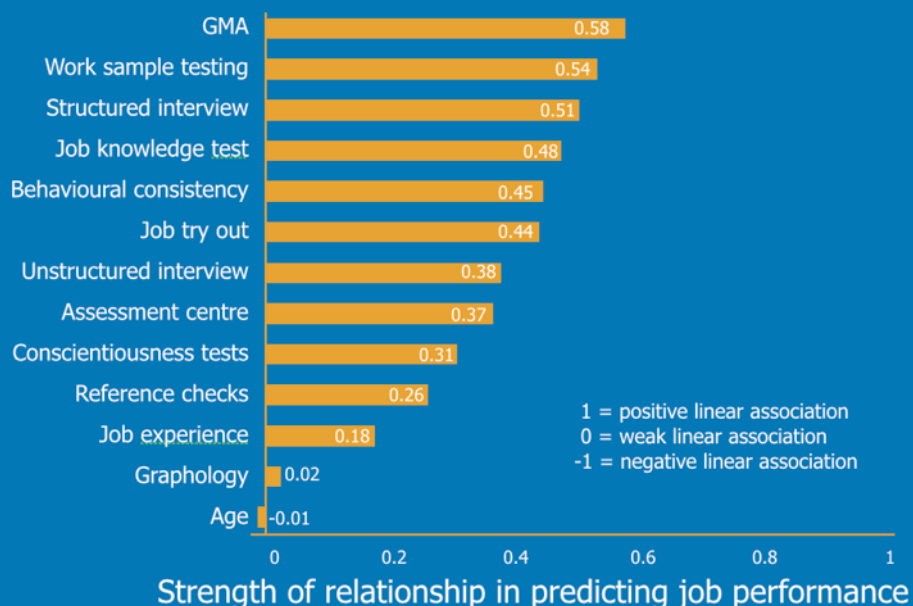
## Webinar 5: Selecting the best people

### Aim:

For a given job as defined in the job description and person specification, and from some activities that you'll have the candidates do, and that you'll evaluate, predict who will excel in the job.

So what tools, how will you assess candidate performance in the tools, and how will you make a decision?

## Predictive Validity



## GMA

### Verbal Reasoning

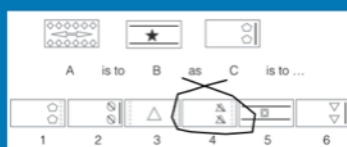
Which of the following is the odd one out?

Time, Hour, Month, Week, Night, Day

### Numeric Reasoning

Look at these numbers: 4, 5, 9, 14, 23, 37.  
What comes next? 50, 59, 60, 62, 70, 74.

### Abstract Reasoning



## 4. Excel Column Name to Number Converter [40 minutes]

Columns in the default Excel spreadsheet view are assigned a letter such as A, B, DS, etc. Respectively each column maps to a number of 1, 2 and 123.

Write a function (with helper functions if required) that will take a string value of an Excel column name and outputs the corresponding column number.

### Instructions

You will be given an ASP.NET WebForm called ExcelColumnConverter which will contain three control, a textbox labelled Column Name, a button labelled Go, and another textbox labelled Result.

Assume that there will be no errors in the input, i.e. you will not have to incorporate error handling into this exercise.

The Go button will link to a function called Go\_Click.

Output result to the Result textbox.

### Testing

A = 1  
E = 5  
AA = 27  
EG = 137  
JT = 280  
ZZ = 702

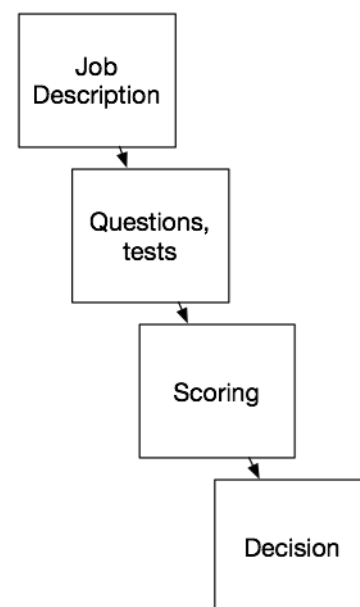
### Further reading:

<https://timelesstime.co.uk/knowledgebase/recruitment-search-and-selection-get-it-right>  
<https://timelesstime.co.uk/knowledgebase/work-sample-tests-in-recruitment-and-selection>  
<https://timelesstime.co.uk/knowledgebase/psychometric-testing-focus-aptitude-tests>  
<https://timelesstime.co.uk/knowledgebase/personality-testing>  
<https://timelesstime.co.uk/knowledgebase/so-which-psychometric>

## Webinar 6: Making sure the best join

# Conducting the Interview

- Explain the process, candidate knows what to expect
- Tell them a little about your firm
- Ask easier to answer question first to put person at ease
- Ask competency questions and general questions
- Ask follow-up questions to clarify/get real answer
- Conduct work sample tests
- Find out why they are interested in the role
- Give candidate chance to ask questions
- Ask if they would accept the role if offered
- Tell them what happens next



## Unconscious and Conscious bias

Affinity

Attribution

Beauty

Conformity

Confirmation

Contrast

Gender

Halo

Horns



## Making Job Conditional Offer

Proof of right to work in UK	Requirement for all roles. Can be fined £20,000 per worker and sent to jail for up to two years. Can receive unlimited fines if knowingly employ an illegal worker. Must see original documents and must check documents are valid with the worker present.
References	There is no legal requirement to provide references but most businesses will provide factual information (e.g. dates of employment). It is lawful to provide a less favourable reference as long as the content is based purely on fact.
Criminal record checks (DBS)	Unless there's specific need to check someone's criminal record for a job, it's against the law for employers to refuse to employ them because of spent convictions. However, it is reasonable to make a conditional offer on the basis of a clear DBS check in many instances, for example for people who are working with children or vulnerable adults.
Medical questions / exams	Under the Equality Act 2010 it is illegal to ask prospective employees any questions about their health at the interview stage. You can ask health-related questions after making a conditional offer of employment. If, however, you then fail to make 'reasonable adjustments' to accommodate a disability (as defined by the Equality Act), or you withdraw the offer after learning of a medical condition, unless it specifically prohibits that person from doing the job in question, you could face a discrimination claim.

We work to bring  
meaningfulness to our lives.

Career satisfies personal needs of:  
achievement, power, affiliation and autonomy.

Candidates want:

- Challenging, interesting work;
- A good work-life balance;
- Ability to use their knowledge;
- Personal development;
- To feel valued by their manager;
- Do work valuable to society.

## Further reading

<https://timelesstime.co.uk/knowledgebase/recruitment-game>

<https://timelesstime.co.uk/knowledgebase/calculating-total-reward>

<https://timelesstime.co.uk/knowledgebase/on-remuneration-a-pay-model-for-smes>

<https://timelesstime.co.uk/knowledgebase/so-you-think-you-can-interview>

## Because your people are important

Managing people is complex.

We know. We've managed firms and led teams for many years in organisations in the UK and worldwide.

We'll help managers hire their people - taking any or all aspects of the search, selection and on-boarding processes.

We'll help them manage their people day to day - taking on any aspect of organisational development and performance management.

And we'll help them develop their people - taking on mentoring, coaching and training as needed to ensure competency and behaviour growth.

Our aim is to optimise the contribution that people make to our clients' firms.



## About TimelessTime

TimelessTime is a management consulting firm specialising in strategy development, human resource management and organisational development.

We provide practical, detailed support to managers in every aspect of people-management.

We have possibly the best qualified and most experienced consultants of all. Check us out at <https://timelesstime.co.uk/about>.

TimelessTime works across the United Kingdom and abroad for UK organisations. We work too for foreign firms starting and running subsidiaries or branch offices in the UK.

All initial meetings are free of charge. No job is too small; no job too large. TimelessTime works with managers, taking on as much or as little of any job to help complete necessary tasks. TimelessTime consultants aim to transfer knowledge at every stage.



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