

Recruiting with Purpose



Henry kamara agho 2331864@student.uwtsd.ac.uk

Table of Contents

- Introduction to TechForward Ltd
- 2. Importance of Effective Recruitment
- 3. Recruitment Process
- 4. Job Analysis, Job Description & Person Specification
- 5. Interview Types
- 6. Questioning Techniques
- 7. Face-to-Face vs Online Interview
- 8. Conclusion
- 9. References

Introduction to TechForward Ltd

- • London-based digital transformation consultancy founded in 2018
- • 250+ employees across technology, strategy, and HR
- • Currently launching a Business Transformation Project
- • Recruiting a Change Manager to lead organizational change

- (Ref: CIPD, 2023; Sinek, 2009)

Importance of Effective Recruitment

- Recruitment aligns talent with organizational culture and strategy
- • Ensures smooth business transformation and innovation
- • Reduces turnover and enhances employee engagement
- • 'Hire for attitude, train for skill.' – Herb Kelleher
- (Ref: Armstrong & Taylor, 2020)

Steps in Recruiting the Right Candidat

- 1. Workforce Planning
- 2. Job Analysis
- 3. Job Description
- 4. Person Specification
- 5. Advertising & Sourcing
- 6. Screening & Shortlisting
- 7. Interview & Selection
- 8. Offer & Onboarding

- (Ref: CIPD, 2023)

Job Analysis, Description & Person

- Job Title: Change Manager – Business Transformation Project
- ● Job Analysis: Identifies digital transformation leadership needs
- ● Job Description: Lead change initiatives, manage stakeholders, ensure adoption
- ● Person Specification: Strategic thinker, leadership, communication, and adaptability
- (Ref: Dessler, 2021)

Interview Type 1 – Structured Interview

- Standardized questions in fixed order
- • Pros: Fairness, consistency, easy comparison
- • Cons: Limited flexibility to probe deeper
- • Ideal for assessing technical competence
- (Ref: CIPD, 2023)

Interview Type 2 – Competency-Based Interview

- • Evaluates skills and behaviors using real-life examples
- • Example: “Describe a time you led a team through major change.”
- • Pros: Reveals true performance and fit
- • Cons: Dependent on candidate recall
- • Uses STAR model (Situation, Task, Action, Result)
- (Ref: Armstrong & Taylor, 2020)

Interview Type 3 – Panel Interview

- Conducted by multiple interviewers
- • Pros: Reduces bias, multiple perspectives
- • Cons: May intimidate candidates
- • Suitable for senior/cross-functional roles
- (Ref: Dessler, 2021)

Appropriate Questioning Techniques

- • Socratic Questions – Encourage reasoning and reflection
- • Open-ended Questions – Promote detailed responses
- • Avoid leading questions to prevent bias
- Justification: For a Change Manager role, probing and Socratic questions reveal strategic thinking and adaptability.
- (Ref: CIPD, 2023; Sinek, 2009)

Face-to-Face vs Online Interview

- Criteria | Face-to-Face | Online |
- | Setting | Physical presence | Virtual (Zoom/Teams) |
- | Advantages | Builds rapport, observes body language | Cost-effective, convenient |
- | Disadvantages | Time-consuming, travel | Technical issues, limited non-verbal cues |
- | Best For | Final evaluation | Initial screening |
- Hybrid approach: Use both for balanced assessment.
- (Ref: CIPD, 2024)

Conclusion

- Recruitment should align with company beliefs (Sinek's principle)
- • Structured and competency-based interviews ensure fairness
- • Effective questioning uncovers true capability
- • Hybrid interview methods combine efficiency with authenticity
- “People don't buy what you do; they buy why you do it.” – Simon Sinek

References

- Armstrong, M. & Taylor, S. (2020). *Armstrong's Handbook of Human Resource Management Practice*. 15th ed. Kogan Page.
- CIPD (2023). *Recruitment and Selection Factsheet*. [Online] www.cipd.co.uk
- Dessler, G. (2021). *Human Resource Management*. 17th ed. Pearson.
- Sinek, S. (2009). *Start with Why: How Great Leaders Inspire Everyone to Take Action*. Penguin.