

Recruitment and Selection Briefing Paper

The purpose of this document is to introduce the services that our new people practice team will provide to the organisation. It will outline the recruitment and selection process and the role of people professionals to ensure it is executed fairly and smoothly.

AC 1.1

The employee lifecycle consists of six different stages known as attraction, recruitment, onboarding, development, retention and separation. Prospective employees are attracted to an organisation because of the brand and image that it portrays usually suggesting a positive experience based on ethical values and culture. Once a vacancy is identified, applications are made by prospective candidates and then shortlisted. People professionals play an important role in finding the ideal candidate for a position and guaranteeing that the process is fair. A positive first impression helps capture the interest of applicants bearing in mind that they are also trying to decide if they would like to work for the organisation.

During onboarding, it is imperative that the new employee experience gets off to a good start through communications such as an offer letter, contract of employment and employee checks. A smooth induction process helps create a good first impression and encourages positive engagement in the workplace. It is important for organisations to offer learning and development opportunities to help staff improve skills and behaviours. Investing in our workforce helps increase productivity, motivation and retention. Turnover is increased due to fewer errors and staff feel valued and hopefully happier.

There are many reasons why employees choose to leave their role. These could be internal factors such as pay, benefits, a lack of opportunities, recognition or work-life balance. Or they could be external factors such as personal, health or family matters or the economic climate. People professionals will measure and analyse data over time in order to make comparisons against targets and previous records. When an employee leaves their role, the cycle will start again with recruitment. People professionals will oversee the process and governance of recruiting into a role in a timely manner (Waite et al, 2021).

AC 1.2

When a new role has been identified, we must first compile information regarding the objectives, tasks, and expectations of that role in a job analysis. If the role already exists, we may already have some information, but it is critical to evaluate the current demands of the role (McCartney, 2022). Information may be obtained from discussions with line managers or observations of the role and what it involves. If the

role is new, a manager will provide details of the key and sub tasks. Any information gathered will aid in the writing of a job description (Waite et al, 2021).

The purpose of the job description is to attract candidates, define the role and where it sits within the department or organisation and identify the key duties and responsibilities (Page, no date). It should be clear and concise and may follow a corporate image using a template to ensure consistency in fonts, logos and branding.

The job description will give potential candidates an idea of what can be expected from our organisation as an employer, so in order to attract the best candidate and facilitate the selection process, it is crucial to be specific with the requirements for the position (Waite et al, 2021). The necessary qualifications, knowledge, experience, skills, and behaviours required to carry out the responsibilities of the post will be outlined in the person specification. The essential criteria will identify qualities that candidates must have in order to successfully fulfil the role whereas the desirable criteria will be beneficial but not necessarily essential (Indeed, 2023).

AC 1.3

Recruitment methods generally fall under two categories – internal or external. Advertising internally will usually involve the intranet, noticeboards, newsletters and job bulletins. These methods are cheap, cost effective and a faster way of recruiting due to employee checks already having been completed (Waite et al, 2021). Internal methods will benefit existing employees looking for a promotion or experience of working in a different role which in turn encourages loyalty and commitment (BBC, no date). External recruitment methods include advertising through websites, job boards, social media, agencies, Jobcentre Plus or fairs and recruitment events. These methods can be expensive and take longer than internal methods but will bring fresh and innovative approaches whilst avoiding the shifting of roles in an organisation brought on by internal methods (Waite et al, 2021).

Job boards such as Indeed, Monster and Total Jobs are widely used by employers to advertise vacancies and in healthcare, we have our own online recruitment platform named Trac where a large proportion of public sector roles are advertised (Trac.jobs, no date). Job boards are often the first place that job seekers search for jobs and the Trac system attracts a niche healthcare industry. Benefits include ease of use, alerts for job seekers and cost effectiveness for organisation who don't need to spend on recruitment marketing methods (Calvello, 2023). Hannah Parry-Payne (no date) of Nottingham ICS claims that "Trac has totally transformed our recruitment service, and we are now able to offer a fast, effective solution to applicants and recruiters. We have saved both time and money and are proud to support the increase of our workforce to meet the needs of patients."

AC 1.4

When writing a job advert there are many important aspects to consider such as where and how to advertise in order to reach the most diverse range of people. External advertising will require more detail than internal, where employees are already familiar with the organisation. The job advert will offer a prospective employee an initial insight into the organisation, its mission and culture, so it is important to convey a positive image and branding in order to maintain interest (Waite et al, 2021). The advert should communicate a realistic message about what the job entails and include key information from the job description including the name of the organisation, job title, type of employment (i.e., fixed term), location, main duties, salary, benefits, closing date and how to go about applying (McCartney, 2022).

A job advert should be simple, clear, concise and consist of engaging content to capture interest. We should consider our target audience and write compelling copy using impactful sentences. According to Deep Patel, “millennials have an average attention span of 12 seconds and Gen Xers of a mere 8 seconds” so it is imperative that the job advert stands out. To captivate and entice the right talent, copy must appeal to the target audience. Employer branding and image will be communicated through language, tone, fonts, and logos (Baluchova, 2021). Our job adverts will also inadvertently advertise our organisation, giving people an idea of what we do, what sort of roles we offer and what it might be like to work for us. Job adverts will make people think about us and our industry and hopefully consider us as an employer (BBC, 2023).

AC 2.1

The selection process involves both the shortlisting and assessment of applicants (Maxwell, 2021). The overall cost of the whole recruitment process can be significant especially if bad decisions are made, unsuitable candidates employed, and the cycle has to start again. Informed choices are essential for achieving organisational success (Waite et al, 2021).

A range of selection methods exists including application forms, CVs, interviews, IQ tests, aptitude tests, personality tests, assessment centres, trial shifts and references. An effective shortlisting process involves scoring against the key criteria necessary for the role which should already be outlined in the job description and person specification. Scores will be fair and consistent if marked against the criteria rather than against each applicant (Morris, 2020). In our organisation, the personal details of the applicant are not disclosed at the shortlisting stage ensuring bias and discrimination do not occur.

According to the BBC (2023), “interviews are the most common selection process used in the UK.” These can be individual, panel or group interviews and can take place face-to-face, over the telephone or virtually, allowing interviews to be conducted from almost anywhere. The candidate is put through a series of questions

and/or tests to see if they will fit in and perform well. The NHS uses a “professional, competency-based interview where [applicants] will be asked questions which aim to find out how [they] have used specific skills in [their] previous experience/role and how [they] approached problems, tasks and challenges (NHS, no date).” The classic trio of application form, interview and then references is utilised here.

AC 2.4

“The retention of HR records may be required by law, for internal purposes or in many cases, both. These records are not only essential in meeting the operational needs of your business and workforce, but in demonstrating compliance with your legal responsibilities as an employer” (Davidson Morris, 2021). In the recruitment and selection process there is a variety of records and personal data that could be retained, including application forms, CVs, interview records, tests conducted, assessment centre notes, scores and decisions. Records for unsuccessful candidates should also be kept for at least 6 months and potentially longer in case of any changes in the law (Waite et al, 2021).

The Data Protection Act (2018) and General Data Protection Regulation (GDPR) states that data should only be obtained lawfully and only kept for as long as necessary. As the employer, it is our job to decide how long to keep such data and when to destroy it. Under the Equality Act 2010, applicants who feel they have been discriminated against can take legal action, so it is important to retain selection records for this reason (Citizen’s Advice, no date). Whilst there is no specific minimum or maximum retention period for holding records, it is recommended that employers do keep them for an agreed length of time depending on the type of information and document used. Some documentation is required to be kept for certain lengths of time by law such as right to work documents which should be retained for as long as the person works in our organisation and for an additional two years after they leave providing proof against liability should an employee later be found to be working illegally (Davidson Morris, 2021).

In conclusion, this briefing paper highlights the importance of a robust recruitment and selection process which will contribute significantly to organisational success.

1639 words

AC 2.5

St David's Park
Jobswell Road
Carmarthen
SA31 3BB

20th May 2023

Bethan Jones
15 Caste Gardens
Llanelli
SA15 5RH

Dear Bethan,

Further to your recent interview I am pleased to inform you that you have been selected for the position of People Assistant at Healthcare on Hand, subject to receipt of satisfactory employment checks.

Please find a copy of your conditional offer letter, occupational health form, job description and person specification attached. Please read these documents carefully and return the occupational health forms as soon as possible to the address on the form.

Once all checks have been completed, we will contact you to arrange a start date. We strongly recommend that you do not hand in your notice in your current job until we have notified you that your checks are complete.

Yours Sincerely,

Amanda Daniel

Healthcare on Hand

Healthcare on Hand
St David's Park
Jobswell Road
Carmarthen
SA31 3BB

20th May 2023

Peter Piper
92 Spillerman Street
Carmarthen
SA32 5RH

Dear Applicant,

Thank you for taking the time to meet with us recently regarding the People Assistant position at Healthcare on Hand. We regret to inform you that the standard of applications was highly competitive, and we have decided to move forward with a candidate who we feel better meets our needs at this time. We would like to thank you for your interest in Healthcare on Hand and wish you the very best in your future endeavours.

Yours Sincerely,

Amanda Daniel

Healthcare on Hand

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