

Recruitment and selection

Have you ever interviewed and selected someone for appointment and later found they are a dud?

Have you ever come to the conclusion someone is good at interviews but lousy on the job?

A senior H.R. Manager in a Qld. government department said to me “We pride ourselves in having very sophisticated recruitment and selection procedures, I cannot understand why we have so many d---heads working for us”

When seeking to recruit one typically carries out a job analysis and prepares a position description.

I was trained in the Targeted Selection method of employment interviewing which says past behaviour predicts future behaviour. The idea when interviewing is to elicit examples in the past where people have successfully used behaviours that are relevant in the new job. This is fine as far as it goes but intelligent people can predict questions and prepare their responses and most of the time you will never know if they are telling the truth.

When I interview I put more weight on a person’s interpersonal skills and communication skills than their technical skills. They can always ask or learn if they do not know things.

Giving people a few authentic tasks to perform as part of the recruitment process is always a good idea. Getting them to give a presentation on a selected topic will tell you a lot about their broader management skills.

Passion or fire in the guts always impresses me.

The ideal person to consider is someone you have seen in action before and been impressed with. This may be an existing employee or an employee of a competitor or supplier. Some one who has done a good job of screwing you in the past with another employer is the sort of person you want on your team.

Remember if you pay peanuts you get monkeys.

As an interviewer prepare by thinking about and discussing with others what you want the person to achieve in the next 6-12 months and what skills would be appropriate to ensure success.

Assess a person’s ability to do the job and ask yourself if you can work with this person and will they add value to the team.

Be careful of referees , in this litigation conscious environment people are reluctant to criticise

Dive into the data, analyse, use logic but at the end of the day go with your gut.

Have a probation period so you can unload them if they do not work out. Be merciless with non-performers.

When I can I interview over lunch for an important appointment. This gives an opportunity to know the whole person instead of just the employee face being presented to you.

I would always ask to see a selection of previous work.

As an interviewer you are the window to your organisation for the applicant.