

Recruitment Skills Builder

My Name:

Date:

This guide has been designed for you to work through an assess the experience and knowledge you have of recruitment systems and processes and how your own recruitment systems and policies are working. You can then read through the suggestions to enhance your knowledge in this area.

First up is an overview of the different areas of recruitment that you can build experience in. Rate your level of experience to find out where the gaps are.

RATING: 1 = Yes many years experience in this
3 = A small amount of experience in this
or assisting a more senior person

2 = A good amount of experience with this
4 = No experience in this area

1. Writing adverts for different types of roles and different media (e.g. internet, print, job boards etc)

2. Advising or training managers on how to recruit and interview effectively.

3. Writing position descriptions for different types of roles (e.g. IT, Finance, sales, operations) and for different levels (employee, middle management, senior management)

4. Writing interview questions for a range of roles.

6. Interviewing for different roles – shorter less formal interviews & full behavioural interviews. For all different types of roles – IT, finance, sales, operations or specialized roles & at all levels – employee, management, executive level.

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Assessing Your Skill Level

Once you've had a look at your experience, you need to also think about your **skill level** for the different areas of recruitment. Just because you have interviewed, doesn't necessarily mean that you are any good at it! So this checklist assesses what you think your skill level is for each area with some pointers on what the measures of success would be. Once you've rated yourself, you can work through how to build both your experience and skills in your Action Plan.

The rating system for the list is:

RATING: 1 = Excellent, I couldn't improve 2 = Above Average, this is a strength
3 = I am competent but could improve 4 = This is a skill I need to develop

Recruitment & Selection SKILLS	Measure of Success	Rating
1. Ability to write effective recruitment adverts that attract the right people	Candidates give you feedback that the advert was well worded and attracted their attention.	
2. Ability to develop an effective plan of when and where to advertise to attract quality candidates utilising newspaper, internet, networking and referrals	You consistently get several good quality candidates from a range of sources.	
3. Ability to write effective position descriptions	Feedback from managers, employees and candidates is positive that the position description reflects the role.	
4. Ability to build effective short listing criteria and use these to short list the best candidates for the role	Quality candidates are short listed for the role	
5. Ability to write interview questions relevant for different roles & skills.	Questions cover the key skills required for the role	
6. Ability to build rapport, making the candidate feel comfortable	Candidate is open and gives you the information needed during the interview	
7. Ability to effectively manage candidates (acknowledge, short list, distribute to the correct managers, keep in contact and let unsuccessful candidates know)	Candidates feedback about their experience with your company is positive and each candidate is managed effectively	
8. Ability to interview candidates effectively	All the information needed to assess the candidate is brought out in the interview	
9. Ability to conduct effective reference checks & other probity checks	Checks are completed quickly and correctly identify if there are issues with the candidates background	
10. Ability to build effective relationships with your managers to advise and support them through the recruitment process.	Feedback about HR is positive and managers proactively come to HR with questions and wanting advice	
11. Ability to influence and challenge managers thinking to ensure they are open to employing the best candidate.	Managers interview diverse candidates that may not be their first choice but have the potential to perform well in the role	
12. Ability to find new ways to improve the recruitment process for the company and the candidate	Turn-around time and costs are reduced and candidate satisfaction increases	

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Suggestions to Improve Skills

Once you've worked through assessing your skills and experience, you can pick out the things you want to work on improving. Below are some suggested ways to build your skills or experience.

Experience or Skill	Suggestions
Attending training or studying how to write recruitment adverts.	<ul style="list-style-type: none"> • Read Ann Andrews: Did I really employ you? • Attend training (Haines for example run copy writing training) • Ask your recruitment agency (if you use them) to give you some tips on the fundamentals • Go through the paper and pull out 10 different ads. Look at what's in each of them and the wording used (e.g. academic adverts will use different wording to a retail salesperson) and see what adverts contains.
Writing recruitment adverts for different types of roles.	<ul style="list-style-type: none"> • Build a file of different types of adverts to refer to. • Write an advert then ask a senior recruiter for feedback on what you could improve, what you did well. • Try and write an advert 3 different ways and then assess what was the best from each way.
Putting together an effective plan of where to advertise	<ul style="list-style-type: none"> • Put together what you think would be the places where you would advertise, then talk to a senior recruiter and see where they would have advertised • Put a reference code on adverts and monitor where the best applications came from and adjust your strategy next time
Writing position descriptions	<p>Position Descriptions can really reflect the company culture. The 10 pagers which try and cover everything really speak volumes for the company that produces them, and the 2 page fun and funky ones which still tell you everything you need to know also show you the difference in culture.</p> <ul style="list-style-type: none"> • Build a file of position descriptions and put together a list of differences, which parts you like the best and think are most effective. • Take a position description and rewrite it in a completely different format. • Write a PD in your company template and get feedback from a more senior HR person on what you've done well or what could be improved. • Go and meet with managers in the business and try to understand the roles in their area, and help them rewrite their position descriptions.
Short-listing candidates	<ul style="list-style-type: none"> • Work through short-listing candidates with a senior recruiter and discuss what how they use the criteria and what they look for in a c.v. • Review the short listing criteria used for different roles and see if you can review the candidates short-listed and how they rated in the criteria.
Setting up systems to manage candidates and managing them effectively.	<ul style="list-style-type: none"> • Review the system that your company currently has in place and see where it could be improved. • If you don't have a system but use a recruitment agency, see if they will discuss the basics with you. • Sit down and map out what you would want if you were a candidate (timing & method of contact etc) and see if your system matches.

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Experience or Skill	Suggestions
Training on the Human Rights Act or Privacy Act	<ul style="list-style-type: none"> • Read through the legislation itself. This is really fun! Or Department of Labour have some guides to the legislation. • Attend training on employment law. Elephant run a fantastic 'Employment Law in a Nutshell' session that includes recruitment law.
Attending training on how to prepare for and interview candidates.	<ul style="list-style-type: none"> • There are a number of courses that you can attend to teach you how to interview. Have a look on Google. • Otherwise read through HR text books or 'Did I really employ you?' by Ann Andrews for some interviewing tips. • Or watch a DVD – More than a Gut Feeling is an oldie but goodie. It's available from trainingpoint.net
Writing behavioural interview questions for a variety of different roles	<ul style="list-style-type: none"> • Assist a senior HR person with putting together an interview schedule and discuss how the questions are developed. • Put together interview questions and ask a senior HR person for feedback on whether you could word them better. • Review previous sets of interview questions. • Write several questions for one skill (e.g. customer service) and try them out on a family or friend (or co-worker) and see which one brings out the most information.
Actually interviewing candidates effectively!	<ul style="list-style-type: none"> • Sit in on an interview with an experienced interviewer and watch what they do to probe and find out the relevant information • Ask 1 or 2 questions in the interview and then get feedback from a senior recruiter on what you could have improved and what you did well • Practise interviewing your family or friends. Do you have enough information from their answers to assess them? Do you need to ask more questions? • Take a role where you have to interview constantly and review when an interview goes well or when you didn't get the information you needed.
Develop an effective recruitment strategy for a company.	<ul style="list-style-type: none"> • Review any recruitment strategies that your company already has in place and assess how effective they have been • Use your network to ask what strategy non competing companies are using to find people. • Talk to your recruitment agency about what their recruitment strategy is for different types of roles or industries.

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Your Action Plan

Are there any actions you want to work on to improve your experience, knowledge and skills in recruitment?
If so, put them into this action plan and keep it nearby so you can review your progress!

Actions I will take	By When	Who needs to help & how will I arrange this?	Done