

How to Recruit and select the right staff



Introduction

The recruitment and selection of staff can be one of the most stressful processes for new businesses, especially when taking on staff for the first time. The thought of trusting people to deliver the same service to your customers as you have been providing is enough to put some owner managers off at the first hurdle.

So, why do companies need to take on staff? For each company the answer to this question will be different, but the two main reasons are set out below:

- Expansion – if you want to grow your business, you need people to help you do it. There are only 24 hours in a day and you can't do it all!
- Expertise – you are good at what you do, but your business needs more of a particular skill which you just don't have.

The Process

There are three key stages to hiring new employees: Defining the job, generate a pool of potential candidates (recruitment) and choose the person to whom you want to offer the job (selection).



Defining the job

Some managers find this part the hardest. The main areas to consider are:

- What are the key deliverables from this role?
- What qualifications do people actually need to perform the role? i.e. a doctor must be qualified.
- What experience must people have had in previous roles? Be careful to define experience in terms of proven deliverables

rather than in years as this can be discriminatory.

Recruitment

This is the bit where you generate interest in your business, the role and you. Potential employees need to be impressed by you and what you have to offer; they need to be



passionate about the job and they need to be able to add real value to your business.

Options for generating interest include:

- Word of mouth / referrals from people in your network
- Advert in local or professional press
- Head hunter

Selection

Plan your selection process: will you meet candidates in an informal setting? Will you put them through a standard interview? Will you assess their skills and their ability to deliver? Whatever method you adopt, you should treat all shortlisted candidates in the same way, keep notes and make an objective decision. (You may need to rely on this at a later stage).



Now it's decision time. You get to choose the best person for the job. Skills, personality, company fit and your ability to work with them will all play a part in ensuring a successful selection decision.

Next stages

The next stages will vary between companies, but everyone should be informed of the outcome of their application, whether they have been successful or not.

A job offer should be made and a contract with terms and conditions of employment given to the potential employee. It is their decision whether to accept the position. Remember, they have to be happy working for you.



If they accept the job offer, agree a start date and plan their induction and training.

The law

As with most things HR, the law has something to say about who and how you hire staff. Just a few areas for consideration are detailed below:

Discrimination – This can be ‘direct’ i.e. I only want to employ women, or ‘indirect’ i.e. I only want to employ people who are willing to work very long hours (this will discount a disproportionately high number of women).

The law prevents employers discriminating against potential employees (as well as existing employees) on grounds of age, race, religion, belief, gender, disability and sexual orientation.



There are times however, when employers are able to ‘objectively justify’ the reason for their discrimination with a ‘Genuine Occupational Requirement’. The most common examples of these are in a business where a specific type of person is need to recreate the authenticity of the environment i.e. an Indian or Chinese restaurant.

Who can bring a case? Well, anyone who applies for a job and feels that they have been discriminated against. Examples might include either not being offered an interview or as a result of something that was said in the interview. The applicant would need to prove that they have been discriminated against.

What can it cost you if you get it wrong? Well,

it may be expensive. One award for discrimination on grounds of race was just under £1 million. That does not even begin to define the time spent defending the case and the damage to reputation.

Right to work in the UK

Another piece of legislation you need to be aware of is the Asylum & Immigration Act 1996. The implications of this are that you MUST ask to see and keep a copy of everyone’s proof of their right to work in the UK. For British and other EU citizens this may be a passport or birth certificate, but for other potential employees, it may involve a number of documents, work permits, visas etc. More information can be found on the internet, but try [Business Link](#) as a good starting point. The [Direct Gov](#) website also has some useful information.



Employing Ex-offenders

The Rehabilitation of Offenders Act 1974 provides regulations for employers when hiring ex-offenders. The age of the offender when the crime was committed, the length of the conviction and the elapsed time will be taken into consideration when determining if their offence is ‘spent’. If it is, they do not need to declare it. If they do declare an offence, due consideration must be given to whether the nature of the offence will impact on your business. Further information can be obtained [here](#).

Pause for thought.....



This is your business. Make the right choice for you and for the future success of your business.

Next Steps and getting help

If you want to discuss any aspect of this article or get some support with recruitment and selection, you can call us on 01923 504100 for a free, no obligations chat. Alternatively, [email](#) us or fill in the form on the ‘contact us’ page of our [website](#) and someone will give you a call.