

Recruitment and Selection

General

DO:

1. Recruit to meet your business needs and think about how these may be met – consider whether the vacant post needs to be filled and if the requirements of the post have changed since it was last considered.
2. Start by drafting a detailed description that clearly and precisely reflects the duties of the posts. Then draw up a list of skills, qualifications, experience and attributes that the successful candidate will need. Define the bare minimum as well as what's desirable.
3. Think about the wording of an advertisement as well as where would be best to advertise. Ensure you include key information in the advertisement / information given – remember, the aim of the job advert is to attract interest, communicate quickly and clearly the essential and relevant points, and to provide a clear response process and mechanism.
4. Make notes at each stage of the process to be able to give feedback to applicants and justify decisions made is challenged.
5. Remember, you are looking for the best person for job – if you do not find them, do not be afraid to re-advertise rather than “making do”.

DON'T

1. Forget that this is much you selling the Company to a potential employee as an applicant selling themselves to Wolseley.
2. Use jargon or acronyms in job descriptions or advertisements that people may not understand.
3. Just base your final decision on one part of the selection process, look at candidates and assess them using all information available.
4. Forget that the job description describes the job, not an individual's personal abilities. Concentrate on how someone would achieve a task, but rather on what is to be achieved in the job. Allow candidates to demonstrate how they would be able to do the job e.g. through reasonable adjustment if they are disabled.
5. Include irrelevant and immeasurable attributes especially if they could be deemed to discriminate on grounds of gender, ethnic origin, age, sexual orientation or other irrelevant factor.

Preparing for Interview

DO:

1. Prepare notes of the questions you intend to ask - otherwise you'll forget. Give thought both to preparing the questions you want to ask and to being prepared for the type of questions the interviewee may ask you.
2. Decide the essential things you need to learn and prepare questions to probe them – know the kind of idea response you are looking for to be able to assess against criteria previously set.
3. Plan the environment - privacy, no interruptions, ensure the interviewee is looked after while they wait. Arrange the seating in an informal relaxed way if at all possible.
4. Ensure you know who you are interviewing and you have read their CV/application form several times prior to the interview.
5. Think about how you will assess each attribute you are looking for (e.g. application form, interview, presentation, etc). Think about whether other

selection methods would be useful as well as an interview e.g. In tray exercises or numeracy tests.

DON'T

1. Compare applications when shortlisting - each individual application should be assessed in terms of how far they meet the attributes in the person specification.
2. Phrase all your questions in the same way.
3. Forget that your tone of voice and body language are as important.
4. Go into an interview looking to "catch the candidate out" - you are there to see what they CAN do as well finding out where there are gaps in their skills and experience.
5. Forget that you were once an interviewee for the organisation - why did you apply and what motivates you to stay?

Conducting an Interview

DO:

1. Start with easy 'getting to know you' questions to relax the candidate and build to more technical questions.
2. Use 'How?' and 'What?' questions to prompt examples. 'Why?' questions place more pressure on people - remember, your aim and responsibility as an interviewer is to understand the other person - not to intimidate, which does not facilitate understanding.
3. Make sure the interviewee does 90% of the talking, including having the opportunity to ask their own questions.
4. Have questions specific to a candidate if necessary, such as queries about any issues you wish to clarify regarding their skills and experience.
5. Make notes as you go along and check if you are unclear about an answer they give.

DON'T

1. Say anything that could be deemed to be offensive or a personal comment e.g. about appearance
2. Ask multiple questions in one sentence (eg "When did you do that, why, what was the outcome...?").
3. Become unfocused e.g. stare out of window, fiddle with stationary, yawn.
4. Jump to conclusions about a person, e.g. don't assume that someone who appears to have many years' experience in an area can therefore do this job
5. Make a judgement until all the interviews have been completed.