

# HR & OD POLICIES

human resources and organisational development

FACT SHEET

## TOTAL CAMPAIGN MANAGEMENT SERVICE

The Recruitment Team now offers a range of in-house search and assessment techniques designed to enhance and further strengthen the recruitment process. This service is currently available for:

- Senior management recruitment (Grade P and above),
- Difficult or hard to fill posts,
- Key Social Work posts
- Large scale recruitment campaigns, and
- Posts agreed at the discretion of the Recruitment Team Leader.

### Timescales

A Recruiting Manager/Head of Service wishing to recruit for such a position is advised to contact [a member of the HR&OD Recruitment Team](#) at the very outset of the recruitment process and ideally *before* a job or person specification has been developed or reviewed. It is also advised that the recruitment team is given as much notice as possible that an assessment centre or assessment activity is required. This is to ensure workloads can be scheduled adequately. For instance if a post holder is due to retire and the post is to be recruited for, it can be useful to liaise with the current post holder to design a fully bespoke and work relevant assessment process.

### Recruitment Brief Meeting

A member of the recruitment team will then arrange to conduct a face-to-face meeting with the recruiting manager, the purpose of which being to develop a Recruitment Brief. The Recruitment Brief will:

- Provide the Recruitment Officer with an in-depth understanding of the role and how it fits into the wider organisation
- Gather other information relevant to the role such as budget, headcount, challenges, reporting structure, etc

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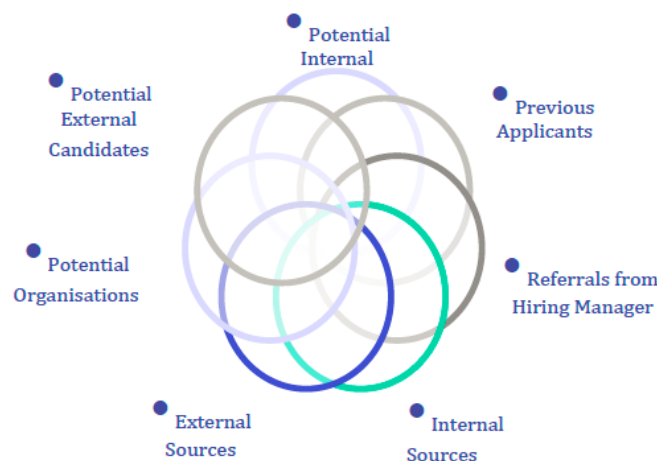
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- Discuss and agree the recruitment advertising strategy including the use of bespoke creative ads, suitable advertising media sources as well as the possible development of an in-house microsite
- Discuss and agree whether an 'Executive Search' strategy is appropriate and if so start the research gathering process
- Agree the recruitment timeline
- Agree who will be involved in candidate sifting and screening - the Recruitment Team will be happy to assist with this should the Service request
- Discuss the structure of the formal interview (panel members, presentations etc)
- Provide the recruiting manager with a comprehensive overview of the assessment process
- Agree the suitability of using assessment techniques
- Agree the most suitable assessment methodology to be used and the input required from the service to enable a realistic work based assessment approach to be applied.

## Executive Search

For certain key appointments the recruitment team can also pro-actively assist in the search for finding and attracting candidates. The process of Executive Search involves identifying a pool of potential candidates, who not merely possess the required qualifications to undertake the role, but those who are likely to be best matched to the organisation and job. The majority of those identified in a search are not actively seeking a new role but are identified through research as the most viable candidates. Critical to the Executive Search process is the use of networking and research. The Recruitment Officer and Recruiting Manager will work together to create a 'search or referral list'. Contacts or even potential candidates can come from any of the following sources:



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Once a 'Referral List' has been created and approved, the Recruitment Officer will then pro-actively approach and enter into a positive dialogue with the 'source'. By using this method the potential candidate pool increases as 'sources' often refer other sources and/or candidates and so on. Consequently the use of Executive Search can often prove to be a cost efficient and highly effective means of recruitment.

### Linkedin

Linkedin is a business-orientated social networking site that is increasingly being utilised by individuals and organisations alike to explore new employment opportunities. The recruitment team is currently looking at ways in which this can be developed to raise our online brand presence to attract high quality candidates. As recruiting managers, it can be useful to develop a linkedin profile to assist in this process by communicating with peers and target groups:

[www.linkedin.com](http://www.linkedin.com)

### Assessment Activities

Currently, the assessment activities available include:

- Group discussion exercises
- Individual written assignments
- Individual presentations
- Critical Verbal Reasoning Testing
- Critical Numerical Reasoning Testing
- Personality Profile Reports – questionnaires are available for online completion prior to the assessment centre, however at least 45 minutes is required on the assessment day to allow for feedback.

It should be noted that the assessment activities to be used will be tailored on an individual basis to best meet the needs of the vacant post and recruiting service.

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### The Assessment Centre

Given the time constraints and the resources required to run the assessment activities, it is generally advisable that the assessment activities take place on a separate day from the interview and presentation (if applicable). The actual assessment will usually take between half a day and a full day to run, depending on numbers and activities. This will be co-ordinated and run by members of the Recruitment Team and does not usually impact upon the resources of the recruiting service.

### Presentation and Interview

It is usual practice in the recruitment of these positions to ask candidates to deliver a pre-prepared presentation at the outset of their interview. The Recruitment Officer will assist in the development of appropriate presentation topics during the Recruitment Brief Meeting with the recruiting manager. The Recruitment Officer will also ensure the candidate is briefed sufficiently in advance of the presentation topic. Candidates will further be given the opportunity to send the Recruitment Officer a copy of their presentation in advance of their interview date to mitigate any potential technical difficulties on the day.

If required the Recruitment Officer can provide or assist with the development of competency, behavioural and scenario based interview questions and these should be discussed during the Recruitment Brief meeting. However, questions of a technical nature and those regarding the specifics of the role should be developed by the Service.

The HR Manager or HR Team Leader will sit as a member of the recruitment panel. Their role is to ensure consistency in the recruitment process as well as assist in selecting the best candidate for the post and they will also be able to answer any questions regarding the feedback from the assessment process.

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### Role of the Recruitment Officer

Following on from the initial Recruitment Brief Meeting, the Recruitment Officer will:

- Submit a campaign and assessment centre proposal to the recruiting Service
- Assume end-to-end responsibility for the recruitment administration process for all senior management recruitment. This includes the initial posting of the position, communicating with candidates throughout the duration of the process and the closing out of the post once a successful candidate has been appointed
- With support from the Recruiting Service, coordinate interview arrangements, make the necessary room bookings and organise the interview panel members' availability
- Produce and provide each panel member with an interview assessment pack – senior management recruitment only
- Provide feedback on the assessment process to the interview panel and deliver detailed individual candidate assessment forms.

### Feedback

For Head of Service recruitment and above recruitment, feedback to the interview panel will be conducted by the Recruitment Team Leader. For all roles below this grade, feedback will be provided by a Recruitment Officer. In both instances, the interview panel will be provided with feedback reports detailing how each candidate performed throughout each stage of the assessment centre process.

Following completion of the process, candidates who request feedback will be given feedback from the Recruitment Team on all aspects of the assessment centre process only. Feedback on the interview (and presentation if applicable), will remain the role of the panel chair.