

Relax & Learn

combining entertainment and education

how to

recruit

good people

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Do you have some weak colleagues?
Do you rue the day you recruited one of the members of your team?
Do you ever think some of the people in your organization are so incompetent they must be paying to keep their jobs?

It's very easy to recruit the wrong people: i.e. don't use any recruitment procedures or guidelines.

... it's also easy to recruit good ones:
read on ...

Recruitment 1

I woke up knowing that doom, gloom, and stress beyond belief were in my stars for today.

"What's the matter, honey?"

I so wish I could just snuggle under the blankets with Sasha. Even with sleep in her eyes and her hair all tousled she looks gorgeous. I don't know why she hates her hair. I like the way it tumbles over her shoulders. If I could only have some of those orange corkscrews to cover my onion head I would be a happy man. I wish it were so simple.

"Oh, it's just the usual again, Darling."

"You are joking", she says as she flops over and starts nibbling my ear. "That new techie who started last week, tell me he's not like the one before and the two before her?"

I don't need to think about my answer: "Oh, I can assure you he's not. He's one hundred billion times worse."

I bury my head into her goldilocks and groan.

"I can't believe it!", she says as she sits up in the bed and starts punching the mattress, and then she pulls her hair over her face and groans. She peeks out from behind her curtain of hair. She's looking at me as if it is all my fault.

"Didn't you give Andrew all that material about recruitment I looked out for you?" she says as she rolls off the bed and proceeds to stomp around the bedroom, doing a few quick jabs and upper cuts as she goes.

I tell her I hope it's Andrew at the end of these punches.

The right way to get the right people

Analyze the job



Describe it



Specify the person for it



Advertise, describing it & specifying the person



Start selection process



“This uppercut will finish him off”, she says. “I can’t bear it when you come home each night like a grizzly bear with a hangover and then proceed to become a comatose one.”

I hate it when she insinuates I drink too much.

“Of course I gave him the materials. Do

you think I want to continue doing the techie’s job as well as my own because the ones he recruits are total jerks? I even took him through it all. He said he was going to clear his desk for a day, sit down, really think, and write down what the job involves.

“He even said he was going to ask the rest of the team for their suggestions. If he had just done that and then put together a description of the tasks and responsibilities in the job, he could have got a decent advert together and we wouldn’t have got 1,000 applications from people who have never even backed up a hard disk, let alone fixed one.

If you haven’t described the job and worked out what kind of person can do it, how can you draw up an advert and place it where these people are likely to read it?

“Aargh, give me strength. He must just have chosen six resumes with the best handwriting and pulled them in

for interview.

“He had no idea what kind of person he needed. He’s been charmed or hoodwinked by a taut ass and slick talk. I’m amazed the one before was female, they’re not on his diet

You spend time getting the right car; do the same to get the right person

What must it do?



Describe features it needs



Specify types



Seek possibilities



Select



usually. He would have had no clue how to ask the right questions and give the right tests to get the applicant to prove they could do the job.”

“What did he say to you after the interview round? Darn

If you get the advert right, then you narrow the field and attract people who can do what you need and who fit your description.

it this skirt is too tight at the waist, I shouldn't have had that chocolate mocha praline ice-cream last night, but it was yuuumaay.”

“I like the burlesque look.” Oops. Her glare tells me I shouldn't have said that, so I quickly move on. “He told me they were all good but Sammie stood out. He said he had been responsible for lots of thing, he said he'd worked in a large company, he said he could tackle just about any technical problem you could imagine and more.

“Andrew didn't check any of it or ask for any detail or examples. He was totally taken in by someone who could sell ice to Eskimos. The way Andrew interviews, the only thing

When you know who you are looking for, then you have some criteria to select people against - otherwise you could be the victim of a slick talker.

he finds out is that the person knows some technical buzzwords. What a waste of time, money

and energy and we have to go through it all yet again.

“Sasha, what was it you learned at your recruitment course that persuaded you that following a recognized procedure for recruitment would get you people worth their weight in gold?”

“That's easy”, she says. “It's no different from

Choosing a new employee is like choosing a new car.

The *Relax and Learn ...* series contains guides on managing people, managing sales & marketing, managing systems, and managing information & finance.

This guide on ... *how to recruit good people* is the first section on the topic of recruitment and selection in the managing people series.

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the process you go through to buy the right car.”

“Eh..?”

“Look, when we were getting a new car last year we narrowed down our options. We knew it had to hold our ski stuff for the winter, seat my sister’s three kids and the dogs, take us comfortably and economically on long trips and be good for buzzing around town. Oh, and we wanted something eco-friendly.

“That’s what you do when you look for a new person for a job. You go through all the tasks they need to do in the job. Then you know you can narrow the field. We didn’t look at a Crossfire even though it is a beautiful car and can buzz us around town, because it just isn’t economical. We didn’t look at a Hummer, even though it could carry everything and get us around in super-swish comfort, because it is neither economical nor eco-friendly. In fact we ended up getting two vehicles because we couldn’t get one that could do everything we wanted, and now we have a great little eco-friendly town car and a larger vehicle for our longer trips. “We actually saved money getting two because they have all the criteria needed to do everything we want them to. It’s no use employing someone who can do bits of a job – unless there is someone who can do the rest, or you have time to teach them. It’s also a waste of money to employ someone who can do far more than is in the job – unless you can see a higher opening for them coming up. Actually it’s good to employ people you can see have the capability of moving on and changing with the organization because it saves on training costs and

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eliminates the team upsets and cultural adjustments that always happen when a new employee comes on board.

“Look, give him the stuff again, sit down with him, and go through the checksheet I gave you with it. ... Don't say you haven't got time. If you spend time with him now and he gets the right person next time, then you will release so much of your time, and we will be able to take a ski trip this year.”



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