



FINDING AND APPOINTING STAFF - INTRODUCTION

the easy complete guide for employers

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FINDING AND APPOINTING STAFF - INTRODUCTION

Choosing staff is one of the most important tasks a manager or business owner will do. This book aims to help you minimise the risk of hiring substandard performers, which is inherent in the traditional hiring processes, by adhering to the steps of a systematic selection process.

THE THREE CHALLENGES IN MANAGING PEOPLE

Every business faces 3 major people challenges -

- **Challenge 1:** Getting the right people into the business
- **Challenge 2:** Ensuring expected levels of performance once people are employed.
- **Challenge 3:** Dealing with people who are not performing as required.

By ensuring that Challenges 1 and 2 are met, you can minimise the costs of Challenge 3.

Although Challenge One “getting the right person for the job” is critical to the success of any business, most businesses rely on the traditional hiring practices of the “classic trio”, namely

–

- a CV
- an informal interview; and
- a cursory reference check.

Businesses, large and small, short-change the selection process because they think a more thorough, comprehensive process will be too costly.

In reality, the cost of hiring the wrong person far exceeds the costs involved in following a comprehensive, systematic selection process.

A SYSTEMATIC SELECTION PROCESS

Reasons for Selecting

You may have to select staff because of promotion, resignation or dismissal of present staff, or the establishment of a new position.

Benefits of a Systematic Process

A systematic selection process will increase the profitability of your business by -

- Identifying high performers
- Screening out marginal performers

A moment's thought will show that these two are not the same – a common mistake.

This process will make it easier to develop and coach substandard performers and to manage-out poor performers. As a rule of thumb in most businesses –

- One third of staff are top performers
- One third are average performers
- One third are below standard.

How to Improve your Talent Pool

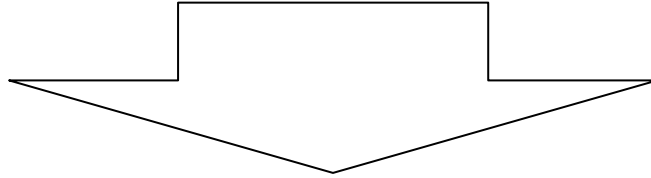
The challenge is to improve your talent pool by -

- **Screening-out** the bottom third of below standard performers. This is the most economical time to exit poor performers!
- **Identifying** the high performers; and if necessary, average performers.

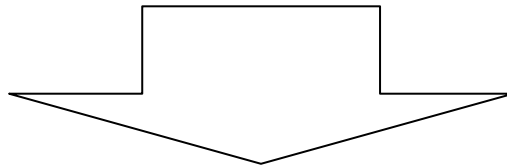
5 STEP PROCESS

Whatever the reason for the vacancy, the following 5 steps have to be followed.

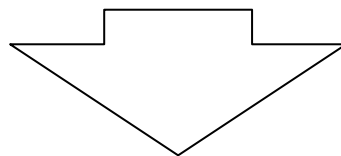
STEP 1 - Define the job and person required



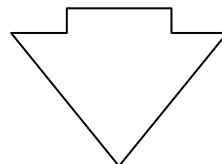
STEP 2 - Attract the right applicants



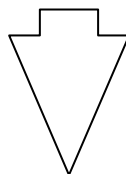
STEP 3 - Do the initial screening



STEP 4 - Screen the high performers from the average and poor performers



STEP 5 - Choose the best applicant



STEP - 6 Offer a position

