

## Hire the right person for the job

Hiring employees is a huge responsibility – it can arouse feelings of anxiety and hesitancy. In today's competitive world, however, the search for top-quality people is paramount. That's why your skills in hiring the right people must come to the fore.

Below are some key considerations that will assist with your selection process.

### 1. Get the job description right

Examine the current job description thoroughly. Is it still appropriate? Consult with the position's immediate supervisor, even the present incumbent, and then revise the requirements in terms of title, purpose of job, key responsibilities and duties, skills, limits of authority, job relationships, special demands and conditions of employment.

### 2. Create a picture of the ideal person

Review and itemise the job description, personal attributes and the specific expectations of the person sought to fill the position. The list could comprise over 30 items, and would include educational and professional qualifications, experience, special attributes and skills, ability to communicate, interpersonal skills, organisational skills, motivation, etc. You will have to create a picture of the ideal person.

### 3. Devise a standard evaluation form

Prepare a standard data collection form for interviewers, to collect for each candidate as much high-quality information relating to credentials, experience, skills and behaviour as possible, together with the interviewer's interpretative comments. This will later assist in reviewing the relevant merits of candidates.

### 4. Generate a battery of relevant questions

Compile a list of searching questions in preparation for the interviews. These questions are designed to collect from each candidate as much information as possible on the behavioural specifications and personal attributes you have already targeted.

### 5. Begin the search

Attracting suitable candidates is rarely a problem if you use advertisements, employment agencies, selection and search consultants and networks to spread the word. Screen resumes received, compile a list of 5-10 of the most promising candidates, and send a thank-you letter to the remainder.

## 6. Conduct first-round interviews

The first-round of interviews is used to assess a candidate's compatibility and suitability in relation to future job performance. They enable you to gather and interpret the facts, so that you can compare all candidates against your picture of the ideal person. The purpose of the first round of interviews is to identify the most suitable candidates. Advise and thank unsuccessful interviewees.

## 7. Conduct interviews of short-listed candidates

You now have a short-list of the three most promising people. In second-round interviews you now ask in-depth questions about specifics. Don't accept candidates' accomplishments at face value since probing questions often reveal a great deal more than resumes or initial interviews disclose.

## 8. Consider replacing "gut feel" with a screening test

It's important to hire someone whose personality fits your work culture and environment, and complements the personality of others they'll be working with. "Gut feel" has traditionally been a reliable assessment tool. Tests are available to check most qualities.

## 9. Review all data

Analyse all the information collected on your short-listed candidates and assess individual strengths and weaknesses. Conduct a thorough check of qualifications and references. Talk to former bosses, peers, subordinates and clients if possible.

## 10. Make a decision – and an offer

Having followed these rigorous steps, you should be in a position to select the best person for the job. Confirm with the candidate the package on offer and follow up with official documentation within 48 hours. Where required, make arrangements for the signing of an employment contract.

Finally, write and thank the unsuccessful short-listed candidates, remembering that they may well be worth considering for positions elsewhere in your business. Prepare an induction program for your new member of staff.

## Further information

The following fact sheets provide further information on these issues:

- Employees
- Improve your interviewing skills
- Job advertisements
- Prepare and use job descriptions