

THE COST TO RECRUIT

The Chartered Institute of Personnel and Development (CIPD) calculates the direct cost of recruitment at somewhere between £4,000 and £6,000 for managers and professionals.



However, if you factor in indirect costs, such as cover for the vacant position (it takes an average of seven weeks to fill a vacancy), the drop-off in productivity as other employees fill in and jobs are not properly done, plus the additional training and development required once an appointment is made, and the total cost soon climbs far higher.

WHAT IS THE JOB

It may seem obvious but for more complex or senior roles always consider what else the current job holder does in addition to the job description, or what else you would like them to do. The business may have evolved recently or there may be times of major change ahead that will have an impact. Don't automatically assume you should just replace like with like.

To ensure you get the right candidate for the job and you are clear what the job entails it is important to invest time gathering information about the nature of the job.

- Think not only about the tasks making up the job, but also the job's purpose, the outputs required by the job holder and how it fits into the organisation's structure.
- Consider the skills and personal attributes needed to perform the role effectively.

RIGHT TO WORK



On 29 February 2008, the Immigration, Asylum and Nationality Act 2006 replaced the Asylum and Immigration Act 1996, and employers have new obligations for employees recruited on or after that date.

The new penalties for getting it wrong are tougher than under the previous regime. Employers who employ illegal workers could be fined a maximum of £10,000 per illegal worker, twice as much as the previous fine. No allowances will be made for smaller companies when considering their liability under the law.

Employers employing illegal workers will have a defence – a "statutory excuse" if they can show they carried out initial checks before recruiting a prospective employee. This involves checking and copying documents specified by the BIA, such as a birth certificate combined with a document listing a UK national insurance number or a work permit and a passport. Simply checking a driving licence or national insurance number will not be sufficient by itself.

To use the statutory excuse, employers will need to undertake document checks at least once a year for those employees who have limited leave to enter or remain in the UK.

To avoid liability –

- Employers need to ensure their policies and procedures regarding employees' rights to work are updated to comply with the legislation and that they are followed.
- Valid documentation needs to be requested from all applicants, both to comply with BIA requirements and to avoid discrimination. Further information is available from www.bia.homeoffice.gov.uk/employingmigrants
- Ensure all staff carrying out recruitment receive training on the new requirements.
- Copies of relevant documents need to be made and stored for at least two years after employment ends.

THE JOB DESCRIPTION

A clearly written job description benefits the recruitment process by:

- providing information to potential applicants and recruitment agencies who may be recruiting on your behalf
- acting as an aid in selection; for example when designing assessment activities
- making decisions between candidates

A well written job description can also be used to communicate expectations about standards to employees and managers to help ensure effective performance in the job.

To maintain its value a job description needs to be updated as the role and the needs of the business change.

ADVERTISING

Consider recruitment as an advertising opportunity for your business. However, some forms of advertising can be very expensive and will yield little or no return. There are various methods available to both small and large businesses, the most suitable for you will depend upon the sector you work in and the level of the vacancy you are trying to fill.

The most cost effective can be –

- internal advertising – who do your existing staff know?
- Internet advertising – there are many free or low cost recruitment websites
- Job centres, local colleges and universities all provide free advertising opportunities and may even dedicate an account manager to you to proactively fill your vacancy.

Internal advertising -

- Encourages applicants from within the business.
- Creates a sense of growth and overall business success when new roles are created.
- Is a form of internal communication – nothing is worse for employees that seeing vacancies from within their business advertised in local press or on the internet if they weren't told first.

External Advertising –

- An opportunity to promote your business to the business community as well as prospective candidates.
- Well written recruitment advertising can generate sales as well as applications – if you are spending money on advertising shout about your business successes and plans for growth.

THE PERSON SPECIFICATION

A person specification or job profile states the necessary and desirable criteria for selection. Increasingly such specifications are based on a set of competencies identified as necessary for the performance of the job.



In general, specifications should include details of:

- skills, aptitude, knowledge and experience
- qualifications (which should be only those necessary to do the job - unless candidates are recruited on the basis of future potential, for example graduates)
- personal qualities relevant to the job, such as ability to work as part of a team or the ability to lead a team.

Having the right person, in the right place, at the right time, is crucial to organisational performance. Recruitment is a critical activity and one that is well worth spending the time and effort to get right the first time and every time.

For HR advice specifically adapted to the needs of you and your business please contact us by telephone on **0560 230 6508**

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