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Dear Bernadette,

This month's newsletter is the first of three, looking at Job Analysis, Recruitment and Selection.

We begin with the importance of preparing the ground before embarking on the recruitment and selection process. This may seem like common sense but let's say it anyway: "You need to know who you are looking for before you go looking!"

In recruiting anyone into your business, you want to find the best mix of skills and competencies. That's the difference between finding someone to fit the job description and finding someone who fits the team, the direction, the strategy and the culture of your organisation.

A tall order no doubt, but asking three simple questions can make all the difference.

1. Who should have input to this role?
2. What is the new role?
3. What type of person do we want?

Who Should Have Input?

There are several people who should have input here: the manager of the area, section or department, the outgoing role holder, perhaps even your customer. What should HR be doing? Helping you to develop the role, ask the right questions.

Think carefully about the input you require and ask HR to assist - this will give you a well rounded view of what others are expecting from the role and will ensure that you know the detail when it comes to the recruitment process.

What is the New Role?

Try a change of mindset here - you are not 'replacing' the previous incumbent. You are creating a totally new role. Don't make the mistake a lot of organisations make and replace like with like. Taking account of your organisation's needs, the input you received and your organisation's future strategies and direction, define a new role that fits the bill for the future.

Do not take out the old job description and fill that job. It does not exist!! The previous incumbent made it their own - this is your opportunity to think about it again. What are the core competencies for your organisation or department and specific ones for this role?



What Do We Want?

Now, think about the person you want to fill this role you have just described. Some of the questions you might ask are: What will I want this person to achieve within the organisation? Do I want them to work alone or as part of a team? Do I want them to contribute to the development of the company? Prepare a profile of the individual you are looking for, based on the description you have created. Draft a list of questions you would like to ask them.

Now you know what you are looking for and are ready to begin recruiting! Our next newsletter looks at the Recruitment process.