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A trained professional with academic and corporate HR experience. Putting theory and practice into your business success.



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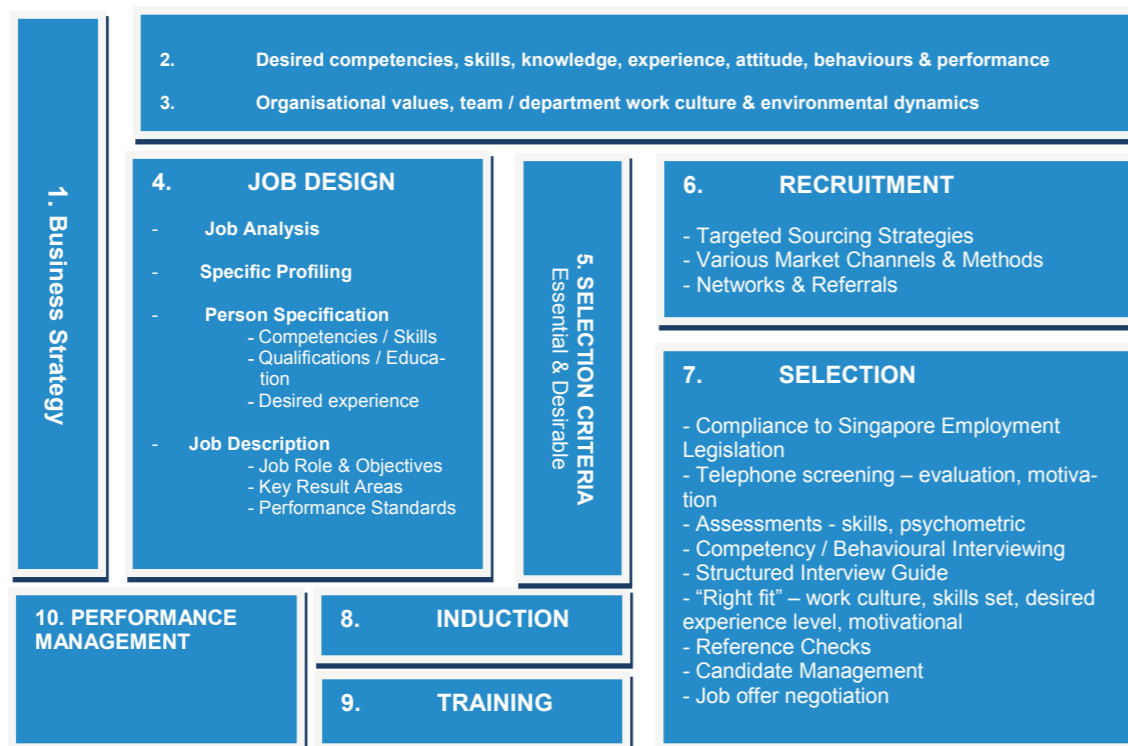
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## Align HR's Selection & Recruitment Toolkit — Customized to meet your organizational needs

We can develop a customized selection and recruitment toolkit for your organization and include all or a selection of the following; that best meets your needs:

- "Best Practices" Recruitment Model
- Recruitment & Selection Procedure
- Recruitment & Selection Assignment – Template Timeline (used per assignment)
- Job Analysis – for New Job Description (basic template)
- Telephone Screen (for initial shortlisted candidates) – Template
- Key Role Descriptors
- Competency Staircase & Training Platform for Key Roles
- Assessment/Evaluation Methodology for Key Roles
- Interview Questions Matrix for Key Positions – includes list customised behavioural questions for key position / job families
- Interview Schedule (temple) – 1) Foundation; 2) Technical; 3) Behavioural
- Structural Interview Guide (Comprehensive) more quantitative assessment approach (template)
- Questions never to ask – one pager
- Selection Criteria (template) this needs to be matched more specifically with agreed core / management / leadership competencies
- Core and Management / Leadership Competencies Alignment (if competency framework in place)
- Job Descriptions – (for job families, key positions)
- Competency Assessment – Pre-appointment (should be linked to talent management framework)
- Recruitment Candidate Report (template)
- Individual Development Plan (will be based on 70 – 20 – 10 Model) and integrated with competency assessment to determine action plan going forward
- Self-Administered Induction Form (template)

## Align HR's Selection & Recruitment Model



PULSE SERIES 6:

## Align HR's 2012

## Selection & Recruitment Framework Pulse



### Selection & Recruitment

Definitions:

"Employee turnover refers to the proportion of employees who leave an organisation over a set period (often on a year-on-year basis), expressed as a percentage of total workforce numbers".

"Retention relates to the extent to which an employer retains its employees, measured as the proportion of employees with a specified length of service (typically one year or more) expressed as a percentage of overall workforce numbers".

### Common Hiring Mistakes

1. **Hire fast.** As a rule, organizations hire too quickly and fire too slowly.
2. **Wait until it's urgent to hire.** Start looking for people before you need them.
3. **Qualify or disqualify someone too quickly.** Go one step further before you make a final judgment.
4. **Put too much trust in a resume.** Resumes are great, but don't make too many decisions based on a piece of paper.
5. **Hire too many people.** Before you hire, ask yourself: do I need this position? Can we reallocate the work elsewhere?
6. **Hire someone because a friend told you how great they are.** Talented people aren't always a match.



"People are not your asset. The right people are."

Jim Collins, Author

## Selection & Recruitment attract – recruit – select – induct

An organization is entirely dependent upon its human capital. The cost for making an incorrect decision about your human resources does not only have time, resource and financial implications, it affects your organization's image and reputation.

True costs of a bad hire vary considerably - depending on size, complexity and level of position. However, the impact (direct and indirect) of a bad hire generally relate to the following:



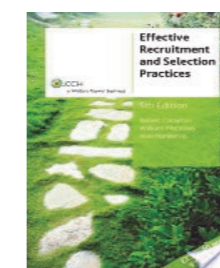
- Lost worker productivity
- Lost time due to recruiting and training another worker
- Expense recruiting and training another worker
- Negative impact on employee morale
- Negative Impact on Client Solutions

Two key areas often neglected during the recruitment process: referee checks and

ensuring a comprehensive on-boarding process is in place from day 1.

Getting the right people in the right job at the right time. A partnership with Align HR will ensure you have the selection and recruitment framework, tools and resources in place to employ the RIGHT people.

Selection & Recruitment Textbooks:



Nankervis, A; Compton, R; and Morrisset, B. (2009). *Effective Recruitment and Selection Practices*. CCH Australia Ltd.



Yeung, R. (2008). *Successful Interviewing and Recruitment*. Kogan Page.