

# **RECRUITMENT AND SELECTION AT MELTON WASTE AND RECYCLING LIMITED (MWRL)**

## **1. Job vacancy**

Consider **reorganisation** rather than recruitment.

If reorganisation is not appropriate:

## **2. Undertake a job analysis**

For example, an analysis of the knowledge and skills needed to carry out the position.

From the analysis draft a job description and personnel specification.

## **3. Job description**

For example, define the overall purpose or role of the job and the main tasks to be carried out - key aspects of the job that the ideal candidate wants to know.

Information to include in any job description is as follows:

- The location of the job.
- The title.
- The job title of the individual to whom the job holder is responsible.
- The job titles of any individuals responsible to the job holder and the number of individuals he/she supervises.
- A brief description of the overall purpose of the job.
- The main tasks to be carried out by the job holder – listed in order of importance.
- Details of the equipment or tools used or any special requirements to deal with people, inside or outside the Company.
- The location of the job and the amount of travelling that may be required.
- Special circumstances such as shifts or night work, considerable overtime or weekend working, heavy lifting, exceptionally monotonous work, unpleasant or dangerous working conditions.

## **4. Personnel/job specification**

Define the qualifications, experience and personal qualities required by the job holder

- Avoid over/under estimating the characteristics of the person required to do the job
- Consider the importance of potential

- Distinguish between those characteristics which are essential and those which are preferred.

Details of qualifications/personal characteristics required should be recorded on the interview pro-forma in order of importance.

## **5. Attracting candidates**

Where appropriate all jobs should be advertised internally otherwise the usual sources should be used, ie.,

- Local press
- Recommendation
- Job centre
- Education and training establishments.

Ideally a recruitment advertisement should include the following information:

- Name and brief details of the employing organisation
- Job, duties and location
- Key points of the personnel specification
- Wages and benefits.
- Whether the application should bring a C.V. or request and application form and from whom.

## **6. Short list for interview**

## **7. The interview**

At interview the standard pro-forma should be used.

The completed pro-forma should then be filed and kept for three months after the interview.

Interviews should be semi-structured - candidates asked a number of the same questions.

Benefits of this approach include:

- Helps the interviewer make sure they cover all relevant areas and avoid irrelevant ones.
- If the same questions are asked of all candidates it makes it easier to compare candidates.

- The free/spontaneous questions at the end give the opportunity to explore any unique issues that arise in regard to a particular candidate.

**Note the pitfalls of interviewing:**

- Interviewers tend to accept or reject a candidate within the first three or four minutes of the interview and then spend the remainder of the interview time seeking evidence to confirm that their first impression was right.
- Interviewers seldom alter the tentative opinion formed by the interviewer seeing the application form and the appearance of the candidate.
- Interviewers place more weight on evidence that is unfavourable than evidence that is favourable.
- When interviewers have made up their minds very early in the interview, their behaviour betrays their decision to the candidate.

## **8. The job offer**

When a decision has been made any offer made should be subject to satisfactory references.

Any job offer should be confirmed in writing as subject to a three month trial with performance being reviewed against the original criteria.

Signed:

Date: May 2017

A handwritten signature in black ink, appearing to read 'C Rumsby', written in a cursive style.

Charlotte Rumsby  
Director

For and on behalf of Melton Waste & Recycling Limited