

SAMPLE GUIDE
SNEAK PREVIEW

RECRUITMENT & SELECTION

How-to-guide

How to Recruit and Select New
Employees



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HRM TOOLSHOP



Talent &
Performance

- This Guide is part of the **RECRUITMENT & SELECTION TOOLKIT**. This toolkit helps you to reach a new pool of candidates and select the most appropriate candidates for a vacant post in your organization.

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- This guide helps you to find the right candidates by working with the challenges your organization faces. It is part of the **Recruitment & Orientation Toolkit**.

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About this guide

- Does your Company want to professionalize and optimize its recruitment & selection process? Are you struggling to find the most effective selection tools? As a Hiring Manager, starting to experiment with recruitment & selection tools is a challenge. How are you doing?

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- How do you define your recruitment approach, how do you select your selection tools and how do you evaluate your selection process? How do you compare your selection process with the best practices in the industry?

In the Guide, you will be introduced to the most effective selection tools and templates and how to use them: a template for defining your Recruitment Approach together with the Hiring Manager, an interview template, a list of interview questions to choose from, examples of standard replies to candidates and so much more.

Roadmap Overview

Steps for *RECRUITING & SELECTING EMPLOYEES*



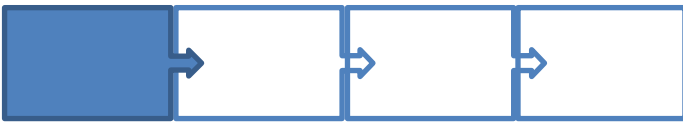
Step I – UNDERSTAND THE BUSINESS CASE & PREPARE THE SEARCH

STEP I

UNDERSTAND THE BUSINESS CASE & PREPARE THE SEARCH



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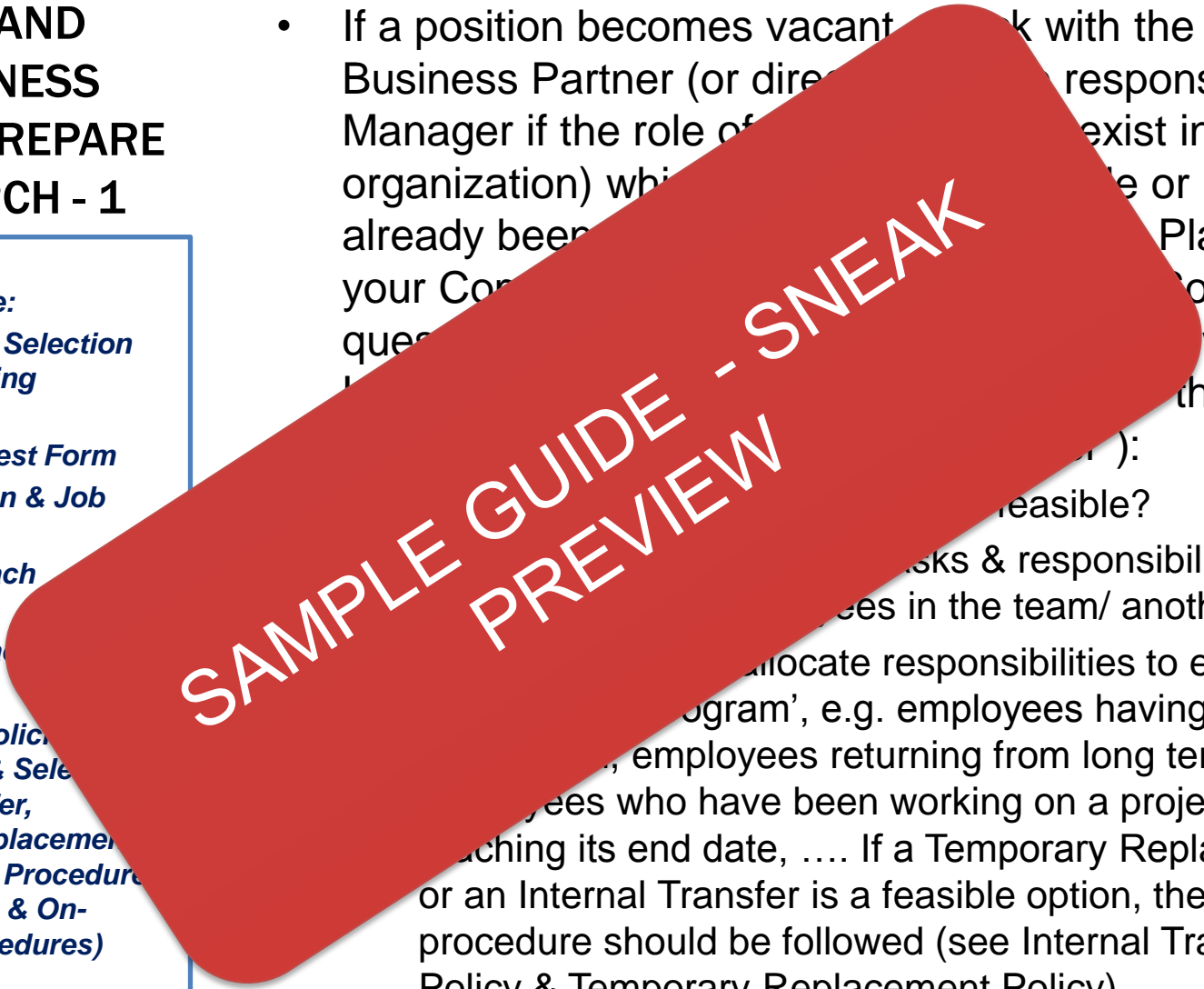


UNDERSTAND THE BUSINESS CASE & PREPARE THE SEARCH - 1

Tool Reference:
Recruitment & Selection Manual for Hiring Managers
Vacancy Request Form
Job Description & Job Profile Form
Search Approach Preparation
Search Approach

See also HR Policies (Recruitment & Selection, Internal Transfer, Temporary Replacement Policies) & HR Procedure Manual (Hiring & On-Boarding Procedures)

- If a position becomes vacant, work with the HR Business Partner (or direct responsible line Manager if the role of HR Business Partner does not exist in your organization) who has already been involved in the Planning (if your Company has a Planning process). Some questions to ask with the HR Business Partner are:
 - What are the tasks & responsibilities of the position?
 - Are there any other employees in the team/ another team who can take over the responsibilities?
 - Are there any employees who can be allocated responsibilities to employees in the team/ another team? (e.g. employees having to be on a 'leave program', employees returning from long term leave, employees who have been working on a project and are approaching its end date,)If a Temporary Replacement or an Internal Transfer is a feasible option, the relevant procedure should be followed (see Internal Transfer Policy & Temporary Replacement Policy).



Want to learn more?

- When you purchase the entire toolkit:
 - you can discover the step-by-step approach at your own pace
 - explore and customize all related tools and templates!

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RECRUITMENT & SELECTION – Tools Overview

Available tools per step in the process

I. Understanding the Business Case and Preparing the Search

- ✓ Recruitment & Selection Manual for Hiring Managers
- ✓ Vacancy Request Form
- ✓ Job Description & Job Profile Form
- ✓ Search Approach Guidelines
- ✓ Search Approach Template

See also Hiring & On-boarding Policies and HR Procedures Toolkit (Hiring & On-boarding Procedures)

II. Attracting the right candidates & Responding to their applications

- ✓ Responding to Applications
- ✓ CV-b...
- ✓ ...

IV. Making Job Offers and Negotiating with the Final Candidate

- ✓ Negotiations
- ✓ Employment Checklists

See also On-boarding & Orientation Toolkit

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