

# Recruiting an ultra productive A team

Workbook

# hello.

Recruiting the right people is easier said than done.  
This workbook provides handy hints and checklists  
to help you recruit an ultra productive A team.

## KEY SECTIONS

Recruitment checklist

Job description and candidate specification

Interview structure

Useful questions

Interview assessment form

If you have any questions or would like to book  
a FREE initial consultation, please contact us:

**01245 258 689**  
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# Recruitment & selection checklist

VACANCY \_\_\_\_\_

EXPECTED START DATE \_\_\_\_\_

TASK	ACTIONED
<b>Preparation:</b>	
Review previous exit interview	
Write, amend or review job description	
Write a person specification	
Agree salary and benefits	
<b>Recruitment Campaign Activities:</b>	
Agree recruitment budget	
Write advert	
Encourage contacts / introductions from existing team	
Advertise job externally or brief recruitment agency	
<b>CV Received and shortlisting:</b>	
Acknowledge CV within 24 hours of receipt	
Decide upon definite interview, hold and reject candidates	
Inform unsuccessful internal candidates	
Inform unsuccessful external candidates	
<b>Interviews:</b>	
Arrange interviews for successful candidates	
Finalise date, format, venue and interviewers	
Inform candidates of interview details	
Pre interview discussion re questions, tests and assessments	
Complete interviews	
Decision	
Offer successful candidate and reject unsuccessful	
<b>Pre start date:</b>	
Upon acceptance, references and appropriate employment checks	
Induction programme organised	

## Job description

JOB TITLE

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DEPARTMENT

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**PURPOSE - WHY DOES THE JOB EXIST?**

*Impact on business strategy / department plans; client care; sales and marketing*

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**SOME NUMBERS:**

*Financial targets; budget responsibility / number of direct reports; customers profile*

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**KEY RESPONSIBILITIES:**

*What do you expect to be done?*

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**FREEDOM IN THE JOB:**

*Making budget authorisation; examples of problems managed*

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**COMMUNICATIONS:**

*Working with customers and contacts both inside and outside the organisation; include the purpose and level of the contact*

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## Candidate specification

**JOB TITLE:** \_\_\_\_\_

**DEPARTMENT:** \_\_\_\_\_

**HANDY HINTS:**

- A person specification is a detailed definition of the abilities, attributes and knowledge which would be possessed by the ideal candidate and is an objective standard against which to assess a selection of candidates.
- The person specification divides into essential and desirable attributes; in other words, if a factor is identified as essential and the candidate falls short of the standard, then he/she should not be considered. The desirable categories are factors which you would like the candidate to have but he/she would not be ruled out without them.

CRITERIA	ESSENTIAL	DESIRABLE
<p><b>1. Attainments:</b></p> <p><b>1.1 Education</b></p> <p>Academic Achievement Professional qualifications</p>		
<p><b>1.2 Specific Training:</b></p> <p>Specific skills training</p>		
<p><b>2. Experience:</b></p> <p>Relevant experience Level of responsibility</p>		
<p><b>3. Knowledge and skills</b></p> <p>eg: business critical knowledge, customer care, project planning, communication skills, analytical, conceptual, practical, numerical, creative, able to work under pressure, time management, languages</p>		
<p><b>4. Personal Attributes</b></p> <p>Logical, maturity, drive, leadership qualities, sensitivity, stability, reliability, acceptability, stress-resistance, flexibility, confident, initiative, readiness to challenge, problem-solving</p>		

## Interview checklist

### INTERVIEW STRUCTURE

- Explain the agenda to the candidate
- Give some information about the company
- Background; some history; outline structure; key customers

### Find out candidate's experience:

Use CV to:

- The key tasks, level of authority, level of discretion, working relationships within the candidate's current job?
- Reasons for leaving and how the current job links with the job on offer
- Key level of responsibilities of the jobs prior to their present one
- Ensure ask about any missing dates! Are there any trends or a pattern in the candidate's career history?

### Information about the job:

- What are they looking for in the job? What are their expectations? What do they enjoy, not enjoy?
- Explain key aspects of the role - bit of 'sell' but also be clear about challenges

### A bit more about the candidate:

- Ask about 3 positive and 3 negative personality traits
- Work under time constraints, under pressure – how do they manage it / handle it?

### Company and job benefits:

- Salary, holidays, plus any other significant benefits
- Opportunity development in a growing company

### Interview close:

- Thank the candidate. Ensure any questions have been answered. Let them know about the next steps.

### Decision:

- Complete an interview assessment form for each candidate, indicating the reasons why a candidate was successful or unsuccessful.

## Some useful questions

*We all have our favourite interview questions, these are some additional suggestions for you to mix and match.*

### **Tell me about a time when you had to take responsibility for a group of people or a project**

- What did you do?
- What was particularly successful?
- What was less successful?

### **Describe a situation when you had to delegate important work to others**

- How did you go about it?
- What was most difficult?
- What did you learn about delegating and empowering others?

### **Give me an example of when you had to be particularly supportive to others**

- How did you identify what type of support was needed?
- What factors did you consider when trying to decide how best to support them?
- To what extent do you think you understood their feelings and concerns?

### **Tell me about a time when you found it difficult to build an effective working relationship with a customer or colleague**

- How did you deal with this?
- To what degree did you adapt your approach to others?
- What efforts did you make to understand the situation from other people's perspective?

### **Describe a situation where you had difficulty persuading someone around to your point of view**

- How did you try to persuade him/her?
- How successful were you?
- What would you do differently next time?

### **Tell me about a time when you have had to present ideas or information in a formal setting to others (such as a presentation to a group of people)**

- What went well/less well?
- How did you feel in this situation?
- What feedback did you receive?

### **Give an example of when you have had to produce a report or other document that was particularly important**

- How did you plan and organise the information to meet the needs of the reader?
- How did you check the quality and accuracy of the work?
- How effective was the final piece of work?

### **Outline a particularly challenging problem that you have worked on**

- What did you do to get a better understanding of the problem?
- What are your strengths when applied to problem solving?
- What could you improve in this area?

## Some useful questions cont...

### **When have you learnt from receiving feedback? (e.g. from colleagues or customers)**

- What did you think of it?
- How did you apply the feedback in your job?

### **Give me an example of a time when you changed something (e.g. a process) within your organisation**

- Why did you decide to make the change?
- How did you implement the change?
- Was the change effective?

### **Talk me through a decision or plan that you have made that has had a wider impact upon other departments within the organisation**

- How did this impact other departments or areas of the organisation?
- To what extent did you take this into account when making your decision?
- To what extent did the actual impact match what you had expected?

### **Give me an example of when you had to work to a deadline**

- How did you monitor progress towards the deadline?
- What problems did you encounter?
- What would you have done differently?

### **Give me an example of a time when you had to satisfy a particular customer or client need (this could be an internal or external 'client').**

- How did you establish what the client needs and expectations?
- What steps did you take to ensure that the client was fully satisfied with your work?
- How effectively do you think you satisfied the client's expectations?

### **What are your personal ambitions? (in current job or through this application)**

- What gives you most satisfaction in your job?
- What role have you found most dissatisfying- why?
- What are you doing to achieve your current goals?

### **What does your current manager do to get the best out of you?**

- Why do these methods work for you?
- What does your manager do that interferes with giving your best?

### **What have you learned from the jobs you have had?**

- Why was this learning important to you?
- What would you like to learn from this new position?

### **Give me an example of a crisis situation you were involved in**

- Why was this a crisis situation?
- What did you do?
- What did you do after it was resolved?



## Interview assessment form

JOB TITLE \_\_\_\_\_

NAME OF APPLICANT \_\_\_\_\_

DATE AND TIME OF INTERVIEW \_\_\_\_\_

INTERVIEWERS \_\_\_\_\_

**A - EXCEEDS SPEC**

**B - MEETS SPEC CLOSELY**

**C - MEETS SPEC ADEQUATELY**

**D - BELOW SPEC**

Criteria	Assessment				Evidence and comments
	A	B	C	D	
Experience / depth of industry knowledge					
Skills and Knowledge					
Response to questions					
Reasons for leaving previous jobs					
General approach to the interview					
Overall assessment of candidate's suitability					

### ACTION

Offer                      Salary offered \_\_\_\_\_ Start date \_\_\_\_\_

Hold

Reject

Signed: \_\_\_\_\_

Date: \_\_\_\_\_

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