

## Making your new staff appointment a success

December 09

A Farm Advice Sheet from **SowtheSeed**

There are two steps to this process:

- **Recruitment** is the process of attracting a pool of applicants.
- **Selection** is the process of selecting the applicant most likely to be successful in the role.

**Recruitment** is about marketing the role to a desired pool of potential applicants. **Selection** is about discriminating between applicants to decide on the best person for your business i.e. the person most likely to be successful and the person who presents the least risk to your business.

No8HR uses and advocates a four quadrant model for selection which ensures employers gain insight into the four essential areas to get the best selection results:

- 1 Personality - the character traits a person normally displays.
- 2 Values - the principles a person holds to and how these might influence their expectations and experiences.
- 3 Capability - the natural capacity a person has to learn.
- 4 Skill - the expertise a person has already gained.

It is critical that when employers reach the selection stage of their process that they give consideration to each of these areas. All too often one or two of these areas are focused on and when the employee has worked in the business for a while critical 'gaps' in the other areas begin to show.

As a minimum, selection processes should include:

- a face to face interview with pre-prepared questions that will give insight into the four areas above
- reference checks that cover the last three years of employment
- 'on-farm' work based tests that measure the person's current skills
- completion of an application form and pre-employment medical questionnaire.

The best recruitment processes also include personality profiling to assess team fit. Research tells us that although interviews are the most common selection tool, work based tests are the best at actually predicting job performance. Second to these are ability test which examine a person's capabilities in a particular area.

People involved in recruitment can take three simple steps to improve their 'on-farm' selection practices today:

1. Include a 'farm-walk' in the selection process and while you are doing the walk get them to explain specific things they see / would do i.e. condition score the cows, estimate cover, help move stock.
  
2. Prepare your interview questions prior to the interview and make sure you have questions that will give you good information in each of the four quadrants. Here are some to help:
  - a. Personality      How would you describe yourself at work?
  - b. Values              From time to time we all have to do things that we don't like at work. What was the last thing you were asked to do that you didn't agree with?
  - c. Capability        What's the most challenging thing you've ever undertaken?
  - d. Skill                What are the steps you would take when injecting antibiotics into the vein?
  
3. Carry out reference checking after you have interviewed the applicant so that you can ask the referee specific questions about what the applicant has told you about their work with the referee.

Not surprisingly, the greater number of selection tools you use, the better the quality of the information you gather from the applicant and the better your selection decision will be.

If you have any further questions please contact your Intelact consultant or call Intelact Head Office on 0800 735 588.