



Recruitment Process

Congratulations on choosing PeopleReader for recruiting your next colleague.

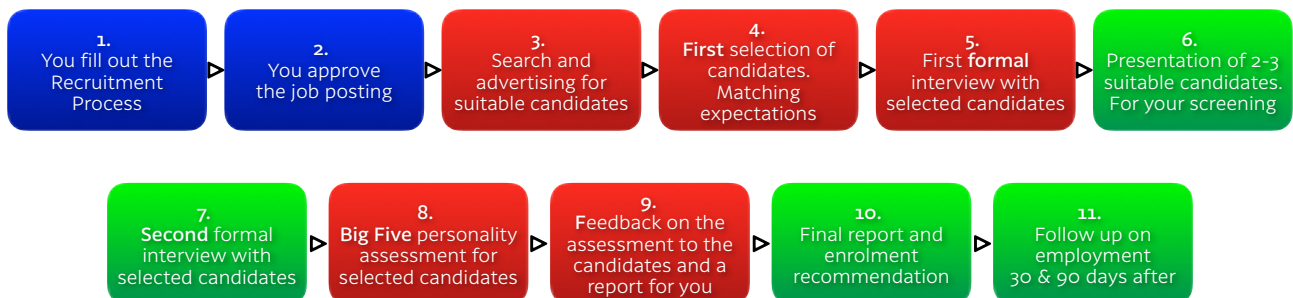
One way to **secure** a **successful** recruitment is to **describe** the following as **short** and **precise** as possible. Do it as **honest** and **loyal** you can in accordance to the **reality** that the new employee will **meet** when the person **starts** working with you.

You may experience the following as **elaborate** and **too much**, but nothing is more elaborate and **expensive** than **hiring** the **wrong employee**.

Therefore: Spend time on the following. Your work will pay off tenfold, because it will help tremendously in the selection of the right person among the candidates.

The recruitment process with PeopleReader is as follows:

PeopleReader tasks in **RED** - Your tasks in **BLUE** - Joint task in **GREEN**



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Job description:

a. Describe the **key** tasks of the job, short and specific:

b. Describe the areas of **responsibility** that entails in the job as precise and short as possible:

(Be aware that responsibility always have to equal the same amount of influence within the area of responsibility)

c. Describe the areas the job function has a **100%** control over and influence on:

d. Describe the areas in which the job function's responsibility, influence, and self-determination are **overlapped** by equals or superiors:

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- e. Describe the areas in relation to the job that **superiors** are responsible for and have influence on:

- f. Describe **who** the superior is. If there are multiple superiors within the function's areas, specifically **define** who, how, and when responsibility/influence change from one superior to the other:

- g. Describe what the person will be **measured** on in numbers and tangible actions, as well as how, when, and who is responsible for the measurement. Criteria of success and failure have to be **crystal clear**:

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- h. Describe what the person is **measured** on with rewards to attitude, mentality, and behaviour that lie beyond measurable numbers and actions, as well as how, when, and who is responsible for the measurement.

Criteria of success and failure have to be **crystal clear**:

Character:

- a. Describe the 3-5 most **important** values that the person **has** to have in order to become part of the company's culture and daily collaboration - short and precise:

1. _____
2. _____
3. _____
4. _____
5. _____

- b. Describe 3-5 personality characteristics which could mean that the person would **never** be capable of solving the tasks and be a **constructive** and **fruitful** part of the team and the company's other employees:

(Avoid obvious negative characteristics such as "liar", "imposter", and "thief" - no employee should ever possess these characteristics. Have the company's culture in mind.)

1. _____
2. _____
3. _____
4. _____
5. _____

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- c. Describe 3-5 personality characteristics that the person **must** have to solve the tasks and be a **constructive** and **fruitful** part of the team and the company's additional staff:

(Avoid obvious characteristics such as "sober", "kind", and "polite" - every employee must possess these characteristics. Have the company's culture in mind.)

1. _____
2. _____
3. _____
4. _____
5. _____

- d. Describe the 3-5 characteristics that the **immediate manager wants** the person to possess to ensure an efficient and rewarding **cooperation** between the **immediate manager** and the employee:

1. _____
2. _____
3. _____
4. _____
5. _____

- e. Fill out the "**competency selector**" (appendix) and choose **six** qualities that are **essential** in order for the candidate to do the job in a satisfying manner. The competency selector is used in connection to the Big Five personality assessment, which will be conducted on the 2-3 suitable candidates that proceed from the second interview.

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Competency description:

a. Describe the professional and technical qualities that the person **must** have in order to efficiently solve the tasks, and quickly become part of the daily operation - be specific:

b. Describe the professional and technical qualities that the person **may** have in order to efficiently solve the tasks, and quickly become part of the daily operation - be specific:

c. Describe the professional and technical qualities that the person has to **develop** and be **educated** in over the next **3 months** - be specific and define success and failure:

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- d. Describe the professional and technical qualities that the person is expected to **develop** and be **educated** in over the next **12 months** - be specific and define success and failure:

- e. **Outline** the salary level for the function *not including* bonus/commission, pension/health insurance, company car, phone, and other perks. What is the **highest** wage per month, where 1 EUR more will be enough to drop the candidate, **solely** because of the salary demand. Also describe what the **ideal** and the **lowest** wage level would be. The PeopleReader's task **always** is to find a wage level that is sustainable for **both** the candidate and your company for the next 12-24 months. In this way we prevent expectations of a higher wage, which will never be met and could create bitterness over time:

Highest wage per month: DKK _____

Ideal wage per month: DKK _____

Lowest wage per month: DKK _____

- f. Describe **supplements** to the salary: Bonus/commission, pension/health insurance, company car, phone, and other perks. All must be valued. Describe bonus/commission with both the *likely* outcome and the *best* possible outcome:

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Qualifying candidates:

In the selection of candidates, they will be **qualified** on five parametres. Choose between competences and personal qualities, a total of five parametres that can be sorted on.

You decide the mix of competences and personal qualities, as long as there are five things that are **important** in the sorting af candidates before the first interview:

1. _____
2. _____
3. _____
4. _____
5. _____

If you have any questions or need more information, please contact me at **any time**.

Enjoy and happy recruitment,
Tony E. Clausen

P.S. See the appendix for the competency selector



COMPETENCY SELECTOR

Subject:	Date:
Function/role:	

The purpose of making a competency based job specification is to choose max 6 critical competencies (out of 43) in order to focus the interview/assessment on what is most important in the job role. A common mistake often made regarding jobs specifications is to consider all aspects of the job role equally important.

By focusing on the most critical goals in the role it is possible to break down the job specification into a limited number of critical behaviors. This makes the assessment of the candidates objectively measurable and the same goes for the results.

Process:

- 1) Mark all competencies irrelevant to the role (irrelevant)
- 2) Mark the 12 most important competencies in the role (desirable)
- 3) Point out the critical 6 competencies of the 12 (critical)

COMPETENCE	DESCRIPTION	Please mark (X)		
		Critical	Desirable	Irrelevant
1. LEADERSHIP	Provides direction to others with regard to their task fulfilment of his/her own accord.			
2. COACHING	Contributes to employees'/colleagues' development of his/her own accord.			
3. GROUP LEADERSHIP	Provides direction and guidance to a team/group of his/her own accord in a way that leads to optimal team or group results.			
4. DELEGATION	Delegates on his/her own initiative and authorises people to take decisions.			
5. PLANNING AND ORGANISING	Plans and organises his/her own work effectively, independently and on his/her own initiative, partly in consultation with other people.			
6. MANAGEMENT CONTROL	Independently monitors the progress of projects/activities, reports on them and anticipates disruptions in their progress.			
7. ENTREPRENEURSHIP	Independently takes action to seize opportunities for selling products and services.			
8. MARKET ORIENTATION	Makes use of his/her knowledge of market and technological developments of his/her own accord and shares this knowledge with employees and colleagues.			
9. CUSTOMER ORIENTATION	Actively thinks along with customers and comes up with suitable proposals of his/her own accord.			
10. NETWORKING	Independently builds up relations and networks and uses them to realise goals.			
11. PROBLEM ANALYSIS	Collects and selects relevant information from different sources independently and of his/her own accord. Makes connections and organises information.			
12. JUDGEMENT	Involves various points of view and facts when forming an opinion.			
13. DECISIVENESS	Takes decisions independently or goes into action, even if not all information is available yet.			
14. VISION	Independently makes proposals for the vision and strategy of his/her (division of the) organisation.			



COMPETENCY SELECTOR

COMPETENCE	DESCRIPTION	Critical	Desirable	Irrelevant
15. ORGANISATIONAL SENSITIVITY	Takes the different interests of different divisions of the organisation and mutual relations into account of his/her own accord.			
16. EXTRA-ORGANISATIONAL AWARENESS	Independently makes use of his/her knowledge about social, political and economic developments and shares this knowledge with employees/colleagues.			
17. LEARNING ABILITY	Applies new information and ideas of his/her own accord.			
18. CREATIVITY	Comes up with new ideas or a combination of existing work methods/solutions of his/her own accord.			
19. SELF-ORGANISATION	Clusters and prioritises his/her tasks independently with a view to efficiently reaching agreed goals.			
20. ORAL COMMUNICATION	Adapts his/her language and clarifications to other people of his/her own accord and supports messages with attitude and signs.			
21. ORAL PRESENTATION	Tunes the structure and content of presentations to his/her audience; adapts content and structure as well as his/her signs and facial expression to the reactions of the audience.			
22. WRITTEN COMMUNICATION	Independently writes texts that are brief, to the point and tuned to his/her readers.			
23. LISTENING	Asks other people questions, also based on their non-verbal signals, and manages to get a clear idea of what is really going on with the other person.			
24. SENSITIVITY	Goes deeply into people's goals, feelings, needs and ideas and responds to them tactfully and with understanding.			
25. PERSUASIVENESS	Gains an in-depth insight into other people and tunes his/her line of reasoning to it.			
26. NEGOTIATING	Demonstrates to his/her negotiation partner that he/she is focused on a win-win situation of his/her own accord.			
27. IMPACT	Engages people with his/her contagious enthusiasm and makes acceptable, independent statements.			
28. TEAMWORK	Works towards collective results with other people of his/her own accord.			
29. SOCIABILITY	Easily enters into conversation of his/her own accord with people whom he/she has not met before, and joins in conversations about various subjects.			
30. ADAPTABILITY	Easily enters into conversation of his/her own accord with people whom he/she has not met before, and joins in conversations about various subjects.			
31. STRESS TOLERANCE	Continues to perform effectively under serious time pressure and in case of resistance, setback and disappointment, partly by prioritising independently and of his/her own accord.			
32. INDEPENDENCE	Independently takes actions that are based on his/her own convictions rather than the desire to please others			
33. TENACITY	Continues to work and take new initiatives in order to reach a goal, by coming up with new arguments or by criticising other people's arguments if need be.			



COMPETENCY SELECTOR

COMPETENCE	DESCRIPTION	Critical	Desirable	Irrelevant
34. FLEXIBILITY	Continues to work and take new initiatives in order to reach a goal, by coming up with new arguments or by criticising other people's arguments if need be.			
35. INITIATIVE	Takes action independently and of his/her own accord.			
36. PERFECTIONISM	Takes on extra tasks that are not an immediate part of his/her job responsibilities and makes improvements to the work of his/her own accord.			
37. AMBITION	Actively searches for new responsibilities and opportunities for training and development; makes extra contributions to activities that are of particular importance to his/her organisation.			
38. SELF-DEVELOPMENT	Invests in his/her personal development independently and of his/her own accord.			
39. INTEGRITY	Takes personal responsibility for his/her actions and is honest towards internal and external parties about opportunities and risks, within the boundaries of confidentiality.			
40. DISCIPLINE	Demonstrates being well-informed about the organisation's policies and procedures, takes them into account even under work pressure or in case of conflict with his/her own interests, and takes on the responsibility for it.			
41. ORGANISATIONAL LOYALTY	Brings his/her behaviour in line with the goals, priorities and culture of his/her (division of the) organisation.			
42. RESULTS ORIENTATION	Sets ambitious goals independently and achieves them.			
43. QUALITY ORIENTATION	Makes proposals and takes actions to increase the quality of products and services of his/her own accord.			