

# The Recruitment and Selection Model

Principles	Indicators	Evidence
<b>Commitment</b> The organisation is fully committed to taking a strategic approach to recruitment and selection in order to achieve its aims and objectives	1. The organisation is committed to taking a strategic approach to recruitment and selection	<ul style="list-style-type: none"> <li>Top management can explain the strategic importance of recruitment and selection to the organisation.</li> <li>Top management can describe specifications that they have taken and are currently taking to support a strategic approach to recruitment and selection.</li> <li>Top management recognise the benefits to the organisation of recruiting and selecting people with different skills, experiences and ambitions, and this is reflected in their actions.</li> <li>People with recruitment and selection responsibilities believe the organisation is genuinely committed to taking a strategic approach to recruitment and selection.</li> </ul>
	2. The organisation is committed to making sure that recruitment and selection is fair.	<p>Top management can describe the policies and strategies that they have put in place to make sure that recruitment and selection is fair.</p> <p>People with recruitment and selection responsibilities can describe specific actions that they have taken and are currently taking to make sure that recruitment and selection is fair.</p> <p>People believe the organisation is genuinely committed to making sure that recruitment and selection is fair.</p>
<b>Planning</b> The organisation is clear about the people it needs to recruit to achieve its aims and objectives	3. The organisation is clear about the people it needs to achieve its aims and objectives and knows who it needs to recruit.	<p>The organisation can describe the people it needs to achieve its aims and objectives.</p> <p>The organisation has clear targets for the people it needs to recruit.</p>
	4. There is a clear reason for each recruitment decision, which is linked to achieving the organisation's aims and objectives.	<p>The organisation has clear recruitment priorities which link to its aims and objectives at organisation and team level.</p> <p>The organisation can show how individual recruitment decisions link to its aims and objectives.</p> <p>People who have been recruited recently can explain how their job helps the organisation to achieve its aims and objectives.</p>
	5. The organisation has a consistent approach to recruitment and selection, which is understood by everyone.	<p>The organisation has a consistent approach to recruitment and selection.</p> <p>People can explain what that approach is at a level appropriate to their role.</p>

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<b>Action</b> The organisation recruits and selects people effectively and efficiently in order to improve its performance	6. People are recruited and selected effectively.	<p>The organisation can show that people are recruited and selected in line with the organisation's approach to recruitment and selection.</p> <p>The organisation recruits sufficient people to achieve its aims and objectives.</p> <p>The organisation selects people in line with the criteria it has agreed for each position.</p> <p>People who have been recruited recently and any unsuccessful internal candidates can confirm that the recruitment and selection progress was fair.</p>
	7. People are recruited and selected efficiently.	<p>The organisation can show that it recruits and selects people using the most cost – effective methods and sources.</p> <p>The organisation can show that communication with candidates is timely and constructive.</p>
	8. People with recruitment and selection responsibilities are effective in carrying out recruitment and selection.	<p>The organisation makes sure that people with recruitment and selection responsibilities have the knowledge and skills they need to recruit and select people effectively.</p> <p>People with recruitment and selection responsibilities can explain how they contribute to the recruitment and selection process.</p>
<b>Evaluation</b> The organisation understands what impact its ability to recruit and select people has on its performance	9. The recruitment and selection of people contributes to the organisation's performance.	<p>The organisation can show how its strategic approach to recruitment and selection has contributed to its performance.</p> <p>Top management understands the overall costs and benefits of recruitment and selection and its impact on the organisation's performance.</p> <p>Managers can explain the impact of their recruitment and selection decision on the performance of their team and the performance of the organisation as a whole.</p>
	10. The organisation gets better at recruitment and selection.	<p>People with recruitment and selection responsibilities can give examples of relevant and timely improvements that have been made to recruitment and selection activities.</p>