

PART 2

RESOURCING

- 4 Strategic aspects of resourcing
- 5 Contracts, contractors and consultants
- 6 Recruitment
- 7 Selection methods and decisions
- 8 Staff retention
- 9 Ending the contract

Part II Focus on skills
Interactive skill 2:
Selection interviewing



The first major activity of the human resource specialist is to find and bring in the people that the business needs for its success. The people may not be employees; they may be consultants or subcontractors. They may be temporary, full time, part time or occasional, and the working relationship between the business and its people is the contract, which sums up the features of that relationship so that both parties know where they stand. Nearly always there is a face-to-face meeting between the parties to agree terms before the relationship begins. The process of 'coming to terms' is one of mutual assessment. Many prospective employees reject a prospective employer by deciding not to apply for a post, or by discontinuing their application. Employers usually choose between many, and often feel there are too few applicants. Once recruited, people have to be retained within the business by a series of strategies that sustain their interest and motivation as well as keeping the focus of their activities within a changing organisational and business context. Contracts end as well as begin, and we have to be sure that the arrangements to end the contract are as sound as those for it to start.

The whole resourcing process is symbolised by the mutual assessment of the selection interview: 'Is this person right for us?' and 'Is this job and situation right for me?' The answers to both those questions have major implications for both parties. The uncertainty about whether or not the right answers are found at the interview is why we have to examine resourcing so closely.

