Group and individual tasks

# Chapter 15: Understanding employee selection

## For you to do

### Employee selection - blank’s home improvements

Steven works in a company called Blank’s Home Improvements. They sell quality home improvements – including double glazing, doors and conservatories, interior design and decorations (including kitchens and bathrooms) and finally garages and pathways. There is a team of 18 people employed in the company offices there in Becklehampstead, with a further 10 contractors who are brought into projects as needed.

Steven leads the new management team at Becklehampstead (set up just 8 months ago) which includes Martin (Accounts), John (Marketing), Simon (Sales Team Manager), Colin (Logistics and Project Management) and one vacancy for a Production and Purchasing Manager, following Chris’ departure. Chris left the team a month ago and went to work for another local company, after 2½ years with Blank’s. He was a fresh graduate when he started with Blank’s, having graduated in BSc (Hons) Business and Management. Overall, his performance had been satisfactory, but – according to Steven – he had never really pushed or developed himself a great deal.

Blank’s Home Improvement need to replace Chris and Steven has placed an advert on the Prospects website, which reads:

*“****Blank’s Home Improvements:***

*Purchasing and Production Manager sought for successful local home improvements company.*

*A vacancy has arisen for a proactive Purchasing and Production Manager to work with a successful, local and rapidly expanding home improvements company. The company was set up four years ago and has doubled in size over the past two years in terms of sales turnover and manpower. We sell home improvements of various kinds and specialise in good customer relations, gentle customer-focussed business and good project management practices. As an organisation, we have an excellent health and safety record, work well together as a team and implement good reward, training and work appraisal practices.*

*We are seeking a friendly individual with the ability to lead and who is likely to be able to meet challenging KPI’s in a collaborative environment, working with a small management team. This individual should be a graduate and have all the qualities needed for working well in a team environment, as well as being open to learn and improve on an on-going basis.*

*Full training/development and appropriate resources will be provided and the individual should expect to receive regular feedback on his or her performance on a variety of criteria.*

*The remuneration package is significant for the right individual and is based mainly on a fixed salary.*

*To apply: please submit your CV and a Covering Letter indicating how your experience and skills might help you perform well in such a role with Blank’s.*

*Blank’s Home Improvements is an Equal Opportunities employer and is accredited by Investors in People.*

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1) What personality traits might be important for this kind of role? Why?

2) What other qualities might you look for in the new recruit (other than those specified)?

3) Assuming that you were to interview candidates for this role, what questions might you ask? What other ways might you assess a candidate’s suitability for the role?

4) If someone has never had this kind of role before, what training might they need? How would you go about delivering such training/development?

5) What criteria would you use to assess their performance in the role? What information would you collect to assess their performance?