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Age Discrimination

Whoever we are, age is one of those inescapable events and to find it is about to become illegal to discriminate against it has to have comfort for most of us!

But that is a reactive point of view.

Employers (the wise ones) have steadily been waking to the realisation that appointing older people can bring a wide range of benefits and as the date for implementation approaches, it is worth remembering some of these:-

1. Obviously, more maturity and management experience are likely to be found in the older person. We admit that if they are returning to work after a long period of unemployment or this is their first move from a single company background, they may need a more understanding employer.
2. Older, senior managers/ directors are often more than content to drop down into smaller companies, put behind them the harsh ordeals of global conglomerate life, drop a bit of salary and achieve a better work/



Photo by kind courtesy of the Leicester Mercury

All this PFI stuff... Do you want this road or not?

life balance – whilst still having the ability to deliver more than someone 20 years younger!

3. If you feel that none of your staff in a department is quite ready for promotion to management, yet all have excellent long term potential, appoint a manager with only 2 or 3 years before retirement in order to help develop them and then not hinder their promotion prospects.

Crescent has a definition of suitability relative to age and it goes...

“Old enough for sufficient maturity and young enough for maintenance-free vitality”

We will be interested to see this tested by the forthcoming legislation.

The Smaller, Growing Company

OK, you are doing very well, turnover has doubled or trebled over the last few years but you are approaching the point when you are

uncertain of whether your existing team (and perhaps yourself!) have the knowledge, experience, wisdom, time (or whatever) to maintain the corporate growth and protect that which you have already achieved.

So you start recruiting...

But when did you last (or ever) recruit at Board or senior management level?

What skills and experience can they add to your team?

Where and how do you find them?

How do you measure them? (Not just against what you need but against the general pool of ability.)

How can you attract them?

Well that's what Recruitment **Consultancy** is about. We do it all the time and will guide you through the whole process..

“Give us a call for advice – it costs nothing!”

PTO

Training in Best Recruitment Practice ✓

How good is your company at recruiting? Could your people do with some thought provoking training?

You, personally, probably know how to question all the assumptions around what sort of person you need.

You probably also instinctively look to the future to see what other strengths a new person can bring with them.....

You may also know when you need search (Head-hunters) and when advertising is right (and how to write the advertisement).

You can interview alright... but...

Can you and your company attract the right person?

What will the candidate you need, the really good one, think about your company as he or she starts the process and then goes through it.

Will they find it enjoyable or be put off by the process?

Will they feel welcome, that they are taking part in a mutually productive experience and not a one-sided show?

How will your company compare (in their minds) with the alternative opportunity they are exploring?

And what do all those whom you reject go away thinking about you and your company afterwards?

Will they become ambassadors? Will they just forget you? Become a customer? A supplier?

We can certainly help you here with some guidance, questioning and in-house training.

Choosing your Recruitment Consultancy ✓

If this is the first time you need to make a critical and senior appointment and decide to venture into the world of Recruitment Consultants, you do have some problems.

It is a world full of few signposts, many offerings, mixed experience, some speculations and so forth.

How do you "Recruit your Recruiter?" ✓

First of all, there is clear distinction between those who are **Consultants** in recruitment and the large numbers of Agency businesses.

The two organisations are set up completely differently and approach recruitment activities from different points of view.

If you are looking for a consultant, perhaps you might talk to a major and large customer, asking their Managing Director whom he or she either knows personally or makes use of for the senior critical appointments.

Have a look in your Yellow Pages but read the advertisements very carefully.

Ask you local Business Link, Chamber of Commerce, professional body, etc. but make clear it is for a critically senior appointment.

Don't be too industry or discipline specific in selecting potential Recruiters, look rather for proven experience at the level at which you

are recruiting.

Having identified some potentials, have a good chat on the phone and satisfy yourself about how they would handle such an assignment and then arrange to meet. Look out for some of these pointers:-

Does the meeting tend to concentrate much more on your business, what it does, where it wants to go over the next few years, what its major challenges are etc, before going into the detail of the particular role.

Do you find some of your own thinking being challenged?

Can they provide relevant referees whom they have known at senior corporate level over many years?

Do they take you carefully through the various stages and the difference between searching or advertising?

Do you finish the conversation with the confidence that you have almost gained a partner who can help you define and make the right appointment, adding value to the process as it goes?

Unless the salary is very high, don't expect a massive fee reduction simply because this is the first assignment for you - the first one will always be the most difficult anyway.

A final point is that the amount of time spent getting things right before you start actually recruiting is critical to its success... and this is what the **Consultancy** bit is all about!

your guide to recruitment