



PRODUCTIVITY BY DESIGN

SELECTING YOUR TEAM MEMBERS

Role of a manager in employee selection

As a manager, you are most likely to have very little influence as to who your team consists of. Most big companies let Human Resources handle the selection process from start to finish. The manager usually only get involved during the start and end process. It is also common that some managers feel they are too busy to get involved in HR matters.

It is important that managers play a bigger role in the recruitment and selection of his team members for the following reasons:

- You are responsible for the results of your unit
- You are responsible for team motivation
- You are to train and coach the members of your unit
- You must be able to use the team member's full potential

If you are lucky enough to select your own members it is essential to know that the criteria for selection can be divided into the following categories:

- The employee's level of education
- His experience related to your requirements
- Personal characteristics of the employee
- Physical characteristics in relation to job requirements

Remember as a manager you would like to make your work as easy as possible and selecting the right person to work with is the start of all. Before you start you will obviously draw up a list of your preferred criteria for the above categories.

Employee's education

Company policy will indicate the minimum education level but as a manager use it only as a guideline. Ask yourself the following questions:

Q: Does he meet minimum standard?

You must keep to company policy.



PRODUCTIVITY BY DESIGN

Q: Is his education level fit for the position?

It is no good to have a BCom in a position that only requires a matric certificate unless you are planning to develop the employee into a higher position. In other instances, it is easier to use a minimum level entry and develop him onto a higher level.

Q: If he is over qualified why did he apply for this position?

Establish why he would be satisfied with the position and determine if his motives are real.

Q: Is the employee still studying?

It shows interest in developing himself and with your guidance, it can be beneficial for you.

Employee's Experience

Experience can often be more beneficial than education so you must work out beforehand what is an accepted balance for you.

Q: How experience is he in relation to the position?

Having good experience for what you need him for will lighten your own load.

Q: What other experience does he have?

The scope of skills and experience shows the applicant's willingness to self-development. It is also possible that you can gain from drawing from that experience to achieve the unit's goals.

Q: Can he bring something new to the table that is relevant?

You should know the direction you are steering your unit in and if the employee has experience that can assist or speed up this process consider it an advantage.

Q: Can he gain anything new from his work experience with us?

To not let someone become complacent after appointment you must ensure that there are other experiences he can gain while reporting to you.



PRODUCTIVITY BY DESIGN

Personal characteristics of the employee

It is important to know that a new member will fit in well with the rest of your team.

Q: Do his personal characteristics correspond with other people that are currently successful in the same position?

The easiest measurement is to use the profile of people you had reporting to you that was successful.

Q: His position in the team?

Does he have the characteristics to become a leader and maintain authority if need be?

Q: Will he be pleasant and practical to deal with?

To ensure good communication in the team the new member must be able to fit in and perform his duties successfully.

Q: Is he sincere?

You want to know that the person has a stable personality and will be a member of your team for time to come.

Physical characteristics in relation to job requirements

There is a saying that the strongest doesn't always survive. This is true when it comes to the workplace but there are certain things you have to take into consideration.

Q: Will he be physically able to perform the job he is applying for?

Some positions need physical strength and others mental strength but it is not every employee that can always perform both for extended periods of time.

Q: Does he have any health issues or disabilities?

You need an employee that can be there when you need him. Employing someone that will be off work often will only increase the pressure on you.



PRODUCTIVITY BY DESIGN

Q: If it is a stressful position will he be able to handle it?

Look at previous employment records to see if he was working under pressure. Let him know beforehand of the stress levels he can expect so it does not come as a surprise.

Making your work easy

At the end of the day, you are looking for someone to make your work easier and leave you to focus on managing the team. Benefits of selecting the right person are:

- Lighten your workload
- Free you up to do more important things
- Enjoy reporting to you and support you all the way
- Perform at his peak to meet targets
- Blend in with your team in a positive way