

# Facilities Management from A to Z



Based on The FM Lexicon by Martin Pickard  
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## **R**ecruitment

One of the most often repeated sayings in the facilities world is that FM is a people business. Facilities services are delivered to people, by people using teams of people. Therefore the selection and recruitment of the right people is a highly important task for the facilities manager as they will usually have to live with the results for a considerable time.

Good FM's rarely delegate the process entirely and usually stay close to all its stages since the candidate's commitment to them, as opposed to the organisation, is best initiated through close involvement in the appointment. However, Recruitment can be a hugely time-consuming business and the assistance of a Human Resources team or a Recruitment Agency can be of enormous assistance in reducing this burden.

The creation of a vacancy for whatever reason may be seen as an opportunity rather than a problem. In difficult economic times, it may be that the work can be absorbed or redesigned leading to an immediate financial saving. If that's not possible then other options can be considered. Is this an opportunity to bring in someone with a different skill profile or to adjust the balance of experience in the team? Is the team's succession plan robust or should you invest in someone with an eye to the future?

All of these issues and more need to be taken into account when reviewing the job description and person specification that will be required for a successful recruitment exercise. The job description should include information on objectives, status and reporting relationships along with the main tasks and responsibilities and available resources and support functions.

The person specification should list essential and desirable skills, qualities, background experience and qualifications. This information can then be used to issue an internal job vacancy notice and to produce a recruitment advertisement or to brief an agency.

Interviewing is a very expensive use of time so filtering applications is vital to ensure that only potentially acceptable candidates go through to that stage. If the person specification has been well thought through then only those candidates who met all of its requirements should be called for interview and if they have seen the job description and headline terms before interview then nobody will be wasting their time.

A well-managed interview stage with consistent questioning will allow the facility manager to make an accurate comparison between candidates and to explain to the candidate what they can expect from the organisation. Interviews are a two-way process and the FM needs to sell the job to the applicant as well as finding out more about them.

Following up references on a shortlist is an essential step that is omitted at the recruiter's peril. This gives the full picture enabling a final assessment of the candidates' comparable suitability. If more than one candidate is considered desirable it may be that another role in the organisation is available, perhaps not even in the facilities team. Talent is a precious commodity and any that is identified should be harvested for the benefit of the organisation if at all possible.

*The Chartered Institute of Personnel and Development (CIPD) is the world's largest Chartered HR and development professional body and provides many useful resources for managers on all aspects of people management including Recruitment. [www.cipd.co.uk](http://www.cipd.co.uk)*