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## Recommendations for recruitment organisation - October 2002

Following our recent discussions, the issues we have identified that are directly related to the future development of your organisation include:

- ◆ Greater versatility in sales staff to handle expanded market beyond IT and Finance
- ◆ Develop ability to switch between mind sets and styles for different industries
- ◆ Develop approaches by which contractors feel they are part of your organisation rather than only working through it
- ◆ Provide support for a stronger sense of team unity throughout the organisation
- ◆ Expand knowledge management system to manage distributed records shared with partners
- ◆ Adapt online systems to accept timesheets and support virtual communities of practice
- ◆ Expand existing administrative systems and procedures to support PEO type operation

We would summarise the recommended actions under the following four headings:

### ***Vision, values, purpose***

- ◆ Develop explicit vision, values, purpose and policy for expanded organisation
- ◆ Encourage and support individual staff members to identify their own vision, values and purpose, and alignment with the organisation's purpose
- ◆ Create organisational infrastructure and culture that enables people to achieve - to realise organisational and personal goals and objectives
- ◆ Ensure that the organisation supports, reviews and measures key aspects of the vision such as learning and commitment

### ***Knowledge***

- ◆ Review database and file-storage structures to manage expanded knowledge requirements, including file-sharing with partners
- ◆ Develop procedures and formats for end-of-task reviews
- ◆ Develop website to include timesheets and communities of practice

### ***Relationships***

- ◆ Identify and action staff skills-development requirements for expanded sales/support role
- ◆ Clarify and document Trusted Intermediary methodology
- ◆ Develop measurements for qualitative 'intangibles' in client and contractor relationships
- ◆ Ensure that organisation's values are reflected in recruitment and reward systems

### ***Facilities***

- ◆ Review and upgrade existing administrative systems (human and electronic) to manage expanded PEO-type operations
- ◆ Establish shared systems and interfaces with partners