

Scottish Power - Summary

Recruitment and selection in the energy industry

Introduction

ScottishPower is a leading international energy company and part of the Iberdrola Group. It focuses on three key areas: growth, safety and service. Its sister company, ScottishPower Renewables is the leading provider of green energy in the UK. Both offer a diverse range of career opportunities. They run educational programmes aimed at improving the employability of young people.

The role of Human Resource Management (HRM)

People are one of the most important resources used by any organisation. ScottishPower recognises that it is 'powered by people'. HRM is concerned with organising and looking after people in the workplace. This includes recruitment, selection, training and development and assessing staff performance. HRM also includes workforce planning. This means assessing and planning for the organisation's future employment needs. The energy industry is changing quickly so it is important to recruit and train people with the capability to take on new tasks and responsibilities. ScottishPower aims to provide a positive recruitment and selection experience for every employee and prospective employee. It is committed to equal opportunities.

Recruitment

Recruitment to ScottishPower takes place at various entry levels. Two of the most important are:

- Apprenticeships - new employees earn a good wage and gain qualifications while working and learning new skills. Apprenticeships at ScottishPower last three to four years and combine training with work-based learning and assessment. Young people apply online and are taken through a series of tests and an interview.
- Graduate trainee level for those with a degree. The graduate programme lasts two years and is tailored to each graduate's individual aspirations and the business' requirements. Candidates are selected using group exercises, psychometric tests, a presentation and an interview.

Skills and competencies

Employees need to have the necessary skills and competencies to carry out their roles effectively. ScottishPower has developed a competency framework that sets out the abilities needed for different roles. This is also used as part of ongoing performance review. There are three main areas of competency:

- Planning for the Future
- Delivering for the Customer
- Working with Others.

When recruiting new employees, ScottishPower sets out its skills requirements in two key documents:

- the job description showing details of the responsibilities and what skills are required.
- The person specification highlighting the qualities, qualifications and experience an applicant should demonstrate.

Together these contain enough information to attract appropriate people with the skills needed by the business.



Selection

The selection process involves identifying talented individuals. Steps in the process are:

- advertise the vacancy
- screen applications
- interview candidates
- job related tests
- appoint new employee.

Each step gives candidates an opportunity to show what he or she is capable of. For instance, a good application form shows communication skills; a good test could show candidates can work in teams, plan and lead.

Conclusion

ScottishPower employees can join the business at different levels including Apprentice and Graduate Trainee. Workforce planning is used to predict the skills and roles needed for the business. A structured approach to recruitment encourages people with the right skills to apply. The selection process ensures ScottishPower can identify people with the longer term capabilities it needs.

