



RECRUITMENT FROM START TO FINISH

SIXTEEN POINTS TO CONSIDER DURING THE RECRUITMENT PROCESS

1. PREPARING FOR RECRUITMENT

This is the work that is done before the actual process of recruitment starts. Factors to consider are:

Your Brand

What does your brand message say to prospective new recruits about you as an employer?

Presenting the right message to candidates both at the early stage of the recruitment process and throughout is key.

Workforce Planning

Before any recruitment activity takes place have you asked the question: -

"Do we need to recruit to fill this role?". There are two points to consider here. Firstly, is there a need to recruit, can responsibilities be reassigned; secondly, could somebody be promoted into the vacant role from within the organisation?

Job Descriptions

Is there a job description and when was it last reviewed? Does it reflect the responsibilities of the role being recruited for in sufficient detail?

As an example does it say.

"To achieve quarterly sales and income targets" OR "You will be accountable for meeting the sales and income targets that will be set each quarter. Your performance in meeting these will be assessed against a number of factors including entrepreneurship, commercial acumen and team working".

Candidate Profiles

What skills and experience will the candidates for the role be expected to have? These will need to be prepared having considered the requirements of the role as set out in the job description. Factors to consider would include educational qualifications, previous experience and skills relevant to the requirements of the role.

Clear and concise job descriptions and candidate profiles are very important in selecting candidates for interview.



2. THE RECRUITMENT PROCESS

Here we need to consider the process by which candidates are attracted, shortlisted, interviewed and selected for employment and how the job offer is made

Candidate Attraction - Advertising

You will need to consider how to attract suitable candidates. There needs to be a joined-up approach to the recruitment message that candidates see. All of the advertising channels, print, digital, social media have to be aligned. Without this, candidate see conflicting messages, may be confused and therefore be less likely to apply.

This is why it's so important to consider "Your Brand" at the start of the recruitment process.

Candidate Engagement

This is an important part of the recruitment process that is often overlooked. I have referred to it here but really it is something that should be considered throughout. How do you engage with candidates during the various stages of the recruitment process?

Here there are two points to remember. Firstly, every candidate who applies for the vacancy is a potential future customer and brand ambassador for the business. Secondly, we have all applied for jobs. As the recruiting employer you should put yourselves in the shoes of the candidate and ask how you would wish to be communicated with if you were applying for this role.

Shortlisting

This is the process of identifying which candidates you wish to invite to attend for interview. This should be done with reference to the job description and candidate profile.

First Interview

Managing the recruitment process is in many respects just that, managing a process.

Interviewing is different. It's a skill that is acquired over time and improves with experience. However, gaining that experience has to start somewhere.

I believe that it is essential that managers who are expected to interview prospective employees have received training in interviewing techniques. This training can take various forms from either attendance on a one or two-day course, to a number of two-hour bite size 1:1 sessions.

Even if managers are experienced interviewers, I would recommend consideration be given to a refresher. The example I use to support this view is that of an experienced driver who would probably fail their driving test if they had to resit it because over time bad habits creep in.



Second Interview

Is there a second interview and if so, what format does it take?

I always consider first interviews as being a process of getting to know the candidate and to assess their suitability for the role. The second interview should be more detailed and probing in its nature.

Consideration should also be given to asking the candidate to make a 10/15-minute presentation at this stage of the process. A subject I have used in the past for this is "My understanding of the role and why you should appoint me". It's a good opportunity for the candidate to really think about the role they are applying for, and do they want it; and for you to be satisfied that the candidate understands the role.

An alternative brief for a more senior candidate could be "What I would expect to achieve in my first 100 days in the role".

Immersion Day

However thorough the interview, there is always something a little bit false about the process.

An immersion day allows the candidate to spend a day in the working environment finding out "on the job" what the role involves. It's also an opportunity to observe the candidate one final time before an offer is made, or not.

Whilst this step adds an additional layer to the process it is an opportunity for both parties to be satisfied that the role is right for the candidate and the candidate right for the role. It's also an opportunity to check out the candidate's commitment. Are they prepared to invest a day of their time with their prospective future employer to be sure that if offered the role, it is the right one for them to accept?

Offer

How is the offer of employment communicated and what does it look like? Is it user friendly to read or does it contain copies of endless Policies and Procedures most of which tell the new hire the consequences of doing things wrong!

On boarding

The time between being offered and accepting a new job and commencing in that role is a difficult period for most new employees. They are disengaging from their current employer but are not fully engaged with their new employer yet.

During this period you should keep in regular contact with the new hire. You should communicate with them on matters such as business updates, their induction programme, and maybe even invite them to meet with their new colleagues one evening socially.

The key is to make them feel part of the team before they start.



Induction

An individual Induction Plan should be prepared for the new recruit. A named member of staff, preferably their manager, should be given the responsibility for ensuring that the induction is “working”. Consideration should also be given to partnering the new hire with a buddy. And regular reviews are essential during the early stages of employment.

3. WHY DO EMPLOYEES LEAVE

Although not technically part of the recruitment process, it is important to know why employees leave, particularly if the business has a high turnover, as this information will assist with future recruitment activity.

Exit Interviews

The exit interview would ascertain how the employee found the overall experience of working for the company and their reasons for leaving.

Exit Interviews are best undertaken by somebody other than the employee's line manager, ideally an external third party. They are best completed in the last two weeks before the employee leaves, certainly not on their last day of employment when they may give a biased opinion.

As an alternative, if exit Interviews have not been undertaken then a survey of recent leavers can always be arranged.

Analytics

It's worth considering undertaking an analysis of the reasons for leaving, the duration of employment, where the candidate was recruited from, who interviewed them and who their manager was? Such an analysis can help identify trends which when addressed may improve the recruitment process.

Audit of recent hires.

Often the focus is on why people left employment.

A similar focus should be put on why employees joined. Undertaken after say three months employment recent hires would be asked questions about how, from a candidate's perspective, they found the recruitment process.

From the insights that this provides, improvements can be made to the way in which employees are hired.

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