Recruitment Process 101

A Guide brought to you by Peopleconnexion
Recruitment Process 101

Your company is growing and you’re desperately looking to fill the opening’s quickly. Or are you just finding it tough to find specialist candidates for those hard-to-fill roles that were needed yesterday? We realise that it’s natural to want to find someone quickly however putting the wrong people in those positions could ultimately end up costing your company even more. If that’s something you relate to you, you’ll get a lot out of this.

“I wish I didn’t have to spend so much of my day focused on recruitment…”

Would you prefer to:

- Spend more time focused on your core business and less time recruiting staff? The recruitment process you’re about to read about will weed out weak and irrelevant candidates... that is a huge time saver!
- Hire the right people more often? A clearly defined recruitment process is proven to achieve better results.
- Onboard and place for success: Your employees will be easier to manage, as they will have a clearer idea of what’s expected from them, and how their performance will be measured.

In short - you’ll have fewer recruitment headaches!

Enjoy!
Kind regards,
Kristine Berry and the Peopleconnexion team
PS. If you’re after more recruitment tips and resources, be sure to check out www.peopleconnexion.com... that’s where this eBook came from, and there are plenty of other resources to support your success!
The costs of a bad hire soon add up, here’s some examples:

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<th>The costs of a bad hire soon add up, here’s some examples:</th>
<th>We can help you by:</th>
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<tr>
<td>- Time developing Position Description;</td>
<td>- Finding the right person faster.</td>
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<tr>
<td>- Advertising costs;</td>
<td>- Save you time interviewing candidates that aren’t up to scratch.</td>
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<td>- Time spent screening and interviewing;</td>
<td>- Save in training costs, including courses and the trainer’s salary.</td>
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<td>- Time spent preparing HR documentation;</td>
<td>- Save on opportunity costs - you can spend more time on growing your core business rather than on recruitment.</td>
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<td>- Skills assessment and psychometric profiling;</td>
<td>- Alleviating the recruitment headaches - running your business will be far more enjoyable if you don’t need to devote so much time to dealing with staffing problems.</td>
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<td>- Time spent gathering background information and conducting reference checks;</td>
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<td>- The new employee’s salary;</td>
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<td>- Business cards and IT setup for the new employee;</td>
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There are direct financial costs too, if you hire the wrong person. A recent study by CareerBuilder revealed that:

- 41% of businesses estimate a bad hire to cost them at least $25,000; and
- 25% of businesses estimated the cost to be in excess of $60,000.

The good news is that these costs are avoidable!

Hiring the “right” person is as easy as following a proven step-by-step process.

An effective recruitment process acts like a funnel and will help you in a number of ways. The way our recruitment process works is that unsuitable applicants are filtered out at each stage.

What are the benefits of using a structured approach to recruitment?

Structured recruitment processes are proven to be twice as effective as un-structured. For instance:

- The process includes competency-based interview questions, so you’ll get a far better idea of how the candidate will perform at work;
- Because you’ll be using competency-based interview questions, it means that interviews will be more objective, which in turn will help with your decision making;
Recruitment Process 101

- You will avoid the cost and stress of making a bad hire; and
- You’ll know that you have done a good job and will feel confident in your hiring decisions.

30 steps to hiring your next star

Here’s a 30-step recruitment process for you to follow. This is a proven process that’s designed to filter out the weak/unsuitable candidates broken down into six key stages. This means that you don’t waste your time with applicants who aren’t quite right. Instead, it’ll make the process of finding your star employee much more efficient, saving you time and money!

Stage 1: Assignment Brief

The very first step in the Recruitment Process is consult with the manager as to which tasks need to be done by the person you’re hiring, what kind of person will be a good fit for that role and your organisation as a whole. (Step1)

To do that, you need to prepare:

- (Step 2) A Position Description (PD) which outlines the key responsibilities and purpose of the role you’re recruiting for. This document will help you in many ways; for writing jobs ads, creating interview questions and for performance reviews and appraisals.
- (Step 3) An ideal candidate profile: This outlines the skills, capabilities, qualifications and personal attributes the person should have for the role.
- (Step 4) Benchmark salary
- (Step 5) Outline Behavioural Competencies.

Depending on the internal process, ensure that management sign-off and approve recruitment of the role. (Step 6)

Stage 2: Sourcing

Now that you’ve documented the kind of person you need to fulfil the responsibilities of the role, it’s time to write the job advertisement. (Step 7)

Be sure to include the key points in the job advertisement and then think about where to best place the advertisement. (Step 8) For example promoting the vacancy internally within your organisation is important for existing employees as well as friends or family members may also be interested. This could be as simple as sending an email to everyone in your organisation; pinning it up on the staff noticeboard; putting it on your company website or intranet; or posting details on the company’s social media profiles.

To attract a wider pool of candidates and reach a wider audience, place the job advertisement on relevant recruitment websites and/or newspapers. At this stage you may select to brief an external
recruiter to assist in the recruitment process (Step 9)

To streamline the process, it would be good to create an electronic folder or “job activity” where all the relevant applications and correspondence can be stored. (Step 10)

Stage 3: Candidate Shortlist Selection

It’s important to monitor the responses to your job advertisement daily (Step 11). It’s a step that’s often missed when companies are doing their own recruitment, so they then have a problem at the cut-off date if the advertisement has attracted the wrong calibre of candidates!

It’s far better to review the quality of the candidates right away so if you need to tweak or re-write the job advertisement, you can. How much will it cost your company if the role is vacant for another month?

It’s time to start screening the job applicants by reviewing the resumes sent to you (Step 12). Assess the resumes against the PD and profile. The traditional way to screen the applicants is to put the promising candidates in the 'yes' pile.

However, a more thorough process would be to create a Screening Form (Step 13). The benefits are; they will save you time by qualifying the candidate faster, there will be consistency across the board and you will be less reliant on making notes. A PXR consultant can assist with customising a screening form for you.

Stage 4: Interview Process

The next step is to conduct a brief phone interview with your shortlisted candidates. Have your screening questions and checklist ready. Once you’ve completed this exercise, the shortlist of candidates will have shrunk further, this is great news! It means you’re weeding out the weak candidates and saving yourself an enormous amount of time on unnecessary face-to-face interviews.

An option here (depending on the length of your shortlist) instead of jumping straight into interview mode at this stage you could send your shortlisted candidates a questionnaire and application form (Step 14) to complete prior to interviewing. You’ll find that some applicants don’t bother returning the forms or don’t complete them in a satisfactory way which is another great way to test your applicant’s interest.

(Step 15) Once you have reviewed the applications, (Step 16) is to call them to clarify their answers and make sure there aren’t any alarm bells. Do this before wasting your time interviewing – it’s better to be safe than sorry! If you’ve already scheduled an interview with unsatisfactory candidates, cancel the interview.
If you're using a recruitment agency (such as PXR), they should conduct face-to-face interviews with the candidates before you interview them. The interview questions are based on the PD. If the candidates aren't deemed suitable, we will let them know at the end of the interview.

This is the first time that you will meet the candidates face-to-face! An interview needs to be arrange (Step 17) at a convenient time for all involved. If you don't have an HR team, there is an option to have a PXR consultant sit in to your interview to assist and they can develop a detailed interview guide (Step 18).

If PXR are assisting, you will receive a detailed Candidate Summary Report of the suitable applicants. Thanks to all our filters in place, we generally send a maximum of 3 suitable applicants to interview, which is a huge time saver for you.

No matter how much you like a candidate, you should always request a second interview (Step 19) to verify your decision. It's a big commitment you are making and it's a big risk to base that decision on just one meeting!

**Stage 5: Candidate Placement**

Pre-employment testing (Step 20) is also a good idea. This could be:

- **Skills-based testing:** Ensure that the candidate can perform tasks central to their role. This could be related to computer skills, manual skills, or any other important skills. You will be able to evaluate both the skill level and accuracy of their work very quickly and it's far better to check this before you make a job offer.

- **Psychometric profiling:** Check the candidate will be a good match for the role and complimentary fit for the team and organisation.

By this stage you may have just one or two candidates that make the cut. Before you make any decisions (let alone job offers), you need to review test results (Step 21) and check out their references.

**Reference checking (Step 22)** is a step that many business owners skip, but is the most crucial step! Many candidates can put on an Oscar-worthy performance in the interview of talking themselves up...but when you talk to their previous managers, it can be a whole different story.

It’s vital that you speak with the candidate’s former employer, they should be the candidate reported into so they are familiar with the candidate’s core KPIs and overall performance.

In Australia, the candidate must give you permission to speak to their referees and legally you can only speak to the referees provided. If the job applicant hasn't given you the name of a previous manager or supervisor, you need to find out why.

If the applicant is worried about jeopardising their current role, you may need to do that reference check later. You can make the job offer “subject to satisfactory reference check(s) coming back from your referees”. Then if you do discover something negative, you can legally withdraw the offer.
Tips for reference checking:

- Always conduct the reference check on the phone;
- You need to be able to probe and ask questions and really listen to the other person speaking. If you get the feeling they’re holding back on something, that’s usually a red flag so probe;
- Have questions ready before you make the call and use the PD to help you prepare the questions. Be aware that discrimination laws apply when reference checking, so steer clear of personal topics;
- Always be sure to create a list of questions that are crucial in gaining an understating of how the candidate has performed in their role - their attitude; various skills that are important in this role; their success; how they have dealt with conflict and feedback; their timeliness and absenteeism; and anything else that is really important that you need to know.
- Ask the applicant to arrange a time with their referee for you to call: that way, they’ll be prepared and ready. Allow 30 minutes for a reference check and make sure that you won’t be interrupted. It’s also a good idea to have a pen and paper handy for taking notes.

Always check candidates’ references - you’ll soon get a feel if they’re a good fit for your business (or not).

Now is the time that you need to make a decision on the candidates. Don’t even consider doing this earlier, before you have all the facts. Do you feel that the best candidate is strong enough to deserve a job offer? (Step 23) Or would it be better to review the process and advertise again? Or review some of the other applicants you interviewed?

It’s a big call to make and many business owners/managers feel under enormous pressure at this stage to “make the hire” but as you’ve already seen, the costs of getting this wrong are substantial so don’t feel like you have to hire the remaining candidate. If they’re not the right person, you’ll be a lot more stressed in a month’s time than you are right now. Be sure to weigh up the pros and the cons carefully.

If you’re having doubts about anything at all, you need to slow down the process and seek some professional help. The chances are that if something doesn’t add up or you have a ‘gut’ feeling it doesn’t feel right, then you are probably right. Pulling the plug at the end of the process will save you time, stress and money!

Stage 6: Evaluation and completion

If you are happy with the final candidate, you can now make them a job offer (Step 24) This is where there are often negotiations around salary, bonuses, holiday allowance and other benefits and conditions. Be ready for this!

Think about things like candidate’s Superannuation scheme. Will contributions to this be on top of their hourly rate or salary, or included? The candidate may also have some more questions about the role and the practicalities. It’s a big step for them too. Work out the salary package you’re willing to give and be prepared for negotiations, know what you can (and can’t) accommodate. Once you and the candidate have an agreed verbal understanding, email them their Letter of Employment and Job Description (Step 25)

You need to have received a signed Letter of and your brand. (Who knows, the applicants may well become customers of yours!)
The new recruit resigns and works out their resignation period – make sure that you keep in contact with your new star performer in this critical period. (Step 28) If there is any opportunity to invite them to any “team event” such as Friday afternoon drinks, this can be a great way to start to their transition into the team so the final move isn’t as daunting.

Your new employee starts their role. Congratulations!

(Step 29) Have an Induction Program ready so they can quickly find their feet and settle in. Be sure to conduct regular performance reviews. The PD you prepared right at the beginning of the recruitment process will help you get the best performance and productivity from your new hire.

Now that you’ve found your new recruit, get the best out of them with a structured induction programme and regular performance reviews. (Step 30). PXR consultants can help here too! Just ask us!

Following these steps will save you time and money, particularly compared to making a bad hire. And if it still seems a bit too hard, the PXR team can help you, whether it be several steps or the entire process!

From all of us here at Peopleconnexion Recruitment, Good Luck with your recruitment! If you need our assistance contact us +61 7 3333 1511