



How to make the most of the changing world of recruitment

The job

1. Review in detail the knowledge, experience and style required for each role to be recruited....this is best achieved with a knowledgeable facilitator, such as your trusted recruitment adviser.
2. If using a recruitment adviser, define the roles between you carefully- match their skills to yours and/or that of your human resources function to achieve value, effectiveness and efficiency from the process. This will give good pr for your business with all candidates.
3. Check- is your vacancy meeting the required capability for today's business and/or the future strategic needs?
4. Remember that all key stakeholders should agree the brief before acting on it.
5. The success of the recruitment process is directly related to how well the briefing stage is carried out. There are many war stories about confusion, disagreement and unsuitable candidates to prove this point!

The market

6. Ensure that the job is fillable in the current job market, and that the salary you want to pay will attract the right calibre of person
7. Research the market to understand the issues from point 6 and to identify what competing jobs are available. We always conduct a marketplace review for each new requirement, and during the course of each stage of the search, reporting what we find to our clients and recommending the way forward
8. Consider all options for the approach to the market: direct contact, with executive search; advertising in the press, local and national; advertising on jobsites, considering generalist and specialist sites; talking with outplacement contacts and other sources of information.....even if you write off most of these. There's rarely an obvious answer and you could develop a two stage strategy
9. Advertisements should be written to reflect company culture/ style/ language
10. Advertisements and other candidate briefing documentation should reflect what the quality candidate base wants to know...this will be different for general management, finance, marketing, supply chain, IT, HR, technical specialists...
11. Candidates – you should be responding directly to the information given...why you are a good match for this set of circumstances...work it out and write it down for the hiring company in simple language. Make it easy for them to want to see you.

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Selecting and interviewing

12. Use your briefing material from Point 1 to match CVs against the experience required
13. Consider which structured methods of assessment will be most appropriate for your recruitment process. Options include: two or three stage interview programmes, perhaps including a telephone discussion or video conference call, and including questions around key competencies; candidate exercise and/or presentation; psychometric assessment such as personality, team impact, or leadership behaviours.
14. Book time in diaries according to a formal timetable, with some flexibility built in, to keep up momentum and compete effectively for the best candidates.
15. Follow up people, keep in touch....with the whole interviewing team and the candidates. Give feedback quickly; people appreciate it whether it is positive or negative as it can be a rarity! Be seen as the professionals of your industry.

Offer and referencing

16. Use a mediator if you are more comfortable negotiating with the preferred candidate in that way
17. Send offer paperwork promptly and accurately
18. CV claims, informal and formal references and checking qualifications should be conducted quickly, by someone who can listen and interpret.
19. Give the successful candidate something to do before they join you
20. Remember to include them in key events and keep in touch before their start date

For more information on any of the above points contact Janice Riches on 07860 892020