

**"There is no single management function more important than finding, recruiting and developing the right people"**

<b>10 Steps to Effective Recruiting</b>			
<b>The Step</b>	<b>The Process</b>	<b>The Purpose</b>	<b>Resources</b>
1. Write job description & list Essential Attributes	The imperatives are the imperatives. List the skills / attributes that you <b>must have</b> in the candidate for this role. These are not negotiable - i.e. your showstoppers. Be concise. If you can do without it, don't add it	The right ad can get you many applicants, so you want to know clearly what the candidate must have to move to the next step. <b>You want Candidates - not Applicants</b>	Time to consider what you can't do without. Make a list
2. Place a standout job ad	Your job ad is your first filter and needs to stand out. List what you can offer (and what matters) other than income. Highlight what you must get in return. Have them call first - not send CVs. Contact us for ad examples	People leave employment due to: poor environment/culture, no training, poor communication and leadership. If you are good at this stuff, use them as the hook in the ad	Practice and measure results. Create a good headline
3. Conduct 'showstoppers' phone interview	The first interview is on the phone and is brief. It is your second filter. Ask for 'proof' of your ad showstoppers. If they can deliver, then ask to send CVs with referees. If they cannot meet them, then why take the application further?	We are lead by interview bias when meeting face to face. A brief first phone interview saves time and money. Yours and theirs.	Your list of showstoppers & questions that will dig for proof
4. Review CVs from first short list	CVs are a sales offer - so look for a tailored pitch. Has the candidate highlighted history that relates directly to your requirements? Look for evidence of softer skills-relationships, conflict resolution, community involvement etc	CVs are naturally biased towards the applicant. CVs are essential to gain work history and therefore - referees. They're not hiring decision tools.	Up to date CVs for you to build a pool of referees to contact
5. Contact Referees	Inform referees that you have several questions - ensure they have enough time. Use a list of quality questions (we can help) asking the referee to rate their past employee in the areas asked. Be sure to note their responses	Your goal is to build a profile of this candidate. Look for feedback patterns from referees (call min 2 per applicant and if possible one more they didn't list as a referee).	Time to do it well! Do not cut corners here.
6. Build Interview Questions	Prepare 2 types of questions. 1 are questions you would ask every applicant for any job. 2nd are those that relate to the areas of concern or opportunity you have discovered during your 'research'. Ask 'tell me about a time' questions	Questions should dig for the truth. If you ask 'do you feel confident with...' I would answer 'Yes'. So ask 'tell me about a time you had to deal with...' Dig for the truth	A list of questions with room for your comments & 'score'
7. Hold first face to face interviews from second shortlist	Use this to learn everything relevant about the candidate. Not for much time spent telling them about the job or the company. Put them at ease but don't undermine the importance of the job on offer by being too casual.	The more steps you put someone through, the more important the job becomes. If I get it after a quick phone chat, then it won't be all that important when I start	The right meeting place, sufficient time & be prepared
8. Hold second interviews with finalists consult with relevant staff	Ideally no more than 3 candidates should make it to a second interview. This is where they learn in detail about the job, meet some of the team and get to know what your business is about and what it stands for.	We want them to know they are part of the final 2/3. Existing relevant staff should meet candidates and be able to offer their constructive thoughts.	A heads up for relevant staff. Prep what the candidate needs to know
9. Provide winning applicant with pre-employment pack	Offer your best candidate the job but with 1 not negotiable condition. Give them a copy of your pre employment pack and have them read, sign or question each page <b>before</b> they can accept the job.	Minimise the risk of surprises, or 'you never told me...'. Have them aware of as many of the 'whats' and the 'whys' of your business. They may choose to not get on!	An accurate & up to date pack. 24 hours min for them to review it
10. Agreements are signed - begin induction & training plan	Provide the new employee with a training & induction plan, highlighting what they will know, by when and by who. Formally review progress at 4 - 8 & 13 weeks. Only offer permanency when you are well satisfied.	Don't leave training to chance. Don't not deliver on your promises (per the pack). If gaps exist, close them before they become a crater. Feedback drives performance	A clear yet flexible training plan. PDP tool & process