

Hiring Winners



**How to Hire Winners who have
Can-Do Skills + Will-Do Attitudes + Fit-To Personality
A GAME-CHANGER FOR BUSINESS SUCCESS.**



Applicant Management & Assessment Systems

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Hiring Winners

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During his time at Skilled he orchestrated and drove the highly-successful transition into self-insurance for workers' compensation and grew the SA operations from \$4M to \$50M. He also concurrently held the posts of CEO of their Rail Division and Registered Training Organisation and National General Manager for Business Improvement.

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INTRODUCTION

The global business environment has experienced revolutionary changes over the past two decades. Rapid advancements in technology have raised the stakes, enhancing business operations to unprecedented levels. There is increased competition, in what has quickly become an overcrowded global marketplace, and survival in the business world is becoming progressively more difficult.

The transition from a sellers' market to a buyers' market underscores the evolution of business around the world, and the problems are compounded by globalisation. There are no borders in the global village.

All of these factors add to the complex business environment to make the recruitment process even more challenging for managers worldwide. The traditional processes for hiring employees are no longer efficient or effective and our tolerance for under-performance must now be zero. Survival depends on having the right people in the right jobs.

'Hiring Winners' aims to serve as a guideline for organisations that want to implement an effective, professional recruitment process that will efficiently bring the best available people into the organisation. This eBook provides a step-by-step process, highlighting the important stages of an efficient and effective recruitment process, how to implement them, and what to avoid.

We hope you enjoy reading *'Hiring Winners'* and may it in some small way help you and your organisation on the path to success.



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PART 1 : UNDERSTANDING THE PROBLEM



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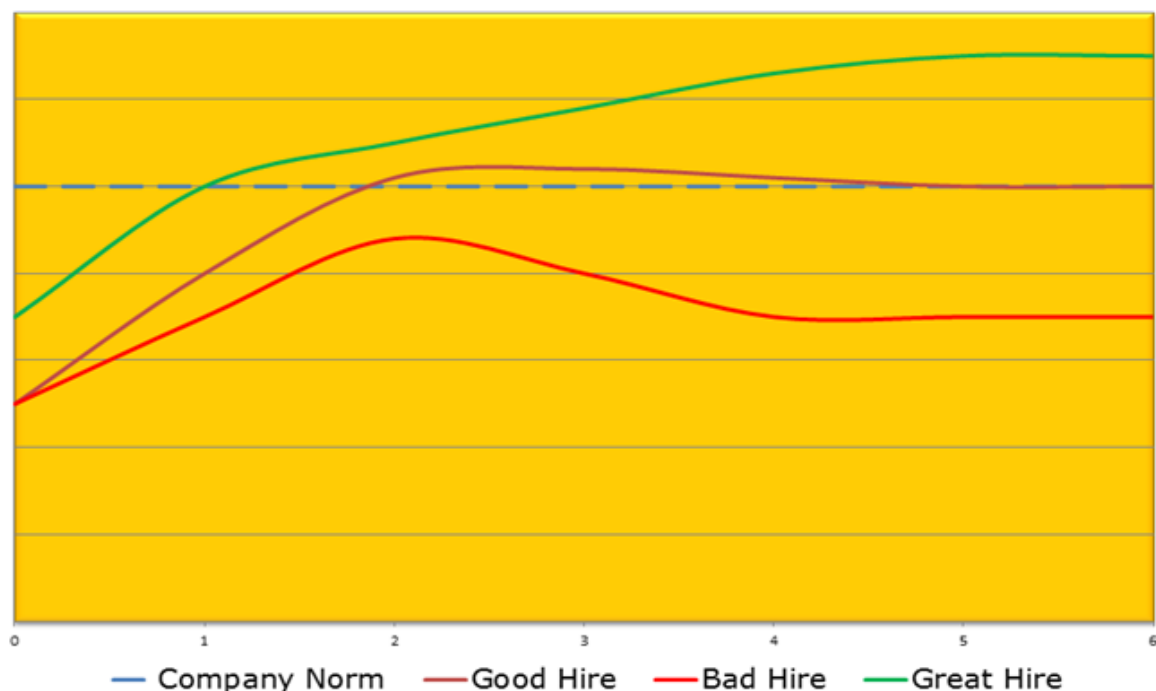
PRODUCTIVITY IMPACTS OF HIRING DECISIONS

The recruitment process within an organisation is one of the most important steps on the path to business success. Get it right and you go from strength-to-strength, get it wrong and it will sap the vitality from your organisation.

If you make a 'good' hire, the new recruit will come up to speed in a reasonable time, typically excel for a period in order to impress, and then settle in to align with the company norm.

A 'bad' hire will take longer to induct, may never achieve the company norm and will settle back into the lowest level of productivity that they are able get away with. This drags down the company average, negatively affects morale, and requires excessive performance management and ultimately dismissal and possible litigation.

A 'great' hire has the right attitude for success. They hit the ground running, come up to speed faster and excel in their role. They are uncomfortable when peer pressure tries to pull them in line with the company norm and go on to establish new highs in productivity, encouraging others to improve and raising morale.



PRODUCTIVITY IMPACTS OF HIRING DECISIONS

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FACTORS AFFECTING ON-THE-JOB PERFORMANCE

Traditional recruitment focusses on skills, qualifications and experience and often leads to the lament “we hired for skills, then fired for attitude”.

Sir Richard Branson recently commented “The first thing to look for when searching for a great employee is somebody with a personality that fits with your company culture. Most skills can be learned, but it is difficult to train people on their personality.”

Whilst skills, qualifications and experience are indicators of competency, the main factors in determining success are attitudes and interpersonal strategies under stress and pressure in the work environment. Hire for attitude! You can always train for skill but it is rarely possible to change attitudes.

FACTORS AFFECTING ON-THE-JOB PERFORMANCE



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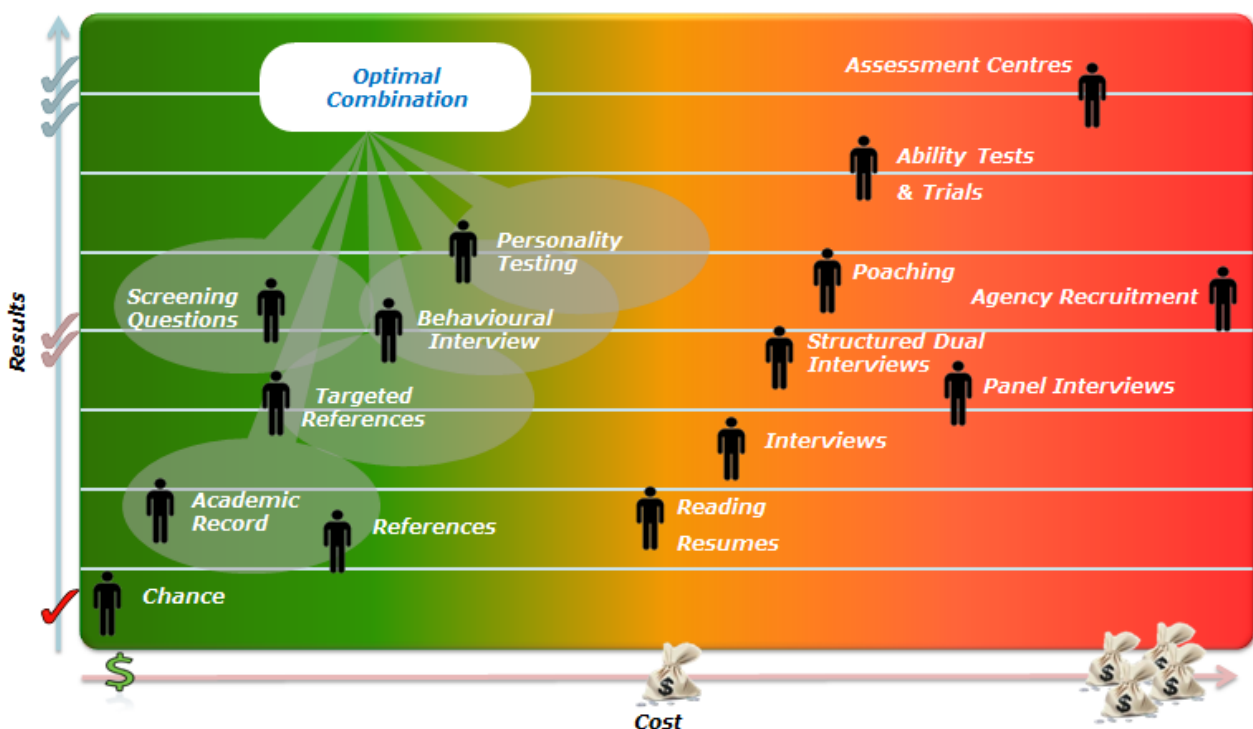
RELATIVE COST-BENEFIT OF VARIOUS SELECTION TOOLS

There has been much research aimed at improving recruitment outcomes with mixed results and sometimes conflicting conclusions. The graph below attempts to illustrate the value of various tools based on their results against costs. Others may position some tools differently and that is fine. What is important is identifying the optimal combination of tools to produce the best results.

Interestingly, the two most-used tools for recruitment, the résumé and the basic interview, are generally considered to be quite poor at predicting on-the-job performance.

The résumé is after all a marketing tool designed to get the applicant into an interview. It will contain enhancements (even lies) and omissions to cast the applicant in the best light. Many are written by third parties and many contain keywords aimed at tricking scanning software.

The basic interview is an artificial environment where the well-rehearsed applicant tries to say all the right things to win the job. The interviewer typically tries to put the applicant at ease and give the impression that 'this is a nice place to work'. This often results in neither party's expectations being realised in the long term.



RELATIVE COST-BENEFIT OF VARIOUS SELECTION TOOLS

PART 2 : DOING THE GROUNDWORK



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TALENT MANAGEMENT STRATEGY

Ideally you will have a written strategy, endorsed by the CEO, that describes the people, positions and attributes required to achieve the organisation's strategic goals.

And you will have qualitative and quantitative assessment and performance management tools for existing staff and know their strengths and weaknesses.

EMPLOYER BRAND

What is the market's perception of working for your organisation? Build a strong, compelling and unique picture of what it means to work for your company. Promote this on your website, social media and throughout the recruiting process. Careers pages, newsletters, company magazines and media releases are great channels for promotion.

EMPLOYEE VALUE PROPOSITION (EVP)

In this competitive market it is important to promote the benefits that employees gain with your organisation. This is important for both attraction and retention.

Closely aligned with your Employer Brand, it is more than a list of employee benefits, it is a statement of what employees experience and gain when working for your organisation. It may be aspirational in part but it must be a true reflection of the organisation's commitment to employee growth, development and recognition.

The EVP is that unique collection of benefits that makes your organisation a better place to work than any other alternatives. It should be a living credo, actively promoted across all channels and applied in all phases of recruitment. If your EVP says 'we respect people' then it follows that you will always let every applicant know the outcome of their application in a timely fashion.

POSITION DESCRIPTIONS

Stay away from detailed, prescriptive position descriptions that focus on tasks and stifle initiative and innovation. A good PD lists the broad outcomes or accountabilities required and how they will be measured. It will mention the skills, qualifications, personal attributes and licences required and describe the organisational relationships.

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JOB REVIEW

Before advertising any vacancy, review the position description to see that it is still current and accurately reflects what is required going forward. Can the role take on more responsibilities? Can the work be done by other employees? Is there an internal candidate?

PERSON DESCRIPTION

Identify the attributes you would want an employee to have in this position in regard to :

- a) the organisation's culture - values, management style, team relationships
- b) strengths and abilities
- c) skills, knowledge, qualifications and licences (these can be gained so not as critical)

Keep the 'essential' criteria to a maximum of five items that are key to success in the role, list anything else as 'nice to have but not essential'.



PART 3 : ATTRACTING TALENT



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SOURCING STRATEGY

There is a wide range of possible sources and you need to explore them all. Having profiled your ideal candidate in the Person Description you are in a better position to determine which channels and methods are more likely to reach the desired audience. All applicants from all sources should then go through the same assessment process to ensure no great candidates are overlooked.

Have dedicated careers page(s) on your website as well as LinkedIn, Google+ and Facebook company pages. List vacancies as well as a facility for people to register their interest in future roles.

Employee referrals can be a great source of good applicants if the referral program is well-defined, continuously promoted and all successes are recognised in some form. Good employees will want to refer great applicants who will strengthen the company but there will be some ill-considered offerings as well. To maintain the integrity of the referral program, it is important to treat all applicants with respect and provide feedback to the nominator if they are missing the criteria for the referral program.

Online Job Boards are still the mainstay of many recruitment efforts and do generate a good number of applicants, albeit of varying quality. In an effort to be more relevant to today's audience, many now include the ability to share the Job Board ad with LinkedIn, Facebook and Twitter. Others offer ad placement across an advertising network of sites and some have moved to a results-based, pay-per-click pricing model.

Networking and social media can expand your audience to people who may not be looking to change jobs but could be tempted by a compelling proposition. Don't wait until you have a vacancy to fill, this works best when you provide a continuous feed of good news stories building your EVP and Employment Brand. Done well, you will have a queue waiting for an opportunity to join your firm.

Many use targeted approaches to competitor's or other company's staff who fit the profile. However, targeting top performers in another company doesn't always work out usually because of differences in the organisational structure and culture, products and services, vision and management styles. It may be better to survey your top performers, look at their career progression and target people in the roles they were in several years back. You can offer these people a career path that will give them growth with an opportunity to acclimatise to your organisational culture.

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Internal recruitment allows your existing employees express interest in other roles without looking outside the company. When handled well, this helps nurture employee engagement and their sense of contribution. Every application must be treated seriously and, if not an appropriate job choice, it still can be an opportunity for some career planning for the applicant.

Passive candidate search, such as scanning through résumé databases or LinkedIn profiles, is time consuming and not always fruitful. Much of this information is dated and the individuals may not be receptive to advances so you will need to sell the opportunity using your EVP and Employer Brand. Craft an email message that intrigues and excites your targets into becoming active participants, and ask them to respond.

Print media still serves a function, not so much in the 'situations vacant' columns, but more in the newspaper sections, publications and journals that your audience is known to read. This is usually more expensive than other channels, suffers a time-lag and has less reach.

Professional Associations and LinkedIn Groups can be great sources of qualified applicants through networking, conferences and direct advertising to members.

Past good employees are worth keeping in touch with in case they may like to return and, in any event, they can make great ambassadors for your Employer Brand.

CRAFTING THE JOB AD

A lot of our after-sales care has to do with helping our customers produce attention-grabbing ads that encourage the best applicants to apply for the jobs they have to fill. Here are our Six Keys to Better Job Advertising:

GET THE JOB TITLE RIGHT

The title should reflect the main duties of the role and be one that is readily recognised in the job market. Remember too that some media list jobs alphabetically, so make sure the leading word will place your ad where it will be seen.

Add some qualifiers to make the job stand out and generate interest. For example, the title "Architect" might become "Architect to design luxury homes".

Don't do this... "Antifouler" was an ad for a labourer and "Outstanding opp! – 2nd Tier Contractor" was for a Project Manager. "Night Shift Electrician" appeared in an alphabetic listing and completely missed the mark.

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SELL THE BENEFITS

People always want to know “What’s in it for me?” (WIIFM). We are bombarded with messages all day long and are conditioned to quickly ignore all but those that strike a chord.

To hold attention your ad needs to quickly identify what the applicant will gain in your employ. The best way to do this is to have three or four dot points at the very top of the ad highlighting credible personal benefits, e.g.

- Be part of a vibrant team delivering great service
- Access to ongoing training and personal development
- Excellent, competitive salary plus annual bonuses
- Great location with secure on-site parking

DESCRIBE THE JOB

In one or two brief paragraphs create a picture of the typical work performed in the role. Avoid using dry text straight from the job-description. Use action words to give a feeling of involvement, e.g. Instead of “Responsible for achieving production targets”, say “Take responsibility for achieving production targets through leadership and good management of your team.”

DESCRIBE THE IDEAL CANDIDATE

Start with a sentence like “In this role you will have the opportunity to use your...” followed by a list of dot points covering skills, qualifications, personal attributes and experience. Don’t have an exhaustive wish-list, just keep to the key points that really matter in the performance of the role. Depending on your list it may be worthwhile to break it up with sub-headings such as “Essential”, “Desirable”, and “Personal Attributes”.

MARKET THE COMPANY

Even large well-known organisations still market their brand and reinforce the benefits of working with them. They know the value of continuous, consistent promotion in every public document. It may even be that the people viewing your ad

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are current or future customers. In any event, the job-seeker will want to know that the company is solid and a good place to work.

Perceptions are also influenced by spelling, grammar and layout so please do double-check before posting.

The company information can also work well at the top of the ad, however, some job boards insist on having it last.

HOW TO APPLY

Provide some instructions on what you expect to receive from the applicants. Do you want a cover letter? Do you have a closing date? If so, you might say:

“Please include a cover letter addressing the above criteria as the first page of your résumé to reach us no later than March 15.”

Make the professional commitment to notify every applicant of the outcome. Don't ignore them and don't use facile statements like “Only successful applicants will be contacted”. That's a cop-out and damages your employer-brand.

CALL TO ACTION

The final sentence should be a call to action... “If you believe you would be highly successful in this role, are passionate about manufacturing (or whatever the role is about) and want to join a progressive, fast-moving team, then we want to hear from you. Apply now!”

READABILITY ON MOBILE DEVICES

Improve readability by using brief paragraphs and short sentences. Include clear headings to provide clarity on mobile devices and to facilitate the tendency to scan-read on all devices. The WIIFM dot points should be bold and stand alone at the top, followed by headings like “About the job”, “About you”, “About us” and “How to apply” to allow viewers to quickly scan to the sections most important to them.

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CHANNELS FOR PROMOTION

We recommend promoting your Ad in as many channels as your budget permits and monitoring the results to fine-tune your selections for next time. In any event it is good practice to have a careers website that is up-to-date and linked to your ads. We find that jobs run on our careers pages are picked up in the major search engines and regularly shared on social media.

PART 4 : MANAGING AND ASSESSING



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THE APPLICATION PROCESS

Ideally your process will be a balance between ease-of-application and gaining sufficient detail to make an initial assessment.

The easiest applications are the tick-and-flick type promoted by many online Job Boards. These Job Boards encourage applicants to upload several versions of their résumé plus a few cover letters so they can make an application from anywhere with just a few clicks. All the work is left to the recruiter.

ONLINE APPLICATIONS

Gone are the days when we could afford to waste our time sifting, sorting and tracking email applications. An online application system will put all applications into a searchable database where management and communication tools make it fast and easy to control each step in the process. Even the simplest systems will accept résumés, cover letters, maybe have a few screening questions and have email and SMS capabilities.

ASSESSING APPLICATIONS

We saw earlier that the relative value of reading résumés is quite low in assessing an applicant's potential on-the-job performance. Good cover letters are more useful if the applicant has thought about how their background matches the job criteria, however many are just standard templates and many applicants won't even include a cover letter even when specified in the ad.

SCREENING QUESTIONS

Screening questions can really help separate the good from the poor provided they are crafted correctly. If you are asking for free-text responses you are likely to get a series of mini-résumés that you will need to interpret in order to assess how well they match your criteria. You will also need to cross-reference their résumé to ensure their background supports their claims.

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Screening Questions need to be pointed and succinct. For example, the RecruitPack® system distils screening questions down to 'yes/no' answers to get at the core skills, experience, knowledge and qualifications. This makes the initial assessment accurate, easy and fast.

Some questions may be, "Do you have a current driver's licence?", "Do you have the right to live and work in Australia?", "Do you consent to us checking your right to live and work in Australia with the Department of Immigration?" or "At interview, will you be able to demonstrate a high degree of competency in using spreadsheets?".

PSYCHOMETRIC PROFILE

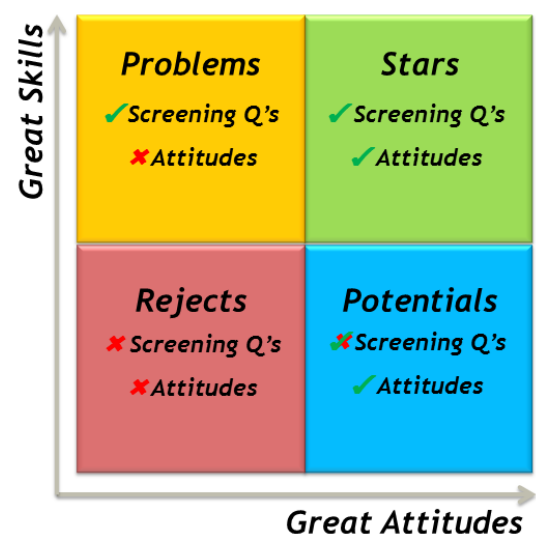
In the Introduction we looked at factors affecting on-the-job performance and saw that Attitudes and Organisational Fit play a significant role in success. That does not mean that a mismatched personality can't do the job, but it can be the difference between 'doing the job' and 'excelling at it'.

Many organisations use a psychometric tool towards the end of the recruitment cycle after they have shortlisted two or three candidates. There are several problems with this approach :

- the recruiter has already reached a judgment that the person is a worthy candidate and a negative report may be ignored,
- all the shortlisted applicants may be unsuitable and you have to start over, and
- some very good people may have been overlooked because their résumés were not as well-written as those who made it to interview.

RecruitPack® allows you to assess every applicant up front and then use the results in conjunction with screening questions, résumés and cover letters to make an informed choice on who to interview.

You know that those you do call in for interview will have the right combination of skill-set and mind-set as indicated in this diagram.



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In selecting the right psychometric instrument choose one designed for use in recruitment. For example, RecruitPack[®] uses the Expr3ss! Checklist Survey as part of the application process and this has inbuilt role-specific benchmarks that rank applicants on how well they match the requirements. It is quick, economical and very effective.

Remember that no psychometric report is good or bad in and of itself. A Report cannot be "right" or "wrong". It's better to focus on how well the Report suggests that an individual's style will complement the requirements of a particular situation or role.

Naturally, these reports should form only a part of the overall assessment of any individual. No single view, however accurate or penetrating, is sufficient to characterise the complexity and depth of any individual human being.

SHORTLISTING

Filter applicants as soon as they come in. Don't let the winners get away!

Your online application and database system should be equipped with tools that simplify the assessment process and allow you to identify high-potential candidates as soon as they apply. If you do have 'can-do, will-do' candidates, know that they will not be on the market for very long, so invite them in for interview now, before your competitors do.

Don't overlook those who have a great mind-set but lack some skills as they can become your best employees once trained.

PROGRESS NOTES AND COMMUNICATIONS

Make notes as you go, particularly on all shortlisted applicants. This requires some discipline and a little effort but it really saves time in the long-term and keeps your colleagues informed.

Keeping applicants informed is professional and strengthens your Employer Brand. Those who are clearly unsuitable should be advised by email a few days after their application so they know where they stand. Others not shortlisted can be sent a progress email to keep them engaged with the process and available should your shortlist not work out. Once an appointment is made, be sure to let everyone still on your active list know that the role is now filled.

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INTERVIEWS

The interview is a two-way communication process where both parties learn about how the applicant might fit with the role and the company. It requires planning and preparation to ensure this transfer of knowledge achieved. First impressions count, so be organised, professional and punctual. Ensure reception is aware and will make applicants feel welcome on arrival.

Draft a list of questions that you will ask all interviewees based on the needs of the role. Review the résumé and the Person Description and add specific questions for each candidate to garner evidence of strengths, attitudes and organisational fit, and to check any deficiencies, gaps or omissions.

Ensure you have all the details on hand to answer any questions the applicant may have and be ready to reinforce the EVP and Employer Brand where appropriate.

BEHAVIOURAL INTERVIEW GUIDE

The following is adapted from the Behavioural Interview Guide by Dr Glyn Brokensha which is included in the reports generated by the Expr3ss!® Checklist Survey® in RecruitPack®.

Effective interviewers will prepare their interview in advance, ensuring they cover all the required skills and attributes for the position.

Excellent interviewers will be prepared to modify their questions to suit the applicant's competency with language, their educational standard and general level of intelligence. Be willing to deviate from your plan as required to really explore the applicant's skills and personal attributes. And do make sure that you return to the plan to cover off all the areas you intended before closing the interview!

Naturally you will start with some general conversation to put the interviewee at ease. Novice interviewers are quite comfortable with this sort of exchange and will tend to prolong it unnecessarily, avoiding unfamiliar territory. Not only does this waste the applicants time and your own, it signals to experienced applicants that they can control the interview, leaving the interviewer unable to fully explore the applicants' skills, values and attributes. Move on to the substance of the interview promptly.

The interview will contain a mix of open, closed and behavioural questions. The purpose of a behavioural question is to have the interviewee describe actions he/she has actually taken in response to situations or events from his/her past experience.

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Most people prefer to describe what they believe they would do in an imagined or hypothetical scenario. But this is often very different from the actions they have actually taken in the past and will likely take again in the future in similar circumstances, unless they have taken real and effective steps to change their habitual behaviours.

So an interviewer conducting a Behavioural Interview often has to gently insist that the interviewee speaks only about real actions they have actually taken in the past.



Start each question with a suitable introductory phrase that will guide the interviewee to talk about his/her real actions in real situations from his/her past experience. This need not necessarily be work-related experience! It can be from any sphere of life, such as voluntary or community work or sporting activities.

Use phrases such as:

- Can you describe a time when you?...
- Are there times in your life when you?...
- Please will you recall a time in your life when you?...
- Tell me about a time when?...
- Have there been situations when you?...
- Was there ever a time when you?...
- I'm curious about times when you?...

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STRENGTH QUESTIONS

Strength Questions are questions about strategies this person uses habitually and easily.

The interviewer's non-verbal communication should be supportive and encouraging.

The interviewee's responses are an opportunity for them to expand on things they believe they do well and an opportunity for the interviewer to assess their behavioural flexibility and rigidity in advance of the following questions.

FLEXIBILITY QUESTIONS

Flexibility Questions are deeper questions about this person's strengths designed to test how they respond when this strategy fails.

The interviewer should use non-verbal communication consistent with concern and empathy for the interviewee.

Be alert for denial (e.g. a response such as, "that never happens to me" ... would not be good!), coping mechanisms (e.g. a response like, "well I can live with that, it doesn't happen too often" ... is much better!) and/or alternative strategies (e.g. when you hear something like, "sure but then I can ...", that's better still!).

PROBE QUESTIONS

Probe Questions are questions that seem to be asking for information about a strength but are actually probing to discover whether that strength is used excessively.

For example: With someone who is highly managerial, the probe might be, "...had to deal with disobedience" ... inviting a response like, "Well, you just have to insist they do as ordered and not tolerate disobedience" raising questions about an excessive authoritarianism, as opposed to, say, a response like, "Well, I set out to discover what was the reason behind the failure to follow instructions", which would suggest a better balance of strategies.

The interviewer should use non-verbal communication which indicates an expectation of a positive response.

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VULNERABILITY QUESTIONS

Vulnerability Questions are questions about strategies this person finds hard to use.

The interviewer should use non-verbal communication which suggests that this is not such an important question and expects the answer to come easily.

Be alert for hesitancy or puzzlement (indicating, 'I never really do that'), denial or cover-up (e.g. 'People shouldn't do that'), or alternative strategies (e.g. 'I prefer ... , or, I usually ...') and if the latter, probe to discover if the alternatives actually work ... e.g. 'how do you find that works out for you?'). [Important Note: often some of these limitations will be advantageous to the role!]

STAY ON TRACK!

The tendency for many applicants to lapse into speculation about what they would do or what might be the best course of action in some imagined situation cannot be underestimated.

The effective interviewer will gently but purposefully redirect the applicant to talk about actual past experience.

Redirect applicants with statements such as:

"Regardless of what you might do in similar circumstances, please tell me about what you actually have done in a real situation like this..."

"Please stay focussed on real situations from your own past experience..."

"It's certainly important to have clear ideas about what a person should do in a case like that, however, I'm interested in what actions you have actually taken in similar circumstances from your own past..."

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TARGETED REFERENCE CHECKS

Reference checks are used to check details of past employment, reasons for leaving, opinions on strengths and weaknesses, and if they would re-hire.

Targeted References are more powerful in that the referee is someone who witnessed or participated in the activities described in an answer to a behavioural question. These people can corroborate the story and/or provide a different perspective that illuminates the attitudes and strategies of the applicant. During the interview ask who was the manager or other significant participant in the described situation and request permission to contact them. If permission is refused, ask why and you will still gain further insights from the answer.

When you call, introduce yourself and convey the tone of a trusted professional colleague who has conducted an in-depth assessment of the applicant, who may hire the applicant, and if so would like to help the applicant be successful using feedback from the referee. Ask the usual general questions and include the same behavioural question that you asked the applicant.



PART 5 : BRINGING THEM INTO THE FOLD



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MAKING THE OFFER

The job offer is a pivotal moment in the recruitment process where the expectations of both parties are tested, negotiated and hopefully agreed. By this stage you have interviewed the candidate a few times and explored their needs, interests and goals. You should have a clear understanding of the candidate's motivation and abilities and be able to highlight the key benefits that will appeal and clinch the deal.

If this role doesn't report to you, the line manager or supervisor should be part of this negotiation to explain the role and responsibilities, clarify any points and begin the socialisation process. This ensures everyone knows what is expected.

Money is seldom the main criteria but the candidate will be wanting to secure the best deal and may play hard to get, so be prepared to negotiate. In some cases you may even be constrained by awards and industrial agreements and have to rely on other benefits.

Reinforce your EVP and know what limits you have on monetary rewards, and know what other tangible and intangible benefits you can offer. These may include training and development, flexible hours, career path, exciting projects, great colleagues, great employer brand and/or social functions.

Once the offer is accepted agree on the start date and provide a quick overview of what will happen on that first day. More on that in the next section.



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INDUCTION

FIRST IMPRESSIONS

The quality of the induction, or lack thereof, will set the scene for your new recruit's trajectory through your organisation. A poor induction will hamper progress, delay proficiency, disappoint all involved and possibly lead to safety issues, absenteeism and turnover.

Think about it from the recruit's perspective. What will they need to know? Want to know? Like to know? Who to meet?

Think about it from the point of view of other staff. Let them know who is coming in, when they start and what they will be doing. You might consider assigning a number of lunch-buddies on a roster to help with socialisation. You might also consider assigning a mentor.

Plan ahead and have everything ready and available on day one. Will they need business cards, computers, mobile phone, stationery supplies, desk space or perhaps overalls, hard hat, radio and safety vest? Having these items all available sets a great first impression and sets the standard for your new employee. On that note, you might like to take a walk around your premises to check the standards that are presented to this new employee and you might be able to raise the bar for current staff as well.

THE NECESSARY BUT BORING BITS

You and your new employee will want to maximise the value of that first day but there some administrative and compliance matter that must be attended to.

There are a number of documents that must be filled-in for payroll, Super and tax. If you didn't hand these to the candidate when the offer was made, post them out so they can be completed prior to commencement.

HEALTH & SAFETY COMPLIANCE

Ideally you will be conducting safety inductions with the goal to keep your employees and visitors safe and not just to tick the compliance box on your induction checklist. Therefore it is wise to have an online, interactive safety induction that tests understanding, records completion and delivers a comprehensive and uniform experience to all inductees.

Hiring Winners

If you haven't already automated this part of your induction you might consider a program like eLearnPack which provides a simple-to-use platform on which to upload your documents, work instructions, videos and procedures. You can create knowledge checks, exams and assignments, record progress and issue certificates.

CONCLUSION

Technology has come a long way and we do need to keep abreast of developments that can save us time, produce better results and increase productivity. However, we humans are still the driving force behind business growth and success. Despite the advance of technology, an organisation still needs an effective, coherent workforce in order to function.

Evolving technologies and systems mean that our skill-sets have a limited life and we will all need continuous learning and up-skilling. For many roles, this is making past experience less relevant than the ability to learn and participate in the social fabric of the enterprise.

Hiring for skills without due regard for attitudes and personality can be fraught with danger. For all practical purposes attitudes and personality are hard-wired and virtually unchangeable, whereas skills are learnt and knowledge is gained throughout life.

The choice is yours...

Hire for skills, fire for attitude

or

Hire for attitude and train for skills.

As Spock would say, "Recruit well and prosper!"

