



GUIDANCE • ADVICE • SUPPORT

# Recruitment Webinar – Kevin Prendergast CEO Community Management Solutions

# Community Management Solutions

- Recruitment is the least appreciated and most misunderstood of all human resource functions and the process is underappreciated.
- Most people feel that they have the skills and experience to undertake their own recruitment but this can be fraught with danger depending on the experience of the people involved.
- With the overwhelming emphasis as it should be on service delivery a lot of people simply don't have the time to concentrate properly on participating in a thorough recruitment process.
- Therefore if you intend to do your own recruitment process it is a skill like any other skill which requires practice and expertise.

# What is Recruitment

- Simply a well deserved recruitment process aims to deliver and find the right fit for the right job at the right time.

# Steps in the recruitment process

- Planning
- This is the initial stage which incorporates your workforce planning strategy, is the position needed, can it be absorbed into other roles, has the position changed, why are we recruiting at this time, is the position crucial, what will the core duties be, how long do we have to recruit before it impacts our service delivery needs, can we put a temp in for the time being, can we reallocate the duties so that we can take the time to interview properly, do we have the budget and do we have permission, what award or eba will the person come under, what level of remuneration will we offer and is it competitive.

# Steps prior to interview

- Develop the job description
- Develop and create the advertisement
- Decide on where and how to advertise
- Develop the short list of candidates
- Evaluation of the applications
- Conduct the screening process

# Selection

- Conduct the interview
- Make a decision
- Conduct reference checking and other tests as required
- Make an offer of employment
- Prepare the contract
- Sign and close the deal
- Prepare for the arrival
- Conduct the induction process

# Simple Process

- The previous slides describe the absolute basic process of traditional recruitment but mistakes can be made, steps overlooked or not given due process, biases can take place, the time required is not available or there is confusion on the time lines and other responsibilities take more of a priority so an abridged version of the process is undertaken.
- Lets discuss a few of the above processes in detail and we soon realise the complexity of the task at hand if the process is done correctly.
- Your people are the most valuable asset for your organisation's success or otherwise so it is vital that the process is given due consideration.

# Job Description

- People want to know what is actually expected of them and what is required and how their performance will be measured in a particular role.
- A major issue with job descriptions is that they may not actually accurately reflect the exact nature of the role and therefore can be misleading which can lead to employee dissatisfaction and anger over a failure to be transparent in what the actual requirements are.
- Positions change over time and the position description must reflect this and therefore they must be revisited prior to every recruitment process.
- Review the job title, core competencies, qualifications, experience, actual duties, skill set, reporting structures, list of all duties etc.



# Provide a superior candidate experience

- Customer service and engagement are the hallmarks of your recruitment process.
- Treating all candidates regardless of suitability with respect and courtesy is vital in protecting both your process and organisations reputation.
- Concentrate on real and valued communication with your candidates.
- Providing a great experience is the right thing to do.
- Treat your candidate as you would treat a valued customer.
- Even if they are totally unsuitable for the role always take the time to provide feedback if required.

# Don't overpromise and under-deliver

- Be honest with your candidate.
- Transparency on the remuneration on offer and if there is any bargaining room on salary.
- Be truthful on all other benefits associated with the role.
- Most importantly tell them exactly what it is like to work in the organisation, what is expected of them, what the hours are, what flexibility if any is on offer and how their performance will be measured.
- Be honest about career development and opportunities, training and development on offer and clarify the actual duties required.

# Sell your product in an ethical way

- Explain what your mission and values are.
- Discuss where the organisation is going.
- Talk about what your organisation is trying to achieve.
- Clarify the cultural values that underpin the organisation.
- What differentiates your company from the competitors.
- Talk about your team values.
- Discuss diversity and inclusion.

# Recruitment does not end with job offer

- Continue the lines of communication.
- Explain to the candidate the next steps from here.
- Communicate to staff the new arrival.
- Provide all the documentation in a timely manner.
- Thoroughly plan the formal and informal induction process.
- Consider a formal mentor for the candidate.

# The screening process

- Initially be frank and honest about the actual role.
- Clearly discuss the reporting structure.
- Talk about the non negotiables such as remuneration, qualifications, experience, working hours, any flexibility, visa requirements, blue card etc.
- Discuss at this stage by phone or electronic means the team and organisational structure, mission values and culture.
- Discuss any future annual leave booked or other issues that you may have to plan for.

# How to read a cv

- It should be well structured free from ambiguity and easy to read.
- Take special attention to demonstrated achievements in each role to identify potential high achievers.
- Look for spelling and grammar errors.
- Look at tenure in roles but don't discount a candidate as t
- here may well be legitimate reasons.
- Be wary of long spells of non employment without justifiable reasons.
- Has there been career progression within the CV.

# Your questions

- What time period should be taken on introductions and explanation about the company etc. what do we focus on when speaking to a potential staff member?

# Your questions

- How do you score an interview, what methods can be used, which is the best way to go?



# Your questions

- What is behavioural interviewing and is it suitable for our industry?

# Your questions

- Should we introduce an employee referral scheme?

# Your questions

- How do we create an eye-catching advertisement?

# Your questions

- What is the importance of a telephone screening interview?

# Your questions

- How do you measure employee cultural fit?

# Your questions

- Are reference checks still worth it and who should do them?

# Your questions

- How to decide if a person is suitable for the role?

# Your questions

- What are transferable skills and what importance should you place on that?



# Final thoughts

- Summary