



## ► Ink HR

### A Guide to Better Decisions in Recruitment

An Ink HR Guide to ...

## **Better Decisions in Recruitment**

Making better decisions in recruitment is a two-way street. It's not just the employer who needs to get it right; it's also the employee. If the recruitment process is one sided - with the would-be employer playing an authoritarian or paternalistic role - then any subsequent employment relationship will be dysfunctional. This will lead to a dissatisfied and disaffected employee. Dissatisfied and disaffected employees generally do one of two things: they under-perform in their role, or they find another job and move on.

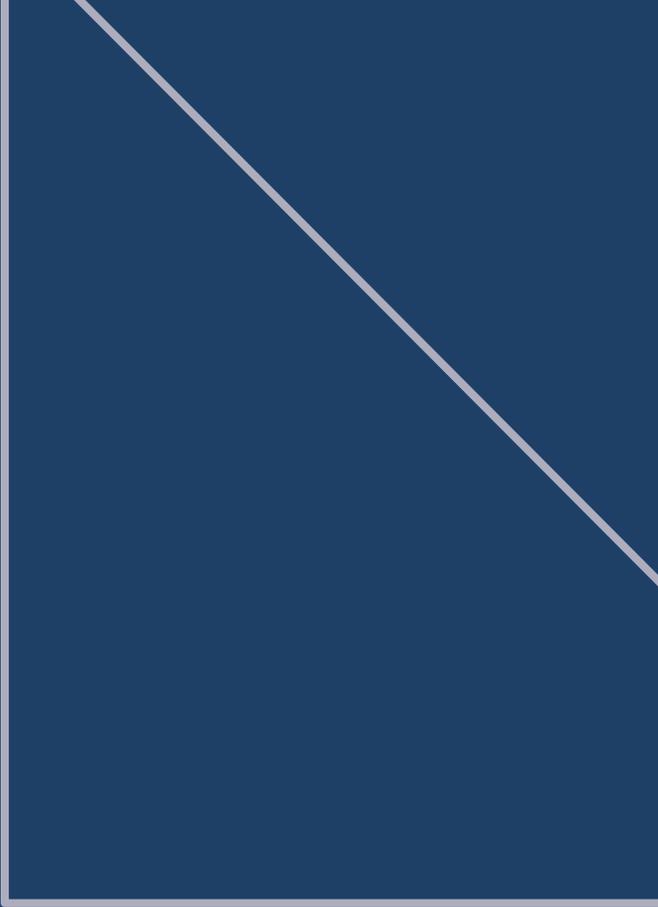
A recent study by Oxford Economics suggests that the average cost of replacing a member of staff is over £30,000. This figure is mainly based on the relatively low output a company produces while bringing a new hire 'up to speed'. It also includes the premium charges for temporary cover, the cost of management time spent in interviewing, and advertising and agency fees.

So, obviously, you'll want to get recruitment decisions right, and we suggest the following 10 key points to consider:

1. Collaborate with colleagues to be sure that you know exactly what you're looking for – knowledge, attitude, skills and experience. Be in no doubt about this.
2. Prepare a recruitment text which is compelling but not misleading.
3. Ask candidates to submit CVs of not more than 2 pages, together with a cover letter explaining briefly why they would like to work with you. If they want the job, they will be pleased to do this, and they will probably do it well.
4. For efficiency all round, hold telephone interviews for the first screening. Ensure that whoever runs these first interviews is friendly and open to receiving questions from the candidates too. It's a mistake to think that the candidate isn't also 'interviewing' you.
5. Why not invite one or two potential future 'peers' to join in the interviewing process? This not only allows the candidates to get a feel for who their colleagues might be, but it also significantly accelerates the orientation of your future new hire.

6. Don't ask closed questions, particularly ones that put the answer into the candidate's mouth – e.g. "Would you describe yourself as a hard worker?". Ask questions and set exercises that give the candidate the chance to really show who they are, what they think, and how they perform.
7. Really listen to the questions the candidate asks. Some will be superficial (e.g. "How long will I get for my lunch break?"); others will be more thoughtful and indicative of their interest in your company (e.g. "What are your values?") and their work ethic (e.g. "What development opportunities does this role provide?").
8. At second interview stage give the candidate a walk about. Let them get a feel for the environment (if they don't like it, it's best they find that out now!).
9. Have a collaborative approach to making your selection – involve everyone who has participated in the process to share their thoughts.
10. There will be some developmental needs identified in the recruitment process – before making an offer, be sure that the candidate is prepared to address these.

Stick with these key principles and you'll make better decisions in recruitment, and you'll enable your candidates to make better decisions too.



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