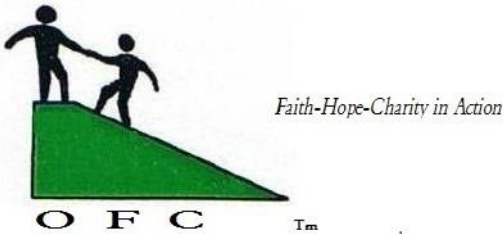


# Employee Recruitment

Presented by

**OFC**

Opportunities For Change





OFC Human Resources Series: Volume 3

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## **PREFACE**

Your employees are a vital part of determining the success of your business. Finding the best employees for each position requires strong recruitment strategies. Top talent will not always find you. You must seek out people to fill the positions that you have open. Recruiting the most qualified candidates will ensure that your employees keep your company running smoothly.

## Employee Recruitment

*The employer generally gets the employees he deserves.*

*Walter Gilbey*

Module number refers to online training course:  
[www.workplaceonlinetraining.com](http://www.workplaceonlinetraining.com)

## **Chapter One/Module Two: Introduction to Recruitment**

Many companies simply wait for talent to come to them. Simply advertising an open position and hoping that you find the right talent does not guarantee that you will find the best people for the jobs in your organization. Actively seeking out qualified candidates is the best way to ensure that you find the talent that you need. Recruitment is essential to the success of your business.

### **What is Recruitment?**

Recruitment is a process that involves actively seeking, finding, and attracting new employees. There are two sources for recruitment: internal candidates and external candidates. It should occur on a continuous basis as to fill any gaps that may occur unexpectedly. There are three needs that recruitment can help companies meet.

#### **Needs:**

- **Unexpected vacancies:** Death, illness, accidents, and family emergencies can leave unexpected vacancies. Constant recruiting will help find qualified candidates quickly and prevent companies from hiring out of necessity.
- **Anticipated vacancies:** Changes due to trends and internal promotions allow employers to anticipate what positions will soon become available.

## Employee Recruitment

- **Deliberate changes:** Restructuring and organizational changes will alter jobs and company needs. Consistent recruitment allows companies to fill their needs quickly and easily.

## **Challenges and Trends**

When recruiting, it is important to stay aware of the current challenges and trends that companies face. The recent economic changes have created new trends and challenges for employee recruitment.

### **Trends:**

- Companies are hiring more employees since the recession began.
- Small and medium-sized companies are responsible for much of this hiring.
- More companies are focusing on retaining the talent that they recruit.
- Social media is becoming a standard method for recruiting new employees.

### **Challenges:**

- Reaching the different age groups: Fewer people are retiring as Generation Y enters the job market.
- Differentiating between talent and experience: There are many “overqualified” candidates who should not be overlooked. Find the best fit for your company culture.
- Position changes: The recession required many companies to combine tasks from two jobs into one, and finding employees who can fulfill these new roles can be difficult.

## **Sourcing Candidates**

Sourcing candidates is finding the best candidates for a position. This is a bit more complicated than it seems. It is important to use every tool at your disposal in order to source the best candidates for your company.

### **Tips:**

- Determine the skills and responsibilities of each position before sourcing.
- Do not assume that a person who does not list every skill set on a resume lacks them. Resumes are overviews, and do not always allow candidates to briefly list every skill set.
- Combine electronic searches, job boards, social networking, referrals, and direct contacts to find the best source candidates.
- Search all resumes, not just the most current ones.
- Speak to at least 10 candidates before conducting interviews.

## Requirements

The job requirements need to be established before recruiting. Requirements help determine the type of talent that you need along with the knowledge and skill sets necessary to do a job well.

### Example:

- **Knowledge:** Education necessary to meet the requirements, such as a high school diploma or bachelor's degree.
- **Skill sets:** Experience and training transform basic knowledge into useful skills such as typing, speaking, or sales.
- **Talent:** People have natural talents that help build teams. Some are good at relationships, some are practical, some are innovative, and some are visionaries. Determine which talents an employee should have before creating a job requirement.

### **Practical Illustration**

A local magazine had a loyal staff. Most employees worked for the magazine for 10 years or more. There were hardly ever any openings. After 25 years in business, staff members began to retire. In under a year, 35 percent of the employees left. The company needed to fill certain positions immediately, and believed that qualified people would come in begging for positions. The magazine experienced unprecedented turnover that year. Half of the new hires were the wrong fit and quickly moved on. The right employees were eventually identified after a recruitment strategy was put in place.



*When hiring key employees, there are only two qualities to look for: judgment and taste.*

*John W. Gardener*

## Chapter Two/Module Three: The Selection Process

Many companies gloss over the selection process. They schedule a few interviews and pick the least objectionable candidate. The selection process, however, will help find the best match for your organization when you take the time to do it correctly. Selecting candidates who meet the needs of your company will help build a functional company culture and increase profitability.

### Job Analysis and Descriptions

Conducting a job analysis and creating a job description is the first step in the selection process. A job analysis is done for different reasons. Besides the selection process, it determines the training needed compensation, and how to review performance. Analysis is done through interviews, checklists, observation, work logs, and questionnaires.

#### What is analyzed?

- **Requirements:** As covered in the previous chapter, requirements involve knowledge, talent, and skill sets.
- **Tasks:** How frequently tasks will be performed; company standards, physical ability, and the skill levels necessary to perform tasks are included.
- **Equipment:** The tools and equipment necessary to complete tasks. This includes special clothing.

- **Work environment:** Determine if it is hazardous, industrial, office, etc.
- **Associations:** Describe necessary relationships inside and outside the organization.

Once a position is analyzed, the information is used to create a job description. The description should also include the job title and the department the position falls under.

### **The Approach**

The selection approach will vary for each organization. There are, however, a few basic steps that each company needs to take when approaching the selection process. Once the job description is complete, you need to develop selection criteria, manage the criteria, and implement the process.

Selection criteria can include but is not limited to:

- Requirements
- Talent
- Attitude
- Teach-ability
- Schedule
- Flexibility
- Social skills

Managing the selection criteria is the way that you determine whether or not candidates meet the selection criteria. There are different methods to manage the criteria. The size, function, and staff of each organization will determine the methods used.

Managing selection criteria can include but is not limited to:

- Interviews
- Aptitude tests
- Psychological tests
- Assessments

## **The Recruitment Interview**

The recruiting manager or an HR employee typically conducts the recruitment interview. Recruitment interviews are not in-depth like hiring interviews. They help find the best candidates to move forward in the interview process. These are typically short interviews that only last 10 to 15 minutes, so it is important to focus on the selection criteria. You should also find out about plans for the future, and ask a few unexpected questions to determine how well someone handles surprises.

## **Testing**

Testing can be a valuable tool in the selection process. Companies need to be careful, however, to make sure that the tests do not violate ADA or EEOC regulations. It is wise to research the test to make sure it is reliable and valid, and consult a lawyer before implementing any testing method.

### **Examples of Tests:**

- Physical tests
- Psychological tests
- Cognitive tests
- Personality tests
- English proficiency

### **Practical Illustration**

A local coffee shop began losing customers due to poor service. Because of the low labor budget, the owner of the company felt that he was stuck with low performing employees and did little to recruit better candidates. With the loss of business, however, he chose to alter his selection process. After creating an in depth job analysis and selection criteria, he was able to weed out candidates who were not interested in serving the customers. After a year, profits increased 20 percent and customer satisfaction improved.

*A goal without a plan is just a wish.*

*Larry Elder*

## **Chapter Three/Module Four: Goal Setting**

Goals are important in every stage of job experience. From recruitment to reviews, it is essential to provide goals every step of the way. In order for goals to be attained, however, they must be effective. Discovering the right goals and teaching people how to reach them is essential to the success of any employee recruitment program and any business.

### **Using the G.R.O.W. Model**

The G.R.O.W. model is a commonly used coaching technique that was established by Sir John Whitmore. It is meetings where you help people discover goals and ways to reach them. The G.R.O.W model helps determine if a candidate is a good fit for the company.

#### **G.R.O.W.**

- **Goal:** Discuss goals with recruits and how you can help them achieve their goals.
- **Reality:** Understand the reality of the situation and where to begin.
- **Options:** Consider ways to approach the situation and meet goals.
- **Wrap up:** Determine an action plan using the best options that will help reach the goals.

## Identifying Goal Areas

Identifying goal areas is part of any strategic plan. The goal areas are different key priorities that demand continuous attention. Specific SMART goals (the following lesson) and action plans are then implemented to help improve the goal areas. Goal areas are different for each industry and business. The goal areas are based on the company mission and vision statements, and they are critical to success.

### Example of Retail Goal Areas:

- **Customer Service:** Improve service for our customers.
- **Inventory Control:** Reduce inventory mistakes and improve ordering.
- **Employee Development:** Develop individuals for promotion.
- **Community Relationship:** Build a relationship with the local community.

## Setting SMART Goals

In order to achieve goals, it is important to make sure that they are SMART:

- **Specific:** Goals need to be specific. For example, a specific goal would be to fill all vacant positions with qualified candidates.
- **Measurable:** The measure shows when goals are met. The number of positions that need recruiting is a useful measure.
- **Attainable:** People do not work towards unattainable goals. Continually recruiting and filling position will help keep goals attainable.
- **Relevant:** Goals need to be relevant to their purpose. In this case, they need to pertain to employee recruitment.
- **Timely:** Goals need timeframes. For example, fill vacancies within three weeks.

### **Using a Productivity Journal**

Once SMART goals are established, you need to prioritize those goals and make plans to meet them. A productivity journal is a useful tool that will help you reach personal and professional goals. You can purchase a journal or simply use a notebook. Rank your goals in order of importance, and develop actions to meet those goals. Create a plan for each day, and be sure to note when other people are involved in the tasks that you list. Determine the three most important tasks for the day, and make them a priority.

#### **Tips:**

- Make your list at the end of each day, and prioritize it in the morning.
- Move unfinished tasks to the next day.
- Cross off each task as it is finished.
- If tasks remain unfinished, reevaluate their importance.

### **Practical Illustration**

Thirteen percent of a graduating Harvard class expressed clear career goals. Three percent of the same class put their goals in writing. Ten years after graduation, 13 percent of the graduates earned twice as much as the graduates without goals, and the three percent who put their goals in writing earned 10 times as much as their classmates without goals.

## Employee Recruitment

*Death will be a great relief. No more interviews.*

*Katherine Hepburn*

## **Chapter Four/Module Five: The Interview**

Interviews are enmeshed in the recruitment process. You only know if you have top talent by interviewing people. There are different types of interviews, but they all focus on finding out if someone is the right fit for your organization. Many people choose to implement more than one type of interview in the recruiting process.

### **Phone Interviews**

Phone interviews are commonplace. Location is not a barrier with phone interviews. They are popular with recruiters who work for national organizations or with employers who are considering candidates who are not local. Often, phone interviews are the first step in the interview process. These interviews are used to gather basic information before proceeding. When conducting a phone interview, treat it as a face-to-face interview. Be prepared, and have all of the materials ready before you begin.

### **Types of Questions:**

- **Job history:** Ask about skills and past jobs. Discover why a job was left.
- **Salary:** Discover the salary expectations and how they compare to current earnings.
- **Travel and relocation:** Is the candidate willing to do either if necessary.

- **Goals:** Find out if the candidate's goals match the organizations.
- **Strengths and weaknesses:** Find out about the candidate.
- **Start date:** Find out when he or she can begin.

### **Traditional Interviews**

Traditional interviews are usually face-to-face. The setting makes it easier for a more relaxed conversation with more in-depth questions and answers. This is the time to determine which of the qualified candidates would be a good fit for the organization.

#### **Typical Questions:**

- Tell me about yourself.
- Why are you interested in working here?
- What are your goals in life?
- Why should I choose you?
- What are your strengths/weaknesses?
- Are you interested in a long-term position?
- What salary are you looking for?
- Do you have any questions?

## **Situational Interviews**

The situational interview is a helpful interviewing technique. It can be used as part of the traditional interview or as a separate interview. Situational interviews help determine how people behave in specific situations. The questions address different situations that commonly occur on the job.

### **Question Examples:**

- What type of work environment are you most productive in?
- How do you handle difficult customers?
- Describe a time that you reached a goal.
- Tell me about a challenge you had to work through.

## **Stress Interviews**

Stress interviews determine how well candidates handle stress. They are a technique that can be used in different interview settings. They can be direct questions or slightly confrontational. Stress interviews will also place more pressure on candidates by adding high-pressure questions that make the candidate uncomfortable.

### **Examples**

- What is the most stressful aspect of your job?
- Can you clarify your answer?
- Describe someone you do not like working with.
- What do you dislike about your job?
- Show me your sales pitch.

### **Practical Illustration**

A small shoe store had trouble finding the right help, and the customer service of its competitors was known to be much better. Upper management had little time to interview, and they relied solely on traditional interviews to hire staff. After doing some research, they hired a consultant to help them develop situational and stress interview techniques. After six months, the customer service image of the store changed. The employees hired were able to provide exceptional service and sales increased 18 percent.

*You should not ask questions without knowledge.*

*W. Edwards Deming*

## **Chapter Five/Module Six: Types of Interview Questions**

The key to a successful interview is asking the right questions. Interviews provide you with the opportunity to learn more about a person than his or her resume provides. Using different types of interview questions will help you determine which people are best suited to fill positions in your organization.

### **Direct Questions**

When you think of a job interview, you typically think of direct questions. They are questions that determine how an interviewee will focus answers. They are often part of phone interviews or traditional interviews, but they can be implemented at any stage of the interview process. You should use direct questions when you need specific information from someone.

#### **Example:**

- How does your work experience qualify you for the position?

## **Non-Direct Questions**

Non-direct questions are not specific. They are general questions that allow the person being interviewed to determine what information to include in the answer. Non-direct questions allow you to gauge how well someone can focus. They can also provide insight into the personalities of different prospects.

### **Example:**

- Tell me about yourself.

## **Hypothetical or Situational Questions**

Hypothetical or situational questions determine how someone would behave in certain situations at work. Hypothetical questions are particularly useful in situational interviews, but can be asked at any stage of the interview process. Asking a hypothetical question will help gauge the problem solving skills of different candidates. To be fair, make sure that the questions are relevant and could actually happen.

### **Example:**

- What would you do if a customer's order was not shipped out on time?

## Behavioral Descriptive Questions

Behavioral descriptive questions are used to learn about a candidate's past experiences and what type of impact they will have on future performance. A common example of a behavioral descriptive question is "Tell me about a time you took initiative." Those being interviewed can share positive or negative stories that describe what they learned from their job experiences and how they can implement what they know. Candidates should answer the questions based on the STAR model.

### STAR:

- **Situation:** Candidates need to fully, but concisely, explain the circumstances of the situation.
- **Task:** Make sure they explain the tasks they completed or problems they addressed.
- **Action:** What course of action was taken and why?
- **Results:** What were the results of the action?

**Practical Illustration**

A local restaurant had a high turnover rate of 33 percent for the wait staff and began to use different types of interviews, but relied on direct questions. The turnover did not improve. After six months, the hiring manager implemented hypothetical, behavioral, and non-direct questions to the interview process. This allowed them to find candidates capable of handling the stress of the job. Turnover dropped by 20 percent.



*You must be aware not only of your conscious thought, but also of your prejudices, bias, and habits.*

*Anonymous*

## **Chapter Six/Module Seven: Avoiding Bias in Your Selection**

When selecting candidates it is important to be aware of any bias in your thinking. Ignoring bias can cost you highly qualified candidates who could benefit your team. Eliminating bias in the selection process will ensure that you find the best employees to increase your talent pool.

### **Expectancy Effect**

The expectancy effect is a type of self-fulfilling prophecy. In scientific circles, it is bias that can contaminate research. In interviews, the expectancy effect is communication that produces “expected results.” People generally live up or down to expectations. For example, an interviewer who makes comments about any concerns regarding lack of work experience communicates that he or she does not expect the candidate’s experience to be adequate. The candidate is not likely to discuss relevant work experience and will meet the interviewer’s expectations.

### **Primacy Effect**

The primacy effect occurs at the beginning of an interaction. The first impression that you have of someone will determine your view of the person in the future. For example, if a candidate is out of breath when he or she arrives and appears flustered because he or she was lost on the way to the interview and afraid of running late, it is easy to assume that

the candidate is disorganized and unprepared. This assumption will remain even if the individual manages to answer each question in a calm and prepared manner. The primacy effect can cost companies talented individuals. It is important to look past the initial encounter to determine an individual's ability to succeed at your organization. Reevaluate your first impression after at least 30 minutes to avoid the ramifications of the primacy effect.

### **Obtaining Bias Information**

Bias information is everywhere. It is possible to create information bias by gathering more information than necessary. If an interviewer takes an immediate dislike to a candidate, he or she may ask questions to uncover negative information about the candidate. These questions can take a negative turn and make it difficult for a candidate to answer honestly. Interviewers may also do the opposite if they have a positive impression of a candidate. In order to prevent bias information, you need to make sure that you use the same interview questions for each candidate.

### **Stereotyping**

Stereotyping regularly occurs in and out of the workplace. Stereotyping is making assumptions about someone based because he or she is belongs to a certain group. It can occur because of age, sex, religion, ethnicity, political beliefs, accent, region, education, disability, weight, and countless other reasons. In order to be successful in selecting the best talent, it

is important to avoid stereotyping and be aware of any stereotypes you may make. Many people are aware of certain stereotypes such as race and gender but not others. For example, a manager may assume that most people from the South are uneducated or that overweight people are lazy.

### **Practical Illustration**

A sales department was consistently performing below standard. The department manager hoped that his employees would exceed his expectations, but they never did. Every day, he would tell them that he wanted them to improve, but would not hold his breath considering their past performances. The employees lived down to his expectation. The manager refused to implement positive expectations because he felt it was a waste of time, and he eventually changed positions.

The next manager used the expectancy theory to his advantage. People felt like he believed in them and worked hard to reach and even exceed his positive expectations. After a year, the department was the top grossing sales division in the company.



*When hiring key employees there are only two qualities to look for: judgment and taste.*

*John W. Gardener*

## **Chapter Seven/Module Eight: The Background Check**

The background check is a vital part of the recruitment process, but it is sometimes ignored. No company, no matter how small, should overlook the background check. When done correctly, background checks will ensure that you hire honest applicants with the right experience who will fit the needs of your organization.

### **Preparation**

Background checks require preparation. Before you conduct the final interview, make sure that you have all of the paperwork necessary to proceed to the next phase of the recruitment process, the background check. The position will determine the depth of the background check. Some positions require more stringent background checks than others. For example, obtaining a driving record may not be important for a sales associate, but it is necessary for a delivery driver.

### **Types of Information:**

- Credit check
- Driving records
- Criminal check
- Federal court check
- Work history

Determine how extensive the background check should be. The cost of background checks increase the more extensive they are. It is a good idea to have forms ready for candidates to sign and authorize the background checks at the final meeting.

### **Data Collection**

There are different ways to collect data for a background check. You can call and research information yourself, work with a company, or access a database directly. Many employers prefer to call references themselves and use a company or database for other information. Talking to references and former employers directly allows you to listen to their tone. Legally, former employers are limited in what they can say.

Always have candidates sign a release to access their personal information such as a credit report. States have different rules governing what type of information employers can access, so be familiar with the legal requirements in your area.

### **Illegal Questions**

Interviewing references requires the same delicacy as interviewing a job candidate. The questions that you ask must relate directly to the job performance and skills. Do not ask anything that you would not ask the candidate directly. Avoid topics such as religion, age, race, ethnicity, marital status, medical history, etc. Anything that is illegal in a job interview is illegal when interviewing references.

**Example:**

Do not ask: “Does he have a medical condition that requires him to frequently take time off from work?”

**Being Thorough without Being Pushy**

References need to be checked thoroughly. It is important, however, not to be pushy when you are talking with references. Like any interview, you need to prepare questions in advance and remain professional throughout the procedure. Before you begin asking questions, share the qualifications that are necessary for the position you are filling so that the reference understands what you need.

**Important questions:**

- **Is the individual re-hirable?** If the answer is no, do not automatically rule out the candidate until you have all of the information.
- **Was the individual punctual and dependable?** This should be simple to answer.
- **In your opinion, does the candidate possess the skills to fill the position?** You may want to bring up specific skill sets.
- **Does he or she work better in groups or alone?** Consider asking how the person interacted with peers.
- **How well does the individual communicate?** Determine if the individual’s communication style matches the needs of your company.

### **Practical Illustration**

A small family business hired a business manager based solely on personal references. The owner felt that full background checks were an unnecessary expense. After six months, the company began to lose money, which the manager blamed on poor sales. Six months after that, the manager left town. The police contacted the owners shortly after trying to find her. The manager had a history of theft, and a careful audit revealed that she stole 20,000 dollars in funds and another 30,000 dollars in merchandise during her time at the company.



*Withhold not good from them to whom it is due...*

*Proverb*

## **Chapter Eight/Module Nine: Making Your Offer**

After a thorough background check, it is time to make an offer. The offer needs to be balanced. An offer establishes how much the company values the individual while not breaking the bank. Make a fair offer, but be ready to negotiate. Many people expect to negotiate their offers, so it is safe not to begin with your top offer.

### **Outlining the Offer**

When you make an offer, it is important to outline everything. You can communicate your offer in person or over the phone, but you should also create an offer letter that outlines everything in writing.

#### **What to include:**

- Base salary
- Additional income such as bonuses or commissions
- Health benefits
- Vacation time
- Stocks/401K
- Non-compete
- Paid expenses

## **Negotiation Techniques**

Potential employees may take your first offer, particularly in a weak economy. However, many people expect to negotiate their offer. Do not be insulted and be prepared for a negotiation.

### **Negotiation:**

- Know your maximum salary you can offer.
- Listen to the concerns of the candidate.
- Offer the candidate education, vacation, or paid expenses to compensate for salary.
- Offer the possibility of a raise after a probation period.
- Point out the availability of bonuses or commissions.
- Let the candidate go if he or she has an offer that you cannot exceed.

## **Dealing with Difficult Issues**

Negotiations do not always go smoothly. Sometimes difficult issues will create a deadlock between the parties. It is natural to become defensive when this happens, but difficult negotiations require careful communication. There are a few basic concepts to remember when handling difficult issues, whether they are vacation time, retirement funds, or a work life balance.

- **Practice active listening:** Make sure that you understand the individual is trying to communicate.

- **Do not argue:** Avoid confrontations and critical phrases.
- **Find a solution:** Do not simply try to be right.
- **Take breaks:** Stop the negotiation if you are feeling emotional.

## **Sealing the Deal**

Once a verbal offer has been accepted, you need to put everything in writing. Make a final offer letter and send two copies to the candidate. One is for the individual to keep and the other is to be returned and sent back to the company. The next step is to have the candidate fill out all of the necessary new hire paperwork and provide the necessary identification.

### **Practical Illustration**

A hiring manager was negotiating with a candidate who wanted a better severance package to compensate for a lower than expected salary. The candidate was highly qualified and the manager wanted to keep the candidate. The manager was willing to give the candidate other concessions without talking to anyone else about it. He agreed to a severance package of six months' salary and benefits after a year. This amount grew with each year. In the end, the company downsized and had to pay the employee over 100,000 dollars in severance.



*In motivating people, you've got to engage their  
minds and their hearts.*

*Rupert Murdoch*

## **Chapter Nine/Module Ten: Orientation and Retention**

It is not enough to hire qualified candidates. In order to retain top talent, you must orient them effectively. Doing so will engage them in the company culture and improve productivity. Many companies, however, are not prepared for new employees and more or less ignore them. This creates a negative first impression and causes new hires to question if they made the correct decision.

### **Getting off on the Right Track**

It is important to get new hires off on the right track. This involves a great deal of preparation on your part. Being unprepared makes the company look disorganized and the employee feel unwelcome.

#### **Steps to Take:**

- Have all paperwork ready.
- Let others know when the new hire will arrive.
- Find someone to mentor the new hire.
- Prepare the workspace.
- Greet the new hire.
- Introduce him or her to coworkers and give a tour of the building.
- Schedule training and orientation.

## Your Orientation Program

Orientation is often a very boring experience. In many organizations, it involves watching videos and/or listening to HR employees read out of the manual or handbook. There is too much information explained in a brief amount of time to fully take in when you consider all of the company policies and procedures. The sheer volume of information combined with the typically unenthusiastic speakers make orientations tedious for everyone involved. Traditional orientations do not engage employees or make them feel like individuals.

### Better ways:

- **Have more than one orientation:** Break up the information over a week and explain it thoroughly.
- **Try engaging leadership:** Train people who are passionate about the company to lead orientations and engage new hires.

## The Checklist

Creating checklists will help you guide new hires through their first few weeks at the new job. Checklists are typically created for the first day, first week, and first month. Much of the first day's activities are explored in the first section of the chapter.

### First Week:

- **Responsibilities:** Explain the expectations and responsibilities associated with the position on the first day. Review them periodically.

- **Feedback:** Provide feedback for any questions. Ask for feedback about the adjustment process.
- **Training:** Schedule necessary trainings and classes.
- **Inclusion:** Include the new hire in meetings and changes.
- **Introductions:** Make any necessary introductions to peers and coworkers.
- **Housekeeping:** Follow-up on any incomplete paperwork and schedule a meeting for the next week.

**First Month:**

- **Clarify:** Continue to clarify the roles and responsibilities.
- **Meet:** Meet weekly to give and receive feedback.
- **Training:** Have all training completed within the month.
- **Evaluate:** Schedule an evaluation for 30 days.

## Following Up

You need to meet and follow-up with new employees every month for the first 90 days. Use these meetings to evaluate progress, provide feedback, and make sure that the employee's needs are being met. These meetings allow you to address any confusion regarding company policies or employee expectations.

### Topics Covered:

- **Mentor:** How is the relationship with the mentor?
- **Expectations:** Is the position what the employee was led to believe? Does he or she understand all responsibilities and expectations?
- **Relationships:** How are the relationships with peers and coworkers?
- **Inclusion:** Does the employee feel included in the department?
- **Work:** Is the workload too much? Does he or she have the necessary tools?
- **Feedback:** Ask the employee to share questions or suggestions.

### **Practical Illustration**

A fitness organization was having trouble retaining talented new hires. New hires were welcomed their first day and managers and HR had the workspace and paperwork prepared. Turnover, however, remained at 55 percent. Exit interviews revealed that no one followed up with new hires after the first week. There was no way to voice questions or concerns, and many employees left due to frustration. Follow-up meetings were added to managers' responsibilities. After the first six months, turnover dropped 20 percent.

*You can't do today's job with yesterday's methods  
and still be in business tomorrow.*

*Anonymous*

## **Chapter Ten/Module Eleven: Measuring the Results**

Employee Recruitment, like any other type of program, must be periodically evaluated to determine how effective it is. The program must provide a valuable return on its investment. Measuring the results will help to make necessary changes in the program that will improve productivity, reduce turnover, and conserve funds.

### **Cost Breakdown**

Recruiting qualified candidates is a costly process. Breaking down the cost of an employee recruitment program will indicate what type of return you have on your investment.

#### **Costs:**

- **Advertising:** The cost of posting jobs, signage, etc.
- **Interviewing:** The labor of interviewing candidates.
- **Hiring Costs:** Background checks, employment agencies, and moving expenses.

## Employee Quality

The cost of recruiting can be worth the investment if you have quality employees who stay for the duration. Effective recruiting finds employees who are aligned with the vision and mission of the organization. Employees who fit with the vision of the company are able to assimilate and speed up their training process.

Employees typically have a breakeven point 20 weeks after they begin a new job. This means that this is the time their productivity equals the money the company has invested in them. Finding quality employees and orienting them effectively should improve this number. Evaluations should indicate if you are hiring quality employees. Determine the effectiveness of the program by comparing the reviews of those hired after the program to their peers.

## Recruiter Effectiveness

Recruiter effectiveness will determine the success of an employee recruitment program. Whether you choose internal or external recruiters evaluate their effectiveness periodically to determine how well they are performing. There are several things to consider when evaluating recruiter effectiveness:

- **Employee Quality:** What percentage of new hires is performing well?
- **Employee Satisfaction:** Are new hires satisfied with their positions?

- **Manager Approval:** Are managers happy with their new employees?
- **Pipeline and Referrals:** Are recruiters developing key relationships?

### **Fine Tuning**

After evaluating the recruitment program, you need to make any changes necessary.

#### **Actions to take:**

- **Determine productive practices:** Tell recruiters what actions are working.
- **Identify opportunities:** Determine which actions are ineffective.
- **Find solutions:** Meet with recruiters and find ways to address the opportunities.
- **Communicate:** Meet consistently to assess recruitment strategies.

### **Practical Illustration**

A Fortune 500 company developed an effective recruitment program. Five years later, the strategy did not change. Eventually, it became difficult to attract younger employees, and jobs were vacant for an average of three months. The company reviewed the procedures and included social media in the recruitment program. Interest from younger candidates grew, and positions were filled with qualified candidates quickly and efficiently.



*Surround yourself with the best people you can find, delegate authority, and don't interfere...*

*Ronald Reagan*

## Closing Thoughts

- **Harvey Mackay:** Don't equate activity with efficiency. You are paying your key people to see the big picture. Don't let them get bogged down in a lot of meaningless meetings and paper shuffling.
- **David Ogilvy:** Look for people who will aim for the remarkable, who will not settle for the routine.
- **Jack Welch:** I only have three things to do. I have to choose the right people, allocate the right number of dollars, and transmit ideas from one division to another with the speed of light.
- **Michael Jordan:** Talent wins games, but teamwork and intelligence wins championships.

