

7

GOLDEN RULES FOR A SUCCESSFUL HIRE

1. Conduct a robust sourcing process

- Be targeted in your search, but also try to cast your net far and wide (a diverse field of candidates can make for a better outcome)
- Treat the sourcing process as you would a business purchase i.e. conduct a due diligence process on the candidates
- Ask for referees prior to interview - contact the referees and query the performance of the candidate



2. Share the job of interviewing and selecting

- The recruitment process should be managed by you as business owner or senior manager, with help from one other
- Allow this person to question candidates and give feedback on how the candidate stacks up against the checklist of requirements
- If you don't have the expertise in-house to manage all or part of the recruitment process, seek external assistance and advice



3. Be transparent with information about your business

- Share as much information with candidates as you can on both the business and your expectations for the role
- If you haven't shared some critical information, a good candidate will ask for it



4. Recruitment is not a one-way transaction

- Devote sufficient time in the interview process to giving the candidate an opportunity to talk about their expectations and motivations for being interested in the role - you need to understand their career objectives and expectations moving forward



5. Don't employ impulsively

- Recruiting without a clear understanding of the role, the expectations, how it fits with the team structure and operations, is tantamount to putting a bull in a china shop

6. Due diligence is a two-way street

- Rule 1 recommends doing due diligence on potential employees. It's also good practice to allow the preferred candidate, before being appointed, to do appropriate due diligence on the business and staff. The preferred candidate needs to know about:
 - the environment they're going into
 - the culture of your team
 - the way they will experience you as a manager or owner
 - your explicit expectations regarding the outcomes you want from their role
 - where their role fits within your expectations for the business overall



7. Have a well-defined on-boarding process

- The process may last a couple of weeks, or several months, depending on the criticality of the role. The process should address issues such as:
 - What are the day-to-day access, close down, safety and security requirements?
 - Are there standard policies and business procedures?
 - How are business expenses dealt with?
 - Is the new recruit's office 'toolkit' up and running e.g. systems access etc
 - How will the new recruit be introduced to key partners, customers, suppliers?

