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Recruitment Methods: Essential Tips To Find Good Employees

In HR, we've all been there...a hiring manager approaches you and says, "I really need to open a role to find a "X" to help me with my project. Oh, and I need them yesterday!" Well, that's nice they think recruiting might be that simple, however there is a lot more that goes into identifying, executing, and closing a need for hiring than a simple request and some interviews. Recruiting is an intricate and quite customizable process that varies greatly from organization to organization. There are, however, some basic recruiting principles to live by when structuring a recruiting workflow and filling a role for your organization.

Identify the Need

The first step in the recruiting process is identifying that a hiring need exists within your organization. Budgeting, project scope, and prioritization as it relates to headcount planning are all areas that need to be addressed before opening a role. It is likely that your hiring manager, relevant department head, finance, HR, and recruiting will all need to be involved in the headcount proposal and approval process.

When identifying a hiring need, the parties involved should be asking themselves questions like:

- What skill gaps on the team does this person need to fill in order to help the team/department deliver on projects?
- What skill level are we looking at for this role?
- Is this headcount approved and in budget?
- How urgent is the hiring need?
- What type of role is this, backfill, incremental, or in the original hiring plan?

It is HR's job to guide these different stakeholders through identifying the hiring need, and to help everyone come to a clear conclusion about the role opening going forward. The last thing you want is to put in all the effort into recruiting, only to find out that finance never even approved the budget for the role in the first place!
Make sure to do your due diligence in advance and seek the proper approvals for the hiring need.

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Create the Job Description

After identifying the hiring need, the next step is to create the job description. Do yourself a favor and sit down with the hiring manager one-on-one in order to scope out the job requirements. You'll need to get very specific about what is needed in the role to do the job.

A good job description should contain the following items:

- Job title, department, location, and reporting structure
- Company description, maybe even a team or department description
- Type of employment (Full Time, Part Time, Contractor, etc.)
- Necessary job requirements or core responsibilities of the role (the "must haves")
- Preferred experience (the "nice-to-haves")
- Company benefits and perks

When writing job descriptions, let your company brand and personality shine through! Do be careful though when writing your job descriptions to be inclusive of all groups. You don't want to accidentally discourage a potential candidate from applying to your job opening because of the language used within the description.

Once the headcount is approved and the job description is ready, you can open up the role in your Applicant Tracking System (ATS). An ATS is a tool that helps Recruiting and stakeholders, like hiring managers or department heads, gain visibility and help manage candidates through the recruiting workflow.

Prep the Hiring Team

Once the job description has been completed, the next step will be to prep the hiring team for their future interviews. This might seem like an unnecessary step, but you would be surprised how much time even just a 30 minute meeting with the potential interviewing team can save you down the road. Meeting with the individuals who will be involved in the interview process for this role will allow you to get everyone on the same page about the role, explicitly call attention to exactly what is being screened for, and to remind them of some “do’s” and “don’ts” of interviewing a potential future employee.

The Do’s and Don’ts

Some “do’s” of interviewing include:

- Prepping your questions for your interview in advance
- Starting and ending on time
- Asking behavioral questions
- Writing your scorecard feedback down shortly after the interview in order to eliminate bias from other team members or memory decay.

Some “don’ts” of interviewing include:

- Asking illegal questions
- Asking trick questions or questions that bare no relevance to the job requirements needed to do the role
- Being distracted or on your phone/computer
- Not completing detailed feedback in a scorecard on time.

It is always good to remember that, even though the candidate is applying for your job, it is still just as important for the company to impress the candidate as it is for the reverse. A good candidate experience can go a long way in helping build a strong employer brand.

Publish Your Job

You know there is a need, you've got the role approved, and you know what you're looking for. Now it's time to set that job post free into the wild! Publish your job description via as many channels as you can.

Some external sourcing channels you might want to consider include applicants who apply to your company's own careers site, as well as Linkedin, Glassdoor, Indeed, and Monster. Most ATS systems will integrate directly with your company's careers site, and often, they will integrate externally for free with other job sites as well. Make sure to also utilize your internal sourcing channels. Announce the new opening to your employees, as there might be employee referrals or internal applicants interested in the new role.

Review, Source, and Manage Candidates

Now that your job is live, you're likely receiving what we call 'inbound' candidates, or candidates who have applied to your job posting. In addition to inbound candidates you will also need to provide 'sourced' candidates, which are candidates who you discover to be a good fit for the role and whom you encourage into the hiring process.

With all of the back and forth coordination for resume screenings, phone screenings, and onsite interviews with the team, it can get to be a handful keeping things organized. This is where an ATS really comes in handy, because it helps you stay organized and manage your candidates through the recruiting workflow all the way from application to offer acceptance/rejection.

Conduct Interviews

Once you have some candidates worth introducing to the team, you will need to conduct interviews. Interviews vary greatly from one company to the next, so you'll need to find what works best for your company and refine your interview process from there. A general rule of thumb is to have the recruiter and/or the hiring manager speak with the candidate over the phone separately prior to bringing in the candidate to meet with the hiring manager or hiring team onsite. Applicant tracking systems often times have tools to help facilitate scheduling and candidate communication. Your company might even have a Recruiting Coordinator to help with the interview coordination process and ATS management if your hiring pipeline is heavy enough.

Confirm Hire & Extend Offer

Once the interviews have been conducted, the Hiring Manager and hiring team will agree on their candidate of choice, and it will now be up to Recruiting to close the deal with the candidate. Recruiting should make an effort to check references on the final candidate prior to extending an offer in order to prod for anything that might have been missed and to get an idea of the individual's past work efforts.

Once references are complete, Recruiting can prep and provide the offer to the candidate. Most ATS tools have customizable offer templates that make standardization and automation of the offer process quite easy. Upon offer acceptance, the new hire is moves fluidly from the recruiting workflow into the onboarding workflow, where they begin their introduction to the company's onboarding process. If the offer is rejected, then it's back to sourcing and managing additional candidates again until the role is filled.

Analyze Hire Metrics

Once you hire a candidate and close out the role, you can analyze your hiring metrics for the role. Key recruiting metrics can include stats like cost per hire, time to fill, quality of hire, etc. Again, having an ATS will help make reporting much easier, and you can use the trends learned from your recruiting data to help inform recruiting practices in the future. For example, if the time to hire in one department is substantially longer than other departments, you can use this information to work with the department VP and see where the process is getting held up and work together to change the bottleneck. Good data on your recruiting process from your ATS will be your secret weapon in lobbying stakeholders and upper management on your side.

A few key highlights to note from the basic recruiting workflow summary above:

1. ATS tools are your friend, in fact, your savior! If you do not have an ATS yet, you might want to seriously consider doing some research and drafting a proposal for your upper management. An ATS can make the recruiting process easier for everyone involved, and it is sure to help keep everyone organized and everything documented.

2. Scoping the open role initially is perhaps the most critical part of the recruiting process. If you don't know what you're looking for, or if you're looking for the wrong thing but don't know it...then what's the point of even looking? Getting painfully clear on the critical job functions of the role in advance, and making sure the folks involved in the interviewing process are all in sync on said job functions will help you speed up your time to fill.

3. Recruiting and filling roles isn't the sole job of Recruiting. It is a team effort that involves a lot of different stakeholders to drive the process forward, deliver quality hires, and present a memorable and positive candidate experience.

Question:

What does your company do differently in its recruiting process to highlight your brand and give a great candidate experience?

The recruitment process can be complex, but we can help you navigate it. **HR Cloud** streamlines process to make them more efficient so you can be the first to recruit the best talent. To learn more about how we can help, book a demo with an HR Process Consultant **here**.

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