

Step 1 Determine the role

Take a strategic view

The first, and most important consideration when a position becomes vacant, is to look at the role strategically. Determine whether the role should remain the same, or whether you can meet the needs of the business more effectively by restructuring other roles.

Do you need to “buy some time” and find a temporary placement as an interim solution while you clarify the skills required and find the right candidate?

Prepare the position description

An accurate position description is key to effective recruitment. It should include the job title, objective/job purpose, duties and responsibilities, key result areas (KPIs), salary range, selection criteria (qualifications, experience, competencies) required in the role.

Most importantly, the job description should be regularly updated to ensure it remains current.

Internal promotion

In some cases, the role may be filled by promoting someone from within. If you have the right candidate in-house then we would strongly encourage you to take this option. Not only will you be placing a motivated employee in the role, it also sends a very positive message to other staff members.

Step 2 Get the salary right

One of the key success factors when hiring staff is to make sure you are offering the right salary.

There are lots of candidates out there, and the best ones will always have options. Whilst salary is not usually a reason for leaving a job, it is one of the most common reasons people have for not taking a job.

Benchmarking/Salary profiles

There are lots of benchmarking studies available that can help you to determine the salary range you should be offering. At Recruitment Edge we prepare an annual salary profile that is relevant to the local area and provides indicative salaries for a wide range of positions and functions.

Non-salary incentives

Many companies, particularly the smaller ones who may not be in a position to offer top salaries, can successfully attract candidates with non-salary incentives and benefits.

Consider ways in which you can make your company and the role more attractive to prospective applicants – you don't need to promise the world, but maybe a little flexibility in working hours or assistance with continuing education.

Step 3 Finding the best candidates

Using a recruitment agency

Appointing an agency to help find candidates is an effective way to save yourself time and narrow your search. The main advantages include:

- you gain access to a database of candidates who are actively seeking employment;
- your company can remain anonymous during the recruitment campaign;
- the agency can reach top quality candidates who may not respond to independent advertising;
- the agency writes and coordinates the advertising and reviews all of the applications on your behalf;
- you are given a guarantee of satisfaction;
- the agency can conduct various assessments to measure candidate technical skills.

Advertising independently

If you would prefer to act independently, then you need to consider the following when planning your recruitment campaign:

- where to advertise;
- how to word the advertisement;
- allocating enough time to review and evaluate all of the applications received;
- how to rate and objectively rank the applicants;
- a “Plan B” in case you don’t attract the right candidates.

Step 4 Interviewing candidates

An interview provides an opportunity for you to evaluate prospective candidates, and for them to evaluate you and your business.

1. Prepare well – look for specific skills required in the role. Select areas of the resume that you would like to probe and allow plenty of time for each interview.
2. Don’t ask questions that require yes/no answers. Make your questions relevant to the role and its requirements and ask for examples from the candidate’s past experience.
3. Give the candidate a clear outline of the interview format and recruitment process, and then allow them to ask questions. They need to be comfortable with you too!

Recruitment Edge consultants can provide sample questions that may be adapted to suit your situation. Remember, there are also a number of questions that you cannot ask for legal and discriminatory reasons, including:

- How old are you?
- Do you have any children?
- Are you married?
- What religion are you?

For more advice on interviewing candidates, contact a Recruitment Edge consultant.

Step 5 Making an offer

Decide what your offer will be

The most important thing here is to get the offer right! Your offer needs to be competitive and realistic, because getting it wrong can send a negative message and instil doubt in the mind of your preferred candidate. If you are unsure, speak to a Recruitment Edge consultant.

You also need to consider what other incentives might make your position more attractive to the candidate – flexible hours, additional superannuation, and so on.

Negotiating the deal

Gone are the days when a job offer was automatically followed by the reply “when can I start?”.

In today’s employment market, candidates often try to negotiate their offer and you need to be adequately prepared for the different scenarios that can unfold.

Do your homework: know what is reasonable and what you think the candidate is worth before entering into any discussions, and know your limits. You also need to understand that the candidate may have been offered more elsewhere, or received an attractive counter-offer, and therefore has a genuine reason for opening the discussion.

Once the deal has been successfully negotiated, make sure you get the letter of offer to the candidate immediately.

Step 6 Starting day

You have found the right person, negotiated the offer and agreed on a starting date. To make sure your recruitment is a success you need to ensure that your new employee has a positive experience right from the start. First impressions are very important!

Communicating to the existing team

Tell the rest of your team about the appointment and clarify the new person’s role. Depending on the size and structure of the team, you may also highlight some of the reasons why you chose the candidate and what value they might add to the team.

Effective communication before the candidate starts can make the process much easier for everyone concerned.

Induction programs

A formal induction program, including meeting with key staff and an overview of policies and procedures, can help a new employee to better understand their role and settle in quickly.

Most people appreciate the time taken to broaden their understanding of the organisation, and the role, and this is reflected in their overall satisfaction.