



RECRUITING | HR SERVICES



EFFECTIVE WAYS TO FIND AND HIRE THE BEST PEOPLE

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High Performance People

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Introduction

A Few Steps to Finding and Hiring the Best People

As a Hiring Manager you are evaluated based on your ability to attract and land the top talent that exists in your industry. Regardless of what employment statistics tell us or what economic factors and trends we experience.



The bottom line is that there is an ongoing and never relenting challenge for Hiring Managers to make a conscious effort to evaluate and improve their recruiting platform and attraction strategy.

This eBook will share with you some top techniques and best practices to ensure you have a comprehensive and robust strategy to **find and hire the best people for your organisation.**

Don't be on the back foot when it comes to identifying and managing talent!

Do the following comments sound familiar as the first reaction to recruitment at your firm?

“Oh no here we go again, let hope that we will be successful this time.”

“This is going to cost us a fortune.”

“Let’s keep our fingers crossed and hope that the right person is looking this time”.

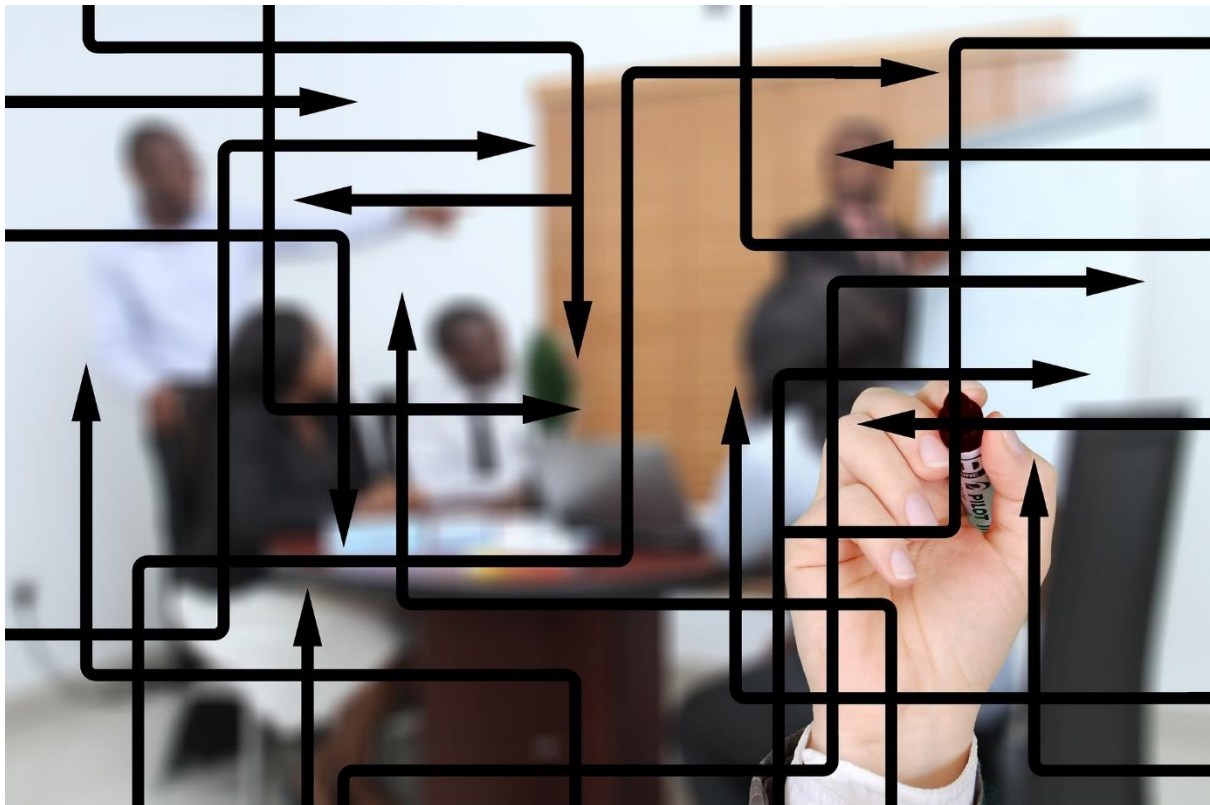
After a good number of years recruiting across a broad range of industry sectors, I have learnt that there is a right way to go about attracting and recruiting the best people and a wrong way. The minority that get it right can afford to be smug because **they know where their next hire is coming from**. Most firms however prefer to cross the bridge only when they come to it. This approach places you and your firm in a position of having to select from the limited pool of candidates that are available to you **only at that moment in time**.

What you need to do is adopt the right approach that puts you a position where you know where to get the right people for your organisation at the time when you need them. The solution is simple – but requires a little planning and investment in time.

Get your house in order

First, you need to get your house in order, and here are 7 ground rules to cover off:

1. **Be honest** with who you are as a firm, know what is your brand in the market place
2. **Know who your competition** is
3. **Know where you want to go** as a firm
4. **Know what you have to offer** future employees
5. **Be clear on your firm's values** and understand your culture
6. **Understand and profile what makes a high performing staff member** and use that formula
7. **Have a clear idea of where future needs will be** and when you will need those resources.



Your organisation's website

Take a look at your "join us" section. If don't have one, it is advisable that you create one. Does it just list open positions with a quick paragraph on the history of your company or does it tell a compelling story of your organisation's culture, your value proposition and what others who've joined your firm have accomplished since joining? Although listing vacant positions seems logical, consider the opportunity of talking less about what you need in a new hire and more of what you offer to someone in their career.



Consider sharing **testimonials** from recent hires who can attest to the significant differences now that they are with your firm.

Share **newsletters** or quarterly updates with photos from events and cultural initiatives.

Take **photos** of the interactive events you host in your company. Things such as bring your kids to work day or group volunteer efforts or sports teams.

Consider creating a **video** with clips from around the office community and spotlight on superstars. This can be an effective way to share your firm with any prospect considering applying to your organisation.

And don't forget LinkedIn and Facebook. You should have a Career page on both of these but remember to keep posts up to date.

Job Boards

Evaluate any posting you have on any job boards or the internet. Is the posting just a regurgitated job description that includes specific requirements for the position like the number of years of experience or the type of degree someone needs? And, does it list the soft skills that are desired? Does it sell the whole story and include information that highlights the challenges or responsibilities and authority to be experienced by the individual who fulfils this role?

Successful postings sell first and screen second. If someone is currently employed in this role with your competitor, what can you say to differentiate your opportunity from the one they are currently in? Even if a candidate is unqualified, you as a Hiring Manager, should ideally be in a position to turn that candidate away instead of missing the opportunity to evaluate the individual in the first place.

Review how much ad space is currently being used to explain the fundamental duties and responsibilities of the position and how much of it was used to attract and sell passive candidates to the organisation. Another small tip in this area is to apply for one of your postings either through your own website or through an external site and see how smooth a process it is.



Be on the lookout for what information fields are cumbersome, what drop down selections are limited or what kind of email or communication is received after you push submit. You want to be the one that experiences those frustrations and fixes them before any candidate experiences the same and is put off completely.

Social Media and Talent Management

If you have the right building blocks in place you should plan and build your future talent pool and the information you need to do so has never been more accessible. With professional online networking tools like [LinkedIn](#), you do not even need to leave your desk.

It does require an investment in time to build your talent communities for the future if you are going to make this work.

As well-known recruitment commentator Greg Savage of the Savage Report reminds us “**everyone one is a candidate**” not just those who are currently looking to move or whom are currently available.

Building a pool of likely contacts, building relationships of understanding will allow you to identify if there is any synergy or alignment and therefore a possible future together. The quantum shift for an organisation is to move from a reactive/transactional strategy, to a pro-active/strategic approach to talent attraction.



Networking is key and should be an ongoing function of any forward thinking firm so that if you have the right offering in place and you have put in the time to develop a relationship with your future talent then everything should fall into place.

This can be done in-house or by partnering with a supplier who can manage that for you, but whatever you decide is the best way to tackle it, it will take some time to identify, nurture and build rapport with your future employees which is why the above seven points need to be settled and agreed upon with a cast-iron commitment to upholding those standards in order to be best placed to attract and keep the future talent you need for your firm.

Ted Elliot, CEO of recruitment ATS system, Jobscience has some wise words worth sharing about recruitment and building talent communities in the future:

“Firstly all recruiters, veterans or newbies, must change their mindset around digital. If you are not a digital native, you must become a digital convert and a digital advocate, because smart use of technology will be a given for great recruiters.

You need to become a skilled ‘e-sourcer’ able to find talent electronically. Sure, LinkedIn, but much more than that.

Winners in recruitment will take the long-term view on social media. They will invest time and energy in building their personal brand via Twitter and LinkedIn and blogging.



Tomorrow’s recruiter will be part of ‘Generation C’. That will have nothing to do with when you were born. Rather, it will mean you are a natural connector, a networker, a relationship builder, online and offline.

In an era of massive talent shortages, which I guarantee you are on their way, every recruiter will need to be a ‘Talent Magnet’. And the best way to achieve that is both old school and unfashionable. Consistent, sincere, and ongoing candidate service. That is the real differentiator.”

Internal Referral

Take a look at your internal referral program. With most internal programs, success does not rely the prize associated with the referral, but rather the consistent reminder that the program exists. How frequently are awards distributed and how public is the announcement that hires were made due to a referral?

Employees do not refer friends and colleagues because of a cash reward, but due to a deeply rooted belief of the opportunity that exists for those friends and colleagues once they've joined the firm.

Track Success

Track the effectiveness of hiring methods and sources. Of the hires made in the past two years, what was the originating source of each of those hires? Include hires no longer with the organisation if possible.

Once that data has been compiled, do not make a ruling based on number of hires alone. Just because more hires were made by recruiters, doesn't mean that the internal referral program should be abandoned. With each hiring method, take a look at what is working and what can be improved.

Create a process to keep in touch with exceptional alumni from your firm, individuals who have left the organisation who you would rather have stayed. This increases the chances of you working together again when circumstances change or align.



What's Your Story?

Not only is it important to control the message that is being delivered, it's important to not miss out on the chance to just generate some tremendous buzz as a result of canvassing the passive market.

Make sure you know how your brand and story are being shared with passive potential individuals in the industry. Unless the search is for a confidential replacement it can result in hundreds of individuals within your competition learning about your growth, your innovation and advancements. Making sure the stories are being shared throughout your industry helps you maintain a proactive pipeline to prospective hires and puts you in the position to land the best hires on an ongoing basis.

Keep a Pipeline

Remember to keep a strong pipeline of viable prospects for your toughest positions or areas. So if the need does arise, you have an immediate candidate pool proactively identified.



You Can Use Experts

Contact a reputable Staffing/Recruiting Firm. There are several types of recruiters, but the mechanics and psychology of recruiting are all the same.

Corporate Recruiters are employed by a company for the purpose of finding and qualifying new employees for the organisation. Third party Recruiters are subcontracted to by a company for the same purpose. Several different types of third party Recruiters exist, but the main difference between them lies in how they are compensated.

Both third party Recruiters are paid by the hiring company, but retained Recruiters typically have an "exclusive" arrangement with the company. They are paid a portion of their fee upfront with the balance paid when the search is complete. Retained Recruiters are typically used and particularly effective for executive level positions.

Contingency Recruiters don't typically have an exclusive relationship with the company. They are paid a fee only if the company hires a candidate discovered through their efforts. (Most third party recruiters fall into this category.)



Staffing/Recruitment Agency's offer the following services:

- Search resumes in their database
- Post ads through suitable recruitment channels
- Interviews and test candidates
- Propose the best candidates for the available position(s)
- Replace candidates for free if candidate leaves or is being fired (on candidate's fault) within a certain time limit (3-6 or even more months depending on position)

Executive Search (head-hunting) is a specialised service used to source candidates for senior, executive or other highly specialised positions in companies.

The method usually involves commissioning a third-party organisation, typically an Executive Search Firm, but alternatively a stand-alone consultant, to research the availability of suitable candidates working for competitor or related businesses. Having identified possible recruits that match the clients requirements, the Executive Search Firm may act as an intermediary to investigate whether the individual might be interested in moving to a new employer and also carry out initial screening of the candidate.



You've found the Candidates now

“How do you identify the right one?”

Look Past their Resume

It can be very frustrating as a recruiter getting your clients to understand that a candidate's resume is just part of the story, not the whole story. In this day and age where technology is relied upon to complete at least the first round of candidate selection, unless your resume is optimised with the right key words or very talented front line staff can ascertain a candidate's motivation by reading a resume, then the best candidates will often get missed.

My old boss used to say; *'a resume doesn't have arms and legs, it cannot get up and walk and talk'*, and she was so on the money. A resume is just a part of the story; it's what lies beneath that you need to get to the bottom of. Things like finding out what behaviours drive a candidate's motivation, what their values are and whether those same values match those of your organisation. You won't find this on a resume and it is one of, if not one of the most important factors in selecting the right people for your organisation. Attitude.

It's the Iceberg theory. You need to know what lies beneath the waterline and that's where recruitment gets tricky because you have to spend the time and actually meet or at least talk to the candidates to try and understand what makes them tick. Reading a resume alone will not reveal this information. So don't just rely on this to decide whether a candidate is the right one or not.

Attitude vs. the 'Right' Experience

I have heard all the objections when decisions to meet a candidate are based on only reading a resume....' *but they don't have the 'right' level of experience*', or *'they haven't worked in our sector before'*. And then so many people get caught up in wanting X amount of years' experience, in either industry sector, or the discipline...ever heard of 'transferable skills'? I even believe that some would choose years of experience over attitude.

Consider this; is it not better to have a candidate with a better attitude, in preference to a candidate with the ideal number of years' experience but with a poor attitude? You will have potentially missed out on securing the better candidate just because you are focused on X years of experience. Take those blinkers off, as a great attitude will make a better hire every time.



Identifying the Right People for your Firm

Here are just some of the clues to look out for when identifying the right people for your organisation:

- **Look for transferable skills:** How critical is it that the candidate has worked in the same role, in the same sector/team/practice group?
- **Look for patterns:** Stability is one. While there could be some perfectly plausible reasons for short-term tenure of employment, the obvious being contract work as the only option available to the candidate at the time OR a pattern of not making it through the probationary period on the other hand.
- **Watch for unexplained gaps in work history.** There could be a myriad of reasons, all perfectly acceptable, for unexplained gaps in work history, OR is it inability, desire or commitment to securing employment.
- **Look for logical patterns in their work choices.** Does their resume demonstrate a logical progression in the employment choices that they have made or is it all over the place. Alternatively have they plateaued and stayed in the same holding pattern for a while moving from one competitive employer to the next but in the same role.
- **Speak to people.** It's amazing how much you can pick up by just talking to people. You will get a sense of their attitude, their enthusiasm for the role, their personality and whether they are worthwhile meeting face-to-face.

All these elements will start to give you clues about what a candidate is all about but their resume is just the very first step in assessing whether a candidate is right for a position or not. A resume will provide a list of experience and qualifications, the 'facts' to date. It's the other stuff that you need to know that a resume will not tell you. So spend the time and talk to candidates to make a full assessment rather than purely dismissing people on the strength or weakness of a piece of paper.

Above all, place yourself in the shoes of that person and treat them in the same way you, yourself would like to be treated if you were looking for a job. A fact often forgotten.

Here's a link to a short video that is worth a look: <http://vimeo.com/111481174>

Interviewing Candidates



The interview is a critical element of the recruitment process. **A bad interviewer can drive away a great candidate, or worse, not even discover that the person sitting in front of you is indeed the ideal person for your role.** Interviewing skills probably don't take up much of your normal day to day job so, when you've short listed and are ready to interview 3 candidates for a role with the obvious intention of finding that one great candidate, before you start *please* consider this and get it right:

ARE YOU PREPARED??

- Have you confirmed who will be attending the interview and ensured that regardless of whether it's via an agency, an in-house recruitment team, HR or direct that the candidates knows the details of the interviewers in advance? So they too can be prepared and research those they will be meeting with.
- Have you organised an appropriate sized room to conduct the interview? You don't want to be wedged in like sardines and having candidates feeling even more anxious and nervous!
- Do you have a structure and standard set of behavioral based questions to ask the short listed candidates? Or are you just going to wing it?
- Have you allowed yourself enough time to prepare for the interview and have you allotted enough time to conduct the interview in your schedule and allowed extra time in case you take longer than expected? As it can be incredibly awkward when you escort a candidate out through reception and the next candidate is waiting!

If you have answered 'no' or 'kind of' to any of the above you have no idea the damage you are doing to your brand and I haven't even touched on how you deal with the unsuccessful candidates and provide feedback!

The reality is no matter how great you think your organisation is, lack of preparation and detail throughout the recruitment process can leave interview attendees feeling your organisation lacks structure, is disorganised, doesn't care about its current or future employees, or worse your number one candidate may withdraw their application and you'll never know why! Not to mention for years to come those interview attendees may choose not to buy your branded product, give money to your charitable organisation or simply remember you for all the wrong things. No marketing budget or flashy advertising campaign will negate an individual feeling they were mistreated by your organisation!

Make sure you are as well prepared for your interviews and remember you are representing the company brand no matter what department you work in.



Behavioural Interview Questions

Here are 5 Key Behavioural Interview Questions as an example of what you should be asking. And remember; ask every candidate the same questions

“Tell me about a time you had a conflict with someone within the organisation, and how you tried to resolve this”

Conflict is bound to occur, whether it is due to a difference of opinion or because of a clash in personalities. This question allows employers to see how a candidate can recognise and respond to dispute resolution.

“Tell me about a time you worked on a challenging team project”

Most areas of work, at some point, will involve working as part of a team. These situations require the candidate to be a team player and have the capability to handle the various personalities of the group, and deal with any concerns which may arise.



“Do you prefer to work alone or with others?”

Depending on the work environment of the job, candidates may be required to complete work independently or encouraged to participate and function as a team. Asking this question allows employers to grasp as to whether the candidate will fit in with the organisational culture.

“Tell me about a time you took a leadership role”

Simply by asking, you can measure if the candidate has leadership potential. Being a team player is important, but they also need to be able to step up and take charge when the situation arises. Especially when the team needs to be brought back together and on track, or when there is discord among the group.

“What’s the most difficult problem you had to solve?”

Problem solving is present in all jobs. An important aspect of this question is how the candidate approaches problem solving. Are they the type to go running to their manager, or do they attempt to find the solution themselves?

Reference Checks

There seems to be a general lack of knowledge in this area and I felt it might be worthwhile sharing information about the do's and don'ts of reference checking.

When conducting reference checks to finalise a role within an organisation, it is important that organisations understand what their legal obligations are, as failure to do so can be very expensive.

Interviewing and spending time with a candidate is vitally important. But conducting a thorough reference-checking process is the best predictor of success/failure when looking at a candidate. When a candidate provides referee details to you as part of their application process, they have given you permission to contact that referee for a reference.

However, sourcing your own independent references from people in your network, who may know the candidate, is dangerous. You should always gain permission from the candidate, preferably in writing, before you speak to anyone regarding their application for your role. Even if you don't keep a record of the conversation, the referee may be subpoenaed in the event of litigation. Background profiling can also be helpful so you can conduct social media research which is in the public domain.

Because reference checking often takes place near the end of what can be a lengthy interview process for a much-needed hire, organisations often do cursory checks – hoping that “good enough” will suffice. In fact, a thorough reference check can be the difference between a successful hire, a failure or even a missed opportunity.

When speaking to the referee, before you start, you should inform them that the candidate has the right to view a record, taken by you, of anything that they say. That record, along with all other documents, must be kept in the candidate/employee file for at least seven years.

While there are many nuances to doing a thorough reference check, there are a number that stand out to me as the most underused – and which I would argue are the most essential:

First, you should **have a game plan** going into the reference discussion. What are the areas you want to focus on? What are the specific questions you want to ask? You are looking for areas for improvement as well as positives so make sure you have a plan to find them! Questions should focus on the most important areas of concern: relevant knowledge needed to do the job, their management, leadership and interpersonal skills and their overall personality and behaviour.

Ask the right questions, especially of the references your candidate supplies. Clearly the candidate is not going to put forward a referee who is going to give them a bad reference, so it's important to dig deep behind the obvious answers.

Ask open-ended questions about the candidates' behaviours and get specific examples (e.g., "can you describe how the person exhibited leadership skills?"), not yes or no questions. Most importantly, don't settle for vague answers such as "He/She is an experienced leader." If you get an answer like that, ask the reference for an example of the candidate's leadership

Tempering your reaction to the information you receive so you avoid jumping to conclusions based on any one person's comments. Not everybody likes everybody, so consider that if the reference is particularly bad let the candidate know and ask for another connection. Remember you are dealing with peoples' lives here, so tread carefully.

As much as possible, always **seek specific information** about the candidate's work and behaviour's, rather than generalities.

This only touches on reference checks, but the whole area of privacy for the candidate is a potential minefield for the unsuspecting employer. It can leave you open to litigation if a candidate feels that they have been discriminated against or have not been fairly considered. Some legislation is also different depending on the State you are in.



These are just a few successful strategies to find and hire the best people.

I haven't even touched on Job Offers, Finalising the Deal and Induction.

Must Read Conclusion

If you've read this far, congratulations! But now you may be thinking something like this "That's all well and good but there's a lot there and I've got a business to run, revenue to earn, cash flow to manage and be seen as a leader in my own industry sector. How am I ever going to do all of the stuff you've just talked about well when I'm not even a recruitment specialist?" It could be a similar comment if you are a hiring manager, running a department or a HR Manager having to cope with all your everyday HR issues as well as satisfying the business's hiring needs.

You can call in an expert, like the ones I outlined earlier in this book, or use your own internal recruiter. Recruitment firms range in quality from fantastic to almost criminal. And, if it's a fee for success, you get a whopping invoice at the end. An internal recruiter can be good, but they operate in isolation, usually putting an ad on Seek, or similar and then going through the standard interview process. And what if you don't hire enough to pay for a full time internal recruiter?

There is a better way to recruit.

It sounds a bit back to front but it makes good sense.

Outsource your Internal Recruitment.

You can use Rusher Rogers HR Solutions as a service to understand all of your recruitment needs and incorporate all of the strategies, actions and technology discussed here to deliver great recruitment outcomes at a price that's suitable for your needs.

Whether it is one off occasional use or ongoing regular monthly recruitment, you can have a professional consultant backed up by a high quality Rusher Rogers team delivering:

- **Market/Talent Mapping**
- **Your Company Social Media Profile**
- **Candidate Screening**
- **Job Offers**
- **Talent Searches, Developing and Maintaining Talent Pools**
- **Copywriting for Job Descriptions and Job Ads**
- **On-boarding**

It's a different and a better way to get the find, attract and hire the best employees.

If you want to know more give us a call!



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