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Recruitment, Selection, and Hiring

Do you know how to find the best people?



by **Neil B. Zambik**
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Companies often state that their number one asset is their people. It is also most frequently an organization's largest expense. How are you ensuring that your number one asset is the best and strongest it can be? If you are paying for the best, are you hiring the best?

In this issue of People Insights, we will discuss effective recruitment, selection, and hiring processes for your organization.

Is your recruitment, selection, and hiring process effective in finding and retaining great people for your company? A successful recruitment, selection, and hiring process should include many of the elements outlined in this article.

Recruitment

- Career advertisements should sell the company by sparking interest in the position while promoting your organization as a great place to work. Think of it as a marketing program to attract employees in the

same way as your company markets your products or services to attract customers.

- Try innovative ways to recruit people. Consider an employee referral program, a career fair, or advertising on your company vehicles, to name a few.
- Cast a broad net of recruiting sources while remaining strategic to ensure you attract the finest candidates.

Selection

- Do your due diligence – do not rush the process. Many organizations hire quickly to fill a need. Consider the costs of time, training, and recruitment of new people when making a speedy hire. Most often hires done in haste do not work out and you have to start out again in a few months adding to your costs and your time.
- Ensure that you have a structured and rigorous hiring process that probes candidates deeply and effectively weeds out "unfit" candidates. Include several hurdles for the candidate to jump over in the process. Make the job difficult to obtain and only worthy of the best person. Consider using:

- Standard interviews
- Behavioural interviews
- Written and job skill tests
- Personality profiles
- Presentations

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Open the door to the best people

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Think of Hiring Great People as a Strategic Investment

- Audit your entire process to ensure that it meets legal requirements including Human Rights legislation. Violating Human Rights legislation can not only be costly but can also ruin your company's reputation.

Hiring

- Hire for corporate "culture fit". It is a known fact that many companies hire on skill and fire based on a lack of "corporate culture fit". Focus on ensuring a strong culture fit when hiring candidates.
- Present the candidate with a professional letter of offer outlining all of the conditions of employment. It is easier to state the "rules of the game" now rather than have to teach them later.
- Everyone remembers vividly his or her first day on a new job. Make the new employee feel special by welcoming him or her with a special new employee orientation program.

Take your time, have fun, and good luck in recruiting, selecting, and hiring the "BEST"!!

"Hire people who are better than you are, then leave them to get on with it. Look for people who will aim for the remarkable, who will not settle for the routine."

David Ogilvy

"If you pick the right people and give them the opportunity to spread their wings – and put compensation as a carrier behind it - you almost don't have to manage them."

Jack Welch

Look for the next issue on conducting an HR audit for your organization.



Interesting Fact

The true cost of replacing a key person is often equal to one year's salary or more. Therefore to replace an employee earning just \$40,000 per year, it is a very expensive task. Now, consider the replacement costs for employees earning more than that.

If companies were to think of the hiring process as an investment, it is easy to figure out that making the wrong hiring decision results in a much higher cost than the initial up front investment of hiring the right person the first time.

How is Your Organization Doing from a People Perspective?

To review your recruitment, selection, and hiring process or any other Human Resources processes, please call **People Insights, Inc.** for a free, initial consultation. We are a full fledged Human Resources and Management consulting organization offering a comprehensive range of services including:

- On-site part time senior level Human Resources Management
- Consulting on a project basis
- Management development and education in Human Resources Management

For an initial consultation, feel free to contact the President, Neil Zambik at:

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