

Recruitment is a Process

Filling an open position is a part of the broader talent management process. So how can we ensure we chose the candidate most likely to succeed **and** provide them the best opportunity for success?

Start the process by drafting a well written position description. Think about the needs of the organization and the performance expectations you as a supervisor will have of an employee in the position. Clearly describe all major responsibilities and duties as well as the level of independent judgment required.

Next, think about and document the skills, knowledge, expertise and abilities the employee will need to successfully perform the position fully and meet your expectations. Think about all the skills and abilities....even the interpersonal skills needed. Some common skills are:

- Strong communication skills both verbal and written
- Intermediate math and demonstrated analytical skills
- Ability to work independently with minimal supervision
- Excellent customer/member relations/service skills and focus
- Ability to perform well in a team environment
- Excellent computer software skills....intermediate MS Office software particularly with MS Word and Excel

Think about the experience a successful employee must possess to fully perform the position. Document:

- Type of experience (industry/role/environment);
- Length of time in a given type of job previously and
- Level of previous positions (i.e.: coordinator, lead, supervisor).

Now that you have clearly and fully described the position and the skills necessary to successfully perform the job, think about the work environment and culture of your organization and the supervisor overseeing this position. Identify the personal style you believe will work best within the organization, the department, with co-workers across the organization and the personal, communication and leadership style of the supervisor.

Prior to reviewing any of the resumes and applications from potential candidates:

- Define the non-negotiable (required) qualifications from any candidate and
- Define the preferred qualifications.

Screening the Applicants:

Review the candidate applications and resumes for the position (keeping in mind the required qualifications)

1. Eliminate any who are missing one of more of the defined required qualifications
2. Identify and “grade” all candidates who meet the required qualifications based on the preferred qualifications and experience. (A=best match, B=good match, etc.)

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3. Perform phone interviews for any candidates that meet the non-negotiable qualifications if you need additional information.
4. Select the best of the candidates and invite them for an interview.

Interviewing:

1. Identify a partner or interview team. When there are two you have a better opportunity to listen fully and take better notes.
2. Draft a series of open-ended interview questions that you will ask every candidate. Next identify any candidate specific questions needed for clarification of information regarding experience, etc.
 - Draft interview questions that are open-ended and ask the candidate to explain how they overcame a challenge or how they solved for a problem. Avoid short answer, yes/no or either-or questions.
3. Each interviewer should give each candidate a score of 1-3/A-C and document your notes and thoughts from the interview.
4. Consolidate the notes from all interviewers and negotiate the ranking of the candidates in an effort to identify the final candidate.
5. Make an offer contingent upon any background checks and then run the background check.

Onboarding:

Ensure that you define a process of introducing the employee to the organization (*vision/mission/values and organizational goals*), their co-workers (*and what they do*) and most importantly create a training schedule for them to learn all aspects of their job and how it fits into the larger picture of the department and organization.

In summary, if you take the time up front to describe the position, the qualifications needed to successfully perform the position and consider the environment and culture in which the employee will perform, you should be well set as you move into the interview process. If you draft open-ended questions that allow the candidate to share their experiences and describe how they have performed in the face of a challenge, you should have the information you need to make a selection. Once you make the selection, create a robust onboarding process...it is your best tool to ensure a new employees success.

If you remember that recruitment is a process and you diligently follow your process you will be successful in selecting the candidate most likely to succeed.

Good Luck to you as you hire the best employees for your organizations!

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