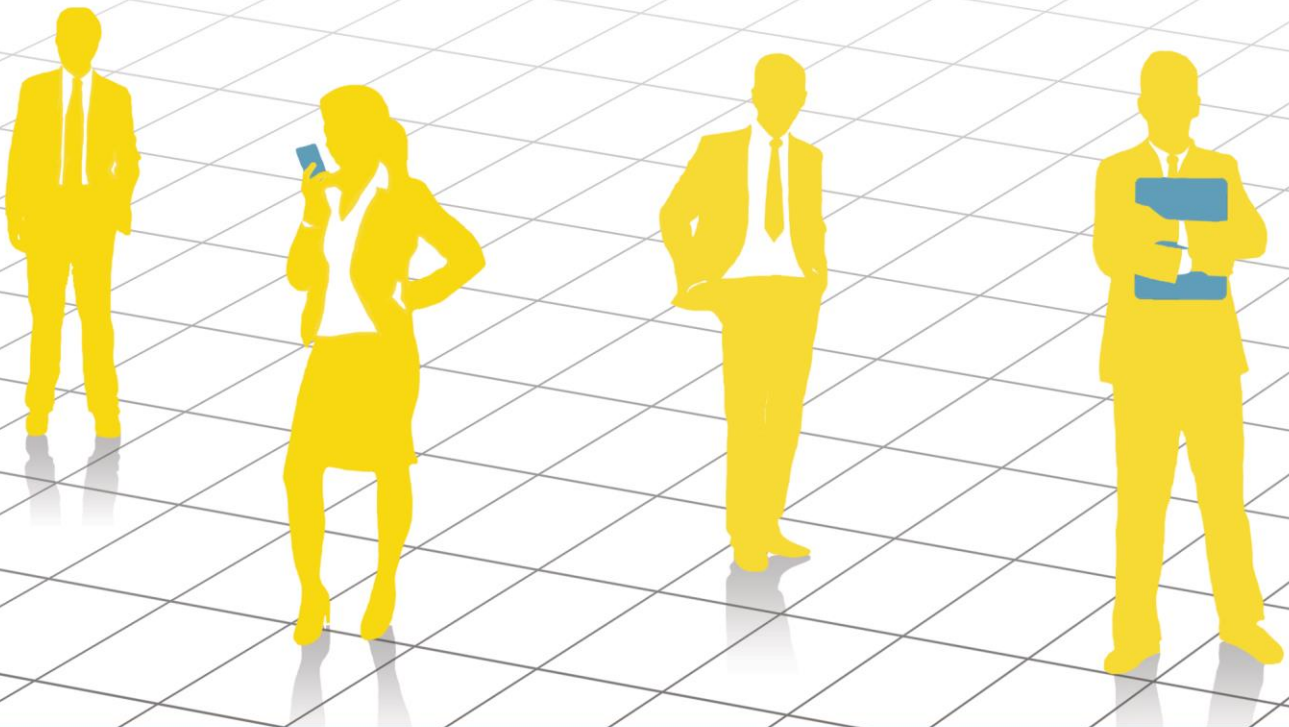# HR Mastery Toolkit

Building a High-Performance Organization

Launch Your Organization to a New Level of Performance Today!
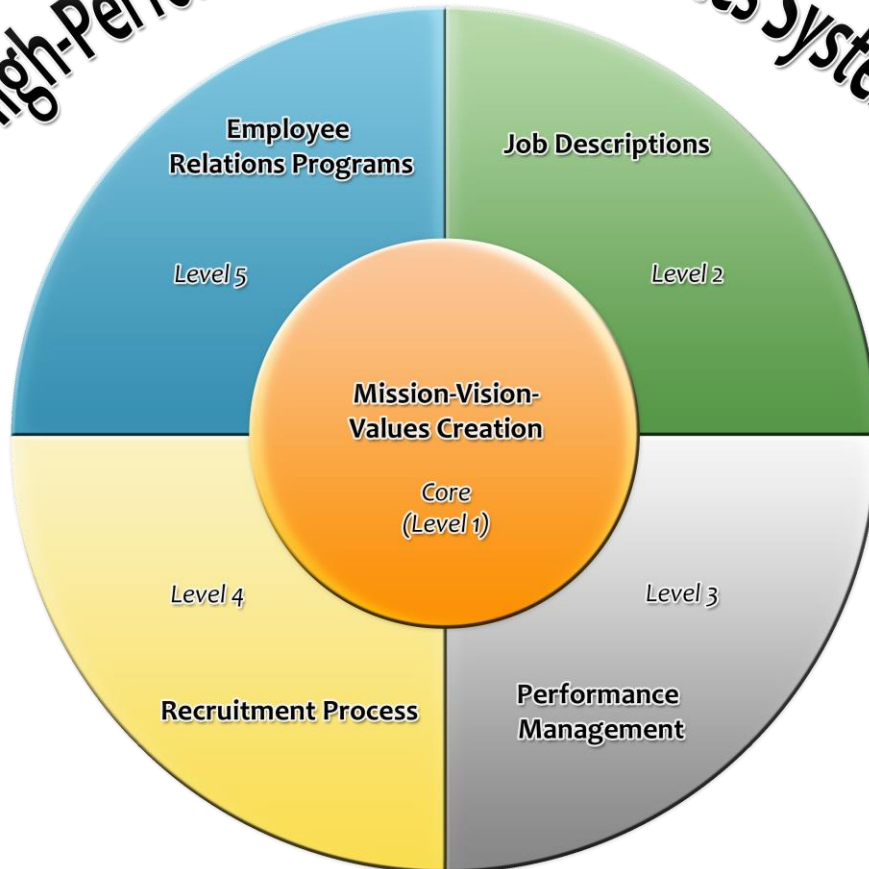
Level 4
Recruitment Process

Your All-in-One Human Resources Solution

Mark A. Griffin

High-Performance Human Resources System

- **Employee Relations Programs** — *Level 5*
- **Job Descriptions** — *Level 2*
- **Mission-Vision-Values Creation** — *Core (Level 1)*
- **Recruitment Process** — *Level 4*
- **Performance Management** — *Level 3*

You are working on:

LEVEL 4

TABLE OF CONTENTS

Introduction

By this stage, you have completed the Levels 1, 2, and 3, starting with the core work of crafting your organization's Mission, Vision and Values and followed by establishing solid job descriptions and implementing your performance management process.

**Now it's time to recruit the right people
to accelerate your organization
toward new levels of high performance**

One of the most challenging aspects of managing organizations is the task of recruitment. It's difficult both for the candidate and the organization. Yet, this step is one of the most important processes affecting overall organizational health. Recruiting the wrong candidate can harm an organization for years to come.

Despite today's very high unemployment levels in almost every city in our nation, recruitment remains a major challenge for a variety of reasons, including:

- Lack of skilled candidates

- Applicants lack trust based on past experiences

- Too many candidates to choose from can create decision paralysis

- High salary expectations (candidates may be accustomed to earning more than what you can offer)

However, organizations that possess an excellent recruitment process and strategy prevail, hiring the candidates best suited to greatly accelerate the overall performance of the organization.

Building a High-Performance Organization centers on incorporating your Mission, Vision, and Values into every possible HR practice.

Level 4 Objectives

By completing this level, you will:

- Learn the methods and details necessary to create a highly effective Recruitment Process to source and identify ideal candidates

- Be wise to the pitfalls and benefits of various types of recruitment processes

- Discover how to eliminate costly recruiter fees and streamline the process to shorten overall recruitment time.

Important Documents

- HR Mastery Toolkit (Level 4)

- Sample Blank Application

- Sample "Employee Requisition Form"

- Sample "Interviewing for Success – Candidate Evaluation Sheet"

Design an Effective Recruitment Process

The most effective recruitment process strategies weave several concepts designed to help recruit the best candidate(s) while helping you manage within the bounds of your Mission, reach your Vision, and operate according to your organization's Values. Effective recruitment process strategies will require you to:

- Gain leadership approval *(critical!)*

- Determine any relocation package and/or benefits

- Create a <u>documented process</u> for recruitment

- Create a job vacancy advertisement

- Solidify venues used to find candidates

- Create an employee referral system

- Obtain a completed application from each candidate

- Create a Candidate Evaluation Sheet for the interview process

- Incorporate your organization's Mission, Vision, and Values

Let's begin the process with the critical first step, gaining leadership approval.

Gain leadership approval

Before you set out on your task to recruit a capable employee, you must enact a process for official *approval to hire*. This is critical and will eliminate the kinds of unnecessary problems that occur when leadership is unaware, or fails to agree with what is being done from the very beginning.

This approval should include an agreed upon job description, the position's appropriate salary range, and an estimated budget for recruitment costs.

Please refer to Sample Employee Requisition Form.doc

Determine any relocation package and/or benefits

Before the position is posted, and anyone is interviewed for the position, leadership should discuss whether the position requires any relocation package and/or what types of benefits should accompany the position. (Not all position(s) may require relocation and/or benefits.)

It is important to decide this prior to the position being posted so that, during the interview process, the hiring manager is ready to answer related questions when the applicant asks.

Create a documented process for recruitment

With a consistent hiring methodology, you will have the following:

- A documented, fair, and consistent hiring process to help with potential legal issues

- A properly trained hiring manager/team confident in the ability to choose the right candidate for the position

- A candidate who experiences a well-organized organization throughout the hiring process

When recruiting, it is important to include these four key items as part of your documented process:

1. Always have a **Job Description** available (see Level 2)

2. Always have **Candidate Evaluation Sheets** for interviewers

3. Always keep notes of what was said during the subsequent candidate selection meeting when each interviewer offers input

4. Always have the candidate fully complete an application

You may be surprised to learn that situations at all levels of some organizations exist where there isn't a single document on record to support hiring (or not hiring) candidates. These organizations are clearly not high-performance organizations.

If you don't have a fully documented recruitment process in place, it could cost you dearly. Organizations need to be pro-active and establish an effective hiring process in order to be able to accurately recreate hiring documents when necessary, such as to protect themselves when their hiring process is challenged.

You must **document each step of the process during recruitment** in the event your hiring practices are challenged. This ensures that there is integrity in the recruitment process. On pages 22–24 is a process model you can use as a guide; however, remember that you must customize it to fit not only your organizational needs but also your particular state and local employment law requirements.

Create a job vacancy advertisement

When you advertise a job opening, it should always reflect the Job Description you have previously created. *(See LEVEL 2, Job Descriptions.)* This Job Description needs to have first been reviewed, updated, and approved by the leadership of the organization.

Leadership must also approve the ad *before* you place it.

Here is an example of a solid online job vacancy advertisement.

Job Summary

Company
American Food Company

Location
Lancaster, PA 17601

Industries
Management Consulting Services

Job Type
Full-time Employee

Years of Experience
2 to 5

Education Level
Bachelor's Degree

Career Level
Manager (Manager/Supervisor of Staff)

Job Position
Finance Manager

About the Job

In an economy yielding very few career opportunities, we are excited to offer a management position within the food industry in southeastern Pennsylvania. We are a family company in business for 75 years, committed to making and packaging food with a high-quality standard within a working environment that values and cares for its customers and employees like kinsfolk.

Finance Manager

Purpose of Position:

The Finance Manager is primarily responsible to oversee accounting functions, as well as provide financial reports, advice, and support to the President and management team to enable them to make sound business decisions.

Essential Duties:

- Responsible for three (3) direct reports

- Supervise staff performing accounting functions of AR, AP, payroll (in-house), pricing, etc.

- Ensure that the payroll is accurate and timely

- Produce accurate, timely financial reports on a monthly basis

- Provide and interpret financial information for the owners, executives, and managers annually, monthly, weekly, and when requested

- Monitor and interpret cash flows and predict future trends

- Oversee changes in cash levels, AR issues, costs, and advise managers as needed to ensure the making of good business decisions

- Formulate strategic and long-term business plans

- Research and report on factors that influence business performance

- Analyze competitors and market trends

- Develop and perform cost-accounting functions to help track and manage costs

- Assist in setting prices for products and services

- Assist in evaluating offers and pricing from contracted vendors, such as insurance, utility, investments, and packaging

- Provide tax planning support and input

- Develop and monitor annual rolling budgets

- Conduct reviews and evaluations for cost-reduction opportunities

- Keep abreast of changes in financial regulations and legislation and advise accordingly

- Provide staff training in accounting functions to ensure accurate and consistent financial records and reports

- Perform other duties as assigned

Required Skills and Education

- Either a four-year Business Management Degree in Accounting; or a four-year degree plus technical training and 5 years of related experience; or 12-plus years of related experience with no degree or technical training

- Complete support of and willing adherence to American Food Company's mission, vision and core values; applicant must hold

these standards as his/her own

Cover letters should include why the candidate feels he/she should be considered for the position and what sets him, or her above other candidates.

Serious and confidential inquiries: [insert organization's email address here]

Solidify venues used to find candidates

Most organizations, whether due to employee turnover within their HR department, or a lack of HR professionals within the organization, do not have a formalized network to which they can announce vacancies. This can hurt performance and slow down the recruiting process.

Organizations should consistently search for talent. The surrounding community needs to be made aware of the organization's hiring patterns and have a general idea of precisely what it is that the organization does. Organizations should spend time marketing themselves as a great place to work.

Being seen as an ideal place to work effectively markets an organization positively to potential customers as well. People prefer to buy products and services from organizations that treat their employees well. Start networking with churches, colleges, LinkedIn groups, alumni associations, nonprofit executives, mission organizations, and even seminaries, to name but a few. Many organizations do not create such a network list. However, proper networking today will pay dividends for years to come.

Recruiting candidates can be a burden if you wait to recruit until you are in need of people.

The best way to recruit is on a continual basis.

Ever hear this expression, "Fail to plan and you plan to fail?" Finding great candidates when you are squeezed by time constraints is a nearly impossible challenge. Don't rely on the applications you have on file—always work to refresh your candidate pool by making the task of recruiting a normal, routine business practice.

Recruiting is like mining.
You are always looking for the diamond buried in the coal!

Mining for candidates is a continual process that starts with a solid foundation of reliable contacts. Always work on building a portfolio of candidates, interviewing even when positions are not immediately open.

Everyone you meet is a possible ally in your quest to fill positions. In High-Performance Organizations, top-notch HR representatives carry business cards with them at all times. When they come across a great candidate, be it at a store, garage, or church, they are prepared to give the candidate a business card. Great organizations have managers that do the same thing.

Recruitment is not just the job of the HR Team—it is the responsibility of management as well.

Here is a list of some places to source great talent to get you started:

- Contact local and state job centers (sometimes known as the Unemployment Office or Career Center), typically one in every large city. Develop a relationship with them. They can send you good candidates.

- Connect and network with other HR representatives affiliated with local HR associations to see who is laying off employees and where. (There are lots of great people in a variety of industries who are currently out of work through no fault of their own.)

- Connect and network at Chamber of Commerce meetings

- Connect and network at your local Rotary Club

- Connect and network in groups for job seekers on LinkedIn

- Connect and network with vo-tech and high school guidance departments

- Connect and network with executive pastors at as many churches you can (They know who is unemployed because they often are asked to assist them.)

- Veterans Administration

- Catholic Charities

- Lutheran Social Services

- Christian Aid Ministries

- Church World Services

- Local Business Centers

- Your local Economic Development Committee

- Goodwill Industries

- Connect and network with local colleges and universities that offer majors in your industry

That's just for starters—the list gets long. Focus on as many as possible and develop a strong, ongoing rapport. This will yield quality results.

Always remember, every candidate can potentially refer other candidates. When someone is excited about your organization—even if they are not selected—they can contribute and help you find the

right people.

Another wise idea is to promote the organization by listing of benefits it offers. A small informational brochure explaining why your organization is a good partner in the community will go a long way.

Create an employee referral system

Believe it or not, most organizations do not possess either a formal, or informal employee referral systems for candidates. When they do have one, it is usually stale and does not get results. What a wasted opportunity!

Employees want to work with other people whom they know will match the organization culture. Employees usually have excellent contacts with potential employees who they know well and who would fit your organizational culture. Reinvent this type of program, or develop it from the ground up if you don't have one. The effort is well spent.

Starting a High-Performance Employee Referral Program
The easiest way to start a great referral system is to bring together a cross-section of employees for half an hour and ask them directly:

> • *Would you refer your friends to work here? If not, why not?*

> • *What do we need to do to make this the kind of environment that you would refer your friends to?*

Make the referral reward very attractive. Because a Monster job board advertisement costs hundreds dollars, and the hassle of screening 10 to 20 candidates to arrive at one good candidate is costly, the reward should be a financial boon; alternatively, offer very desirable perks to incentivize good referrals from your employees.

Obtain a completed application for each candidate

All candidates should fill out an application for employment either online or by walk-in when applying for an existing open position. There are two ways you can have a candidate complete a job application:

- The applicant can attach a resume and cover letter; however, they must also complete the entire application form.

- Have the candidate send their resume and cover letter to the organization's e-mail address at the time the candidate applies for an open position. Once a candidate is selected for an interview, forward them the application form and ask them to complete it in advance and bring it to the interview.

Ensure that, no matter which method you choose, the candidate knows they must complete the entire application and not just attach a resume to document their employment history. Inform the candidate that this is part of the formal hiring process.

If you fail to emphasize the importance of the application form, many candidates may neglect to fill it out completely.

You will need to choose the best way that meets your needs in the organization while being sure it can be done consistently.

It is recommended that you notify each applicant once you have received their application. Here are just a few ways that organizations might choose to notify applicants:

- Use an auto-reply notice when an applicant completes the application online. For example:

  Thank you for applying for our open position at ABC, Inc. We have received your application. We will contact you if we have any questions, or are interested in discussing your application further. We appreciate your interest in ABC, Inc.

- Some organizations will send an automatic e-mail reply to applicant(s) when a cover letter and/or resume is received; for example:

  Thank you for applying for our open position at ABC, Inc. If we have any questions regarding your resume, or are interested in discussing it further, we will contact you. We appreciate your interest in ABC, Inc.

Choose the best auto-response method that meets your needs in the organization and can be performed consistently.

We have included a sample application (*Sample Blank Application.doc*) that you may use as a guide. The sample is not a one-size-fits-all document, however, it covers all the basics. Be sure that the version you use for your organization aligns with your particular state and local employment law requirements.

Several elements should be included in the application. It is recommended that, at minimum, you include the following:

- Personal information

- Resident address(es) for the past three years

- Employment/position desired

- Education

- Employment history

- Skills and competencies

- Foreign language skills

- References

- Statements for signature and acceptance

Create a Candidate Evaluation Sheet for the interview process

Creating a Candidate Evaluation Sheet can help you memorialize who said what during the interviews. It provides a basis for protection if you are ever legally challenged on the reasons why you hired someone over another. The most effective evaluation sheets reflect the reasons the organization is hiring.

The critical areas of the evaluation revolve around those most important to organizational success. Each organization is different, and has different areas of evaluation, but some elements remain in common. Take a look at the sample: Interviewing for Success – Candidate Evaluation Sheet.doc.

Once the interview stage of the recruiting process has been reached, each candidate has already been judged to have met the key qualifications of the position. They have been screened against the ad and the job description, ensuring they have the right education and background. The Candidate Evaluation Sheet helps interviewers go <u>deeper</u> and beyond the basics, to further determine whether the applicant is a good fit with the organization.

The following is a sample of some of the criteria covered by the Interviewing For Success – Candidate Evaluation Sheet. You must then come up with interview questions that help you evaluate each of these criteria:

- **Interpersonal and Communication Skills**
  Are ideas articulated clearly, both written and orally?

- **Customer Service**
  Do they demonstrate the ability to be customer focused (internal and external customers)?

- **Computer and Technology Skills**
  Are skills consistent with those required to perform the duties of the position?

- **Teamwork**
  Do they demonstrate the ability to work well in a team and with superiors, peers, and reporting staff?

- **Adherence to Core Values**
  Upon giving them a copy of your organization's MVV, how does the applicant propose to support the Mission and reach the Vision while working within the Values?

- **Presentation**
  Does the candidate make a good impression? (Promptness, courtesy, neatness of resume/application, appearance, etc.)

- **Problem Solving Demonstrated**
  Has the candidate demonstrated a willingness and ability to help solve problems?

- **Skills (Technical)**
  Has the candidate demonstrated to your satisfaction that he/she possesses the necessary technical skills to perform the job successfully?

Incorporate your Mission, Vision, and Values into the process

When candidates see what your Mission, Vision, and Value Statements are, they are intrigued, especially when the interviewer, or presenter reflects them in a way that is exciting and inspiring.

Candidates love to see representatives of organizations who focus on their organization's Mission with passion and energy.

Show candidates your enthusiasm! Most candidates want to work for an organization that has direction and vitality; yet, many organizations have lost their verve. Candidates are frustrated by the lack of leadership from government and corporate America to their local schools. The last thing they want to do is join an organization that is weak, or meandering. Show them your zest and commitment through

your MVV!

Each candidate should know what your Values are, where your Values came from, and why these Values are important. You are part of an organization with values and principles—share the specifics of your MVV statements.

Often, the reaction from candidates when they hear the MVV is, "Wow, finally a place that might treat me with dignity and respect!"

People yearn to work for a High-Performance Organization. However, this does not come automatically, merely in the course of doing business as usual. Rather, it takes some thought and care, but, by dong so, you can transform, accelerate, and manifest as a very attractive organization to the best candidates.

Sample Recruitment/Hiring Process

Steps to Create a Candidate Pool

- Job ad is created based on Job Description and then approved by leadership

- Job vacancy is posted internally to allow current employees to apply first and/or refer friends and family

- Ad is run in pre-determined places (newspapers, job boards, career centers, etc.)

- Candidates are reviewed using the requirements outlined in the Job Description.

- Three to four candidates are selected and interviews scheduled

- The candidates that are not selected for an interview receive a response thanking them for their interest, indicating they are not being considered at this time, and welcoming them to apply for future positions

The Interview Process

- Interview questions and selection criteria are made based upon Job Description requirements and using Candidate Evaluation Form

- Hiring Manager creates a Team of cross functional employees to interview the candidates

- All candidates fill out an application in full

- If a background screening company is being used, each candidate signs a document consenting to a background check

- Candidate Evaluation Form is completed on each candidate by each interviewer

Candidate Selection Process

- Hiring Manager/Hiring Team meets to discuss candidates (typically led by HR)

- Contact candidate to discuss their current interest

- The best candidate is selected based on the interview results, selection testing, and hiring manager's/team's decision

- Verbal offer is given to candidate. If accepted, a formal Offer Letter is created

- Offer Letter is sent, signed by candidate, and returned

Hiring Process

- Application and background check consent form is sent to a background screening company, if applicable

- The candidate is sent for a pre-employment medical physical, drug and alcohol test, etc., if applicable

  o HR notifies the candidate of any failures in the background, drug and alcohol testing, etc. and returns to initial pool of interviewed candidates

- When the candidate has passed all screening tests, they begin employment.

- Non-selection letters are sent to other candidates

- Myers-Briggs Temperament Indicator is conducted by HR, if applicable, to help with onboarding and assimilation if applicable

A High-Performance Recruitment Process builds on all the material and concepts we've worked through so far.

Level 4 is a crucial ingredient in this process to ensure high performance and should not be underestimated.

Finding superior talent and creating a working environment where good workers want to stay and grow as the organization flourishes is one of the most important organizational components for success. Make sure your solid, MVV-based Recruitment Process is the <u>established</u> way you acquire employees, each and every single time. A high-quality process translates to better overall performance and a decrease in hiring and training expenses.

Finding the right fit for the job may seem elementary, but it is too often overlooked as a crucial part of running an organization well. The efficiency and consistency you have in the recruitment process will reap great rewards and make your organization a better place to work and more attractive to customers, too.

As you work to find good talent, make sure that your Job Descriptions are current, up to date, and constructed on the foundation of your MVV. Identify any gaps in your organization and, moving forward, implement this Recruitment Process with excellence.

Let's Review

What did we learn in Level 4 – Recruitment Process?

- We discussed the methods and details necessary to create a Recruitment Process for a High-Performing Organization

- We examined the many compelling reasons to have a strong recruitment process:

  - Lack of skilled candidates

  - Applicants lacking trust because of previous experiences

  - Too many candidates in the pool creates decision paralysis

- We reviewed the necessary information, with examples, needed to expertly create vacancy advertisements

- We explored the importance of spending sufficient time to create a strong recruitment process

- We detailed how the recruitment process must be built on your organization's Mission, Vision, and Values

- We covered the pitfalls and benefits of various recruitment processes, and discussed how to create a coherent, and straightforward process to find the right candidates

- Where and how to find the best candidates

- How to eliminate costly recruiter fees and streamline the process to shorten overall recruitment process time

Now, Take Your Action Steps:

It's time to get started!

- Once you **absorb** the concepts presented, start a dialogue with your owners, or upper level management

- Convey and **define** the key concepts of your recruitment strategy to ensure mutual understanding

- Together, begin to **specify** what recruitment considerations are important and unique to your particular organization

- Discuss agreeable outcomes to the process; agree on how the program will pay for itself by eliminating costly recruiters and reducing turnover

- Create a draft recruitment process and share with your owners or upper level management; ask for their input.

- **Enlist** the help and input of line supervision after an initial draft outline of the recruitment process is formed

- Work with management, supervision, and employees to **build a final consensus**; hone a final draft and gain approval from your owners, or upper level management

- Ensure all your ancillary documentation is **updated** and organization specific: application for employment, interview evaluation sheets, etc.

- **Update** the PowerPoint document included in this section and train your interviewers for success

- Implement your program! **Refine** as necessary. Stick to your process; it is imperative from a measurement of effectiveness perspective—if you are not consistent in applying the process, you will be unable to determine its strengths and weaknesses

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                Congratulations!


          You are on your way to becoming
          a High-Performance Organization
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What's Next?

Level 5, the final Level in this program, involves learning and implementing the Employee Relations processes described previously. Using all five levels well ensures a big boost toward becoming a High-Performance Organization.

In Level 5 – Employee Relations, you will discover ways to develop and cultivate Employee Relations processes. But, most importantly, you will learn how to create the processes *with employee input* from the ground up.

We will teach you how to develop Employee Relations processes that put employees first and allow *employees* to take responsibility for managing the process. Having a great Employee Relations process helps secure a High-Performance culture at your organization. A High-Performance and healthy organizational culture comes through an Employee Relations process that embraces employee input and involvement.

Let's continue.