

Recruitment:

A digital guide





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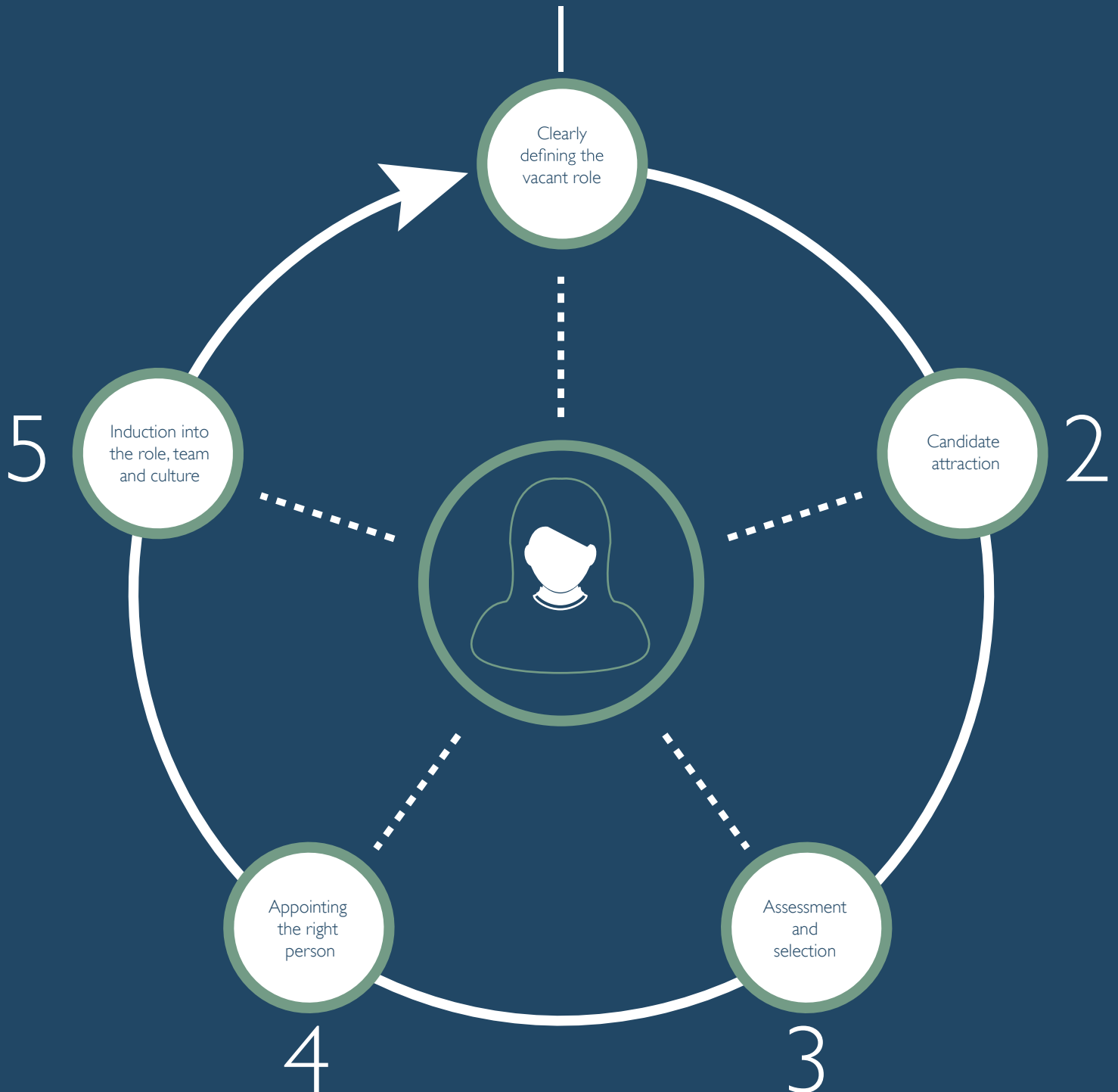
8 best practice points
for recruitment



What is recruitment and why is it important?

The Recruitment Process:

At Thomas International we categorise the recruitment process into the following stages:





Clearly defining the vacant role

At Thomas...

- Recruitment begins with a request from the hiring manager for approval to recruit for the role – this ensures the role is in line with the organisation's strategic direction.
- We then look at the specific requirements of the job as well as the ideal candidate in terms of attributes, qualifications and experience, which is then measured during the recruitment process. The job description focuses on the responsibilities of the role and demonstrates how the role aligns with the company's strategy, and the person specification defines what attributes, skills, qualifications and experience are required in order to fill the role. This will ensure recruitment decisions are objective.
- Part of this process involves defining key competencies, which can be measured during the recruitment process.
- Following this, Thomas' applicant tracking system (ATS), eRecruit, is brought into the process. Using the job profiling tool, we are able to define the behavioural characteristics which are desirable for the role.
- A current team audit allows us to identify which behavioural characteristics are most desirable. Once the role is live, this information will provide us with a star matching tool, which, based on the results of the candidate's behavioural assessment (PPA), shows us from a behavioural perspective whether they are a 1,2,3,4 or 5-star match.



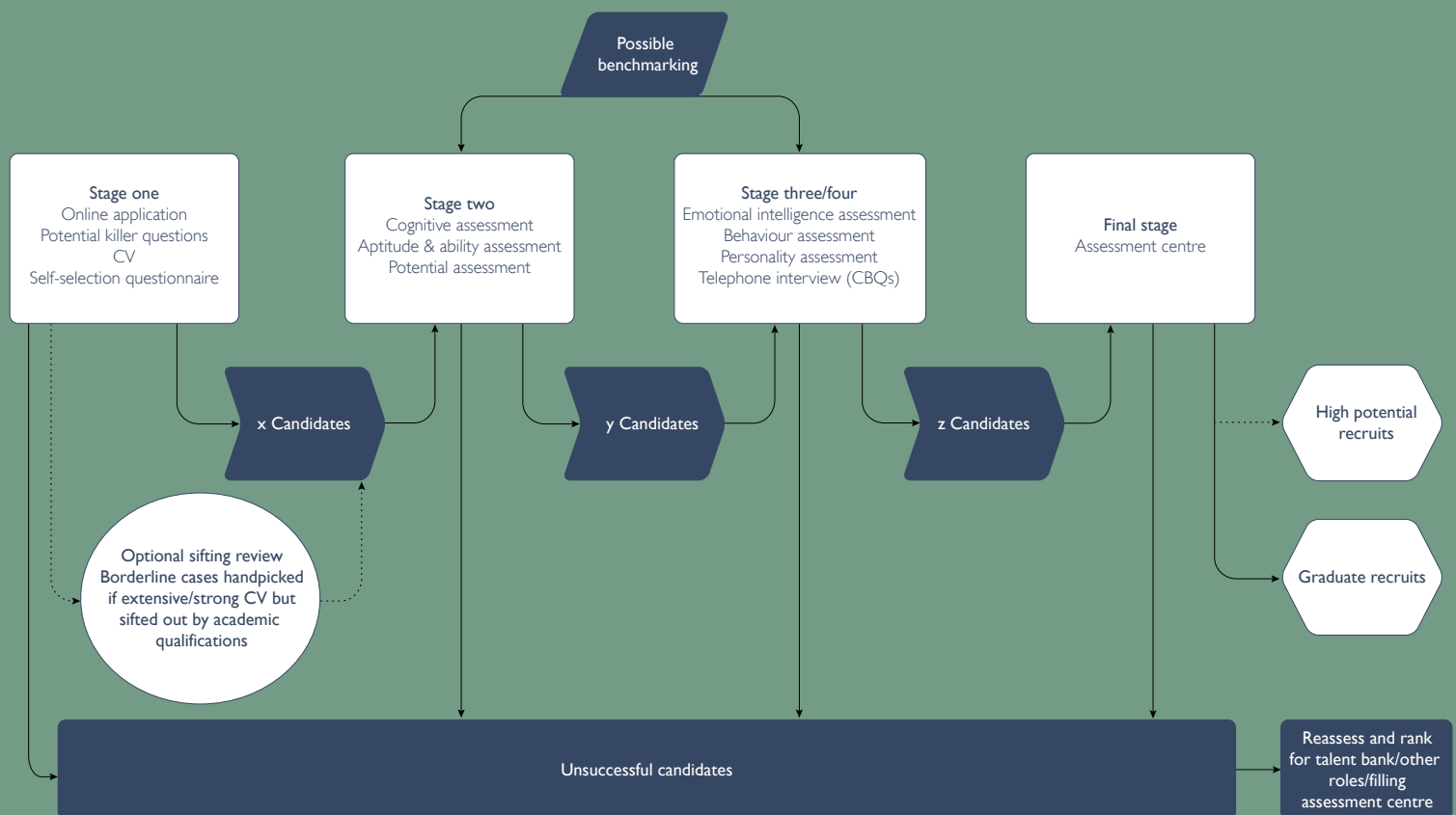
Assessment and selection

The application and selection process should have clear and previously defined rounds, through which candidates are sifted. These should be defined at the beginning of the process and will be based on the competencies and role requirements that need to be observed in the individual.

Several rounds are necessary for many reasons including, but not limited to:

- Different individuals may provide different insights – the rounds may include different levels of management and seniority, allowing you to collect confirmatory information from several parties and thereby reducing the possibility of subjective or biased opinions.
- Candidates get several opportunities to showcase their skills and strengths and how they meet the requirements of the role – having more than one opportunity to excel means that individual differences are accounted for.
- Best practice states that you should observe competencies/qualities more than once in order to confirm that it is a reliable characteristic and ability.

An example assessment and selection process may follow something similar to the diagram below:



Whatever your recruitment workflow looks like, make sure that each phase is job relevant, that you review it regularly and that each candidate can be compared on a level playing field for each phase, regardless of their background.



At Thomas...

The use of assessments forms a fundamental part of the recruitment process. When candidates apply for a vacancy through eRecruit, they are automatically prompted to complete a behavioural assessment (PPA) and aptitude and ability assessment (GIA). The results of these assessments are taken into consideration along with a candidate's experience and education. It is important to note that recruitment decisions are not based on assessment results alone; they are always considered in conjunction with a candidate's CV.

The PPA gives us an insight into a candidate's behaviours, which is compared to the ideal profile for the role. It also allows us to see if their behavioural fit is aligned to the team in which they would work.

The GIA looks at a candidate's mental processing and demonstrates to us the candidate's learning speed and how quickly they may respond in certain situations, which is particularly important in client facing roles such as sales. Although there is no good or bad GIA, certain roles may be more suited to a higher GIA, or higher in some areas of the GIA. Conversely, certain roles may be more suited to a lower GIA.

TEIQue is another important tool used during the recruitment process and is typically sent to a candidate between first and final interview. TEIQue gives an insight into a candidate's emotional intelligence, including dealing with relationships and managing emotions as well as looking at areas such as self-motivation and assertiveness.

The final tool which may be used in recruitment is HPTI which looks at leadership potential and again, this is normally sent prior to final interviews. This is particularly important when recruiting graduates and those in leadership positions.

All candidates are offered the option to receive feedback on their assessments, should they wish to. This is normally over the telephone.





Appointing the right person

Once you have identified that you have found the right person, making an offer as soon as possible is vital

31% of recruiters believe that headcount challenges are related to protracted hiring processes (MRI Network, 2016), and 47% of declined offers were due to candidates receiving alternative job offers.

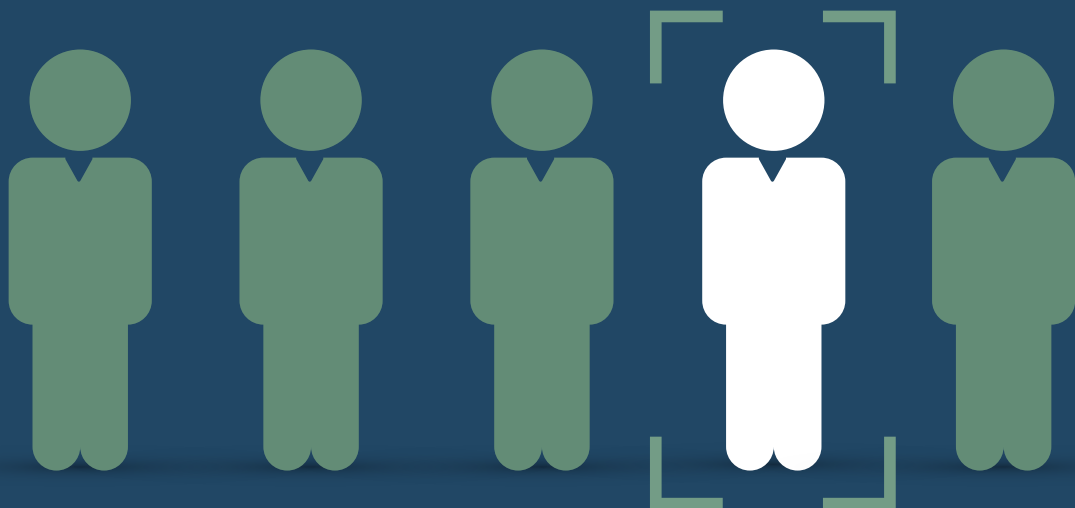
The job offer is another opportunity to set expectations and showcase the company that the candidate is being invited to join. Providing as much information as possible, and prioritising enquiries will help to ensure the time spent attracting and sifting for the right candidate isn't lost.

And if you haven't found the right person? Don't settle!

Induction to the role, as well as the people, team and culture

During the assessment and selection process you have amassed a wealth of data and information on the individual. Why not use this to support the new starter in feeling more comfortable as they join your business and helping them to find their feet quickly?

Pair them up with knowledge area experts to learn, get them to spend time across the parts of the business that their work will support or rely upon, and most importantly help them to get to know their closest co-workers and immediate team. You may like to plan a team session or meeting to support this.





8 best practice points for recruitment:

1

Regularly review your process

2

Ensure you have multiple opportunities to observe a candidate's potential

3

Awareness of bias – candidates should have the same opportunities

4

Consider diversity when recruiting

5

Assessment feedback – it should be offered to all candidates who have completed assessments

6

Involve key stakeholders in the hiring process

7

Ensure you have at least two candidates for a vacancy to allow for a comparison

8

Be quick – don't lose out on talent! It will also give a positive impression if you are efficient during the recruitment process.

