



HR TIP SHEET

Recruiting

A great company takes great people.

Retention of an organization's greatest asset—its people—begins with effective strategies for the recruitment and selection of talent.

Recruitment is the process of attracting people to the organization and encouraging qualified individuals to apply. An effective recruitment process ensures that the organization has the right people, in the right place, at the right time.

Benefits of good recruiting:

The time and effort invested in planning the recruitment process can:

- Reduce labour turnover by hiring candidates that are properly matched to the job and the organization. Employees often leave an organization because the job does not meet their expectations. A solid recruiting process will provide candidates with a realistic job preview that allows the opportunity to ensure their values, expectations, and motivations are aligned with those of the organization.
- Increase the quality and diversity of the candidate pool by advertising clear, concise and appealing job postings through sources that target ideal candidates.
- Enhance competitive advantage by hiring and retaining top talent.

In turn, inadequate recruitment can result in retention issues, the inability to attract top talent, and a decrease in overall profitability. The decrease in profitability is a direct result of the high costs associated with hiring an unqualified or poor "fit" candidate. Associated costs include expenses related to training, orientation, poor performance, termination / resignation, and expenses a company will incur in rehiring and retraining another employee to fill the vacancy.

The specific actions of Recruiting are outlined below:

Recruiting Steps

Actions

Step 1

Identify the Vacancy

- Determine the need for a new or replacement position
- Review the organization's recruitment and selection policy
- Confirm that funding exists to recruit for and staff the vacancy
- Obtain the necessary approvals to staff the position
- Decide on the type of employment required
 - Full-time, part-time, permanent, temporary, contract

Although the focus of this HR Tip Sheet is on Recruiting, a complete recruitment process takes approximately four to six weeks. As the goal of the recruitment process is to hire the best candidate, the following approach increases the probability of making a good hiring decision.

The steps are:

- HR Planning (Analysis of labour requirements)
- Writing Job Descriptions
- Recruiting
- Applicant Screening
- Selection (Interviewing)
- Hiring & Marketing your Organization

To ensure your company will attract diverse talent, recruitment practices should be inclusive.

The following are common principles that organizations committed to diversity employ:

- Adjust the education criteria on the job description / posting to reflect general competency requirements not specific Canadian work experience
- Utilize gender neutral language during discussions with candidates
- Discuss your organization's cultural values prior to making a job offer to ensure there is alignment

Recruiting Steps

Actions

Step 2

Prepare the Job Description

- Develop and prioritize the key requirements needed from the position
- Create a job description if hiring for a new position or update the current job description for an existing position
- Identify constraints that will have an impact on the recruiting process
 - Need to fill the position immediately
 - Applicant requires specialized skills
 - Appropriate candidates are in high demand and low supply
 - Looking for a qualified member of an Employment Equity designated group

Step 3

Create the Job Posting

- Develop a job posting based on the job description and identified constraints
- Job posting should contain the following information:
 - Brief overview of the company, its culture, and what it has to offer employees – answers the key question “why would I want to work here?”
 - Title of the vacant position
 - Summary of the main duties and responsibilities
 - Necessary qualifications, skills, or experience
 - Behavioural and technical competencies required
 - Benefits associated with the position and the organization
 - Instructions on how to apply
 - The deadline for the application
 - Company contact information

Step 4

Advertise the Available Job.

- When determining where to advertise the job posting it is best to select several recruiting sources to target a broad range of potential candidates
 - 1) Internal recruitment can be cost effective and can lead to increased employee morale; however it restricts the inflow of new ideas and a fresh perspective.
 - a. Internal sources include: skills inventory, nominations, employee referrals, in-house temporary pools, replacement and succession plans, and intranet recruitment ads
 - 2) External recruitment allows you to draw from a larger labour market, hire employees with new knowledge, skills, and abilities, and recruit for diversity. However this can be a time consuming and expensive process that can lead to negative reactions by internal staff wishing for new opportunities.
 - a. External sources include: former employees, unsolicited applicants, online recruitment ads, educational institutions, employment agencies, professional associations, print media, specialized magazines, job fairs, social media and employment sites.

Additional HR tip sheets are available for the remaining steps of the complete recruitment process:

HR Tip Sheet: HR Planning

HR Tip Sheet: Writing Job Descriptions

HR Tip Sheet: Applicant Screening

HR Tip Sheet: Interviewing

HR Tip Sheet: Interview Questions

HR Tip Sheet: Hiring

HR Tip Sheet: Marketing your Organization

For more tools and tips on how to recruit your ICT human resources, go to the Information and Communications Technology Council website www.ictc-ctic.ca and inquire about their HR tools to help you manage your ICT human resources more effectively. Look for the *ICT Competency Profiles framework* to inform you of the competencies needed for 36 ICT work streams or ask about their latest version of the *Human Resources Management Guide*.