



INSIGHT PAPER

THE ULTIMATE GUIDE TO RECRUITMENT



PREPARED BY RMG

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BY GILES HAMPSON

High performing talent that remains loyal to a company, is the lifeblood of any organisation. By extension, the process an organisation employs to attract, secure, and retain talent is often the dividing line to those companies who survive, thrive, or fail.

A strong recruitment process is the gateway to attracting, selecting, and onboarding top talent that can drive success and innovation within your company.

Yet, many organisations struggle to create a recruitment process that consistently delivers exceptional results.

In this comprehensive guide, we take a deep dive into the intricacies of running the optimum recruitment process. From crafting compelling job descriptions to conducting rigorous interviews and nurturing a diverse and inclusive workforce, we will explore every facet of the recruitment journey to discover the key elements that drive success.



GILES HAMPSON
MANAGING DIRECTOR

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**A STRONG RECRUITMENT PROCESS IS THE GATEWAY
TO ATTRACTING, SELECTING, AND ONBOARDING TOP
TALENT**

EVERYTHING YOU NEED TO KNOW

Define Your Hiring Needs

Before you even begin recruiting, it's essential to have a clear understanding of your organisation's hiring needs. This involves collaborating with various stakeholders, such as department heads and HR professionals, or if you are a smaller organisation without such support, you may want to consider engaging third party providers.

Many organisations like RMG will provide a no obligation and complimentary scoping meeting providing feedback on the market, helping to identify specific skills, experience, and qualifications required for the position.

You should define your hiring needs as follows:

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**WHAT HIRES
COULD I MAKE**
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**WHAT HIRES
SHOULD I
MAKE**
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**WHAT HIRES
MUST I MAKE**
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You must be strict with yourself not just for plain budgetary reasons, but also in that there are plenty of organisations who grow too quickly, they over-hire and consequently experience some negative outcomes.

An article from 2023 Investors Chronicle shows that despite the instinct to “get on the front foot” and hire people to meet demand, the only thing you can guarantee in the early days of hiring new people, is the cost of paying them!

Once you have decided which hires meet the Must criteria, you should move on to describe and create compelling job descriptions that not only realistically reflect the role required, but also sells your organisation and the benefits and opportunities of working there.

Take time to review the draft and seek the input of others who can help you to review the document objectively.

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“JOB DESCRIPTIONS SHOULD CONVEY WHY SOMEONE WOULD WANT TO WORK IN YOUR ORGANISATION.”

EVERYTHING YOU NEED TO KNOW

Craft engaging job descriptions

A well-crafted job description is the first step in attracting top talent. To create an engaging job description, follow these guidelines:

- a. Start with a job title that accurately reflects the role.
- b. Clearly outline the responsibilities and expectations of the position.
- c. Highlight the benefits of working for your organisation.
- d. Specify the qualifications and skills required.
- e. Avoid biased language and focus on inclusivity.

Be clear on your route to market (candidates)

The bulk of this educational piece is to run an effective process internally once you have CV's on your desk, but it would be remiss not to include a section around how best to originate candidates and give yourself the best chance of quality CV's making their way to you.

The best hire you can make, is someone who you can source through your own efforts, or through an employee or peer referral whom you can trust. You not only save budget in recruiting the person (no agency spend, no advertising spend) but you are attracting someone who already, to a small degree, is invested in your business and your success.

If this is not possible, you must take a considered view on the most likely route to attract the individual required. This could form a whole other article around what to do, who to use and the specifics involved, but for the purpose of this piece, the simple advice is -

ADVERTISE THE ROLE

Are there more people out there who could be appropriate for this job, than there are jobs like this available? If this is the case, this is referred to as a candidate rich market, Advertising might be the way forward - Advertising is a £40billion industry in the UK, so there are no shortages of platforms.

ENGAGE A RECRUITER

If there are more roles of the nature you require available versus candidates in the market to meet the requirements, you may be better served engaging a recruiter to go and find candidates for you - This is known as a candidate short market. Recruitment is a £140billion industry in the UK, so there are no shortage of providers.

EVERYTHING YOU NEED TO KNOW

Implement an Applicant Tracking System (ATS)

An ATS is a valuable tool for many employers, as it streamlines the recruitment process and helps in organising and managing candidate data efficiently, ensuring that no qualified candidate slips through the cracks. By automating repetitive and administrative work, such as CV screening and applicant communication, an ATS can decrease the time to hire as well as improve candidate experience, ensuring that all candidates that do not meet your criteria receive quality and timely feedback.



NINA RICHARDS
SENIOR INTERNATIONAL CONSULTANT



When thinking about implementing an ATS for the first time, make sure to research the various options to find out which suits your businesses needs best.



Be prepared to experience some "bumps in the road" whilst the integration and training on the new system take place, however, once those are cleared an ATS will certainly improve your recruitment processes.



The Best Applicant Tracking Systems of 2023

- Freshteam by Freshworks: Best overall
- JazzHR: Best for startups
- BreezyHR: Best free applicant tracking system
- Rippling: Best ATS plus payroll
- Greenhouse: Best for mid-sized businesses
- Zoho Recruit: Best for its free trial
- BambooHR: Best for large employers
- Workable: Best for computer software companies
- Bullhorn: Best for recruitment agencies
- Recruit CRM: Best ATS plus CRM
- Recruitee: Best jobs widget

EVERYTHING YOU NEED TO KNOW

Review Resumes Objectively

When reviewing resumes, it is crucial to set objective criteria to assess candidates fairly, to be able to check yourself against your own unconscious biases based on any personal information (such as names, age or family status). Before reviewing any CVs, dissect the job description and write down precisely what experience, skills and qualifications you are looking for and which ones are "must haves" and make sure you select candidates based only on the standardised screening criteria you have set for the role. An ATS can also help you set screening criteria and filter based on this.

Another way for organisations to eliminate biases is a process known as "blind CV reviewing." Ask candidates to withhold certain personal details from their resumes to ensure they are selected only based on relevant criteria – all of this will support your organisation in building and promoting a diverse and inclusive workforce.



Conduct Structured Interviews

Structured interviews are a key component of the recruitment process and keep the process fair for each candidate. Without structure, too much of the decision-making process can become subjective and each candidate can have a different experience. Develop a list of behavioural and situational questions that assess the candidate's skills, competencies, and cultural fit. Often, when feeding information and interview feedback to us, candidates become unsure about a company's culture and professionalism if it seems the interview lacked structure and was 'off the cuff'.



EVERYTHING YOU NEED TO KNOW

Assess Cultural Fit

In our experience, this is the most difficult thing to assess in potential candidates, but is often the most important. Cultural fit is just as important as skills and qualifications. Assess whether candidates align with your organisation's values, mission, and vision. Ensuring you are introducing potential candidates to multiple colleagues within your business is key to give you well rounded feedback and is something RMG rely on heavily when recruiting for our team.

Test Candidates' Skills

Depending on the role, consider incorporating skills assessments or tests into your recruitment process. These tests can provide valuable insights into a candidate's abilities and potential to excel in the role. We would caveat this by saying that you should always tell candidates in advance if this is part of the process. Also think about the time you allow for this, i.e. if the task is part of the job remit but would normally take hours or days to complete then it is unfair to ask a candidate to perform the task in half an hour potentially under interview pressure.



**OLIVER DUKE -
PRINCIPAL CONSULTANT**



Check References Thoroughly

Reference checks are an often-overlooked step in the recruitment process. Take the time to contact previous employers or colleagues to gain a deeper understanding of the candidate's work ethic, performance, and interpersonal skills.

While some employers revert to a basic reference of 'I confirm X worked as Y between these dates' there are still those out there that will provide detailed references. In some cases, I have been presented with references before even asking for them, this is usually a sign of a candidate who knows they will be spoken about in a positive way.

EVERYTHING YOU NEED TO KNOW

Promote Diversity and Inclusion

Diversity and inclusion should be at the forefront of your recruitment process, from a legal point of view but also to ensure you have the widest selection of potential candidates to attract the skills you need. Develop strategies to attract candidates from diverse backgrounds and create an inclusive, fair interview environment. Encourage diverse interviewing panels or build in various interview stages so the candidates meet different people in your team, to minimize unconscious bias and ensure the candidate will thrive in your culture.

Provide a Positive Candidate Experience

A positive candidate experience can leave a lasting impression, even on candidates who are not selected, remember the 'market' is quite incestuous and bad news can travel faster than good on occasions, so maintain your market reputation as a company. Always ensure timely communication to keep candidates aware of what is happening in your process out of courtesy and after interview offer constructive feedback. Keep close to a candidate after offer stage and provide a seamless onboarding process for new hires.

Streamline Decision-Making

Establish a clear decision-making process that involves key stakeholders. Define roles and responsibilities within the hiring team and set realistic timelines for making a final decision.

Extend Offers and Negotiate Effectively

When extending offers, be prepared to negotiate salary within reason, or negotiate on the overall salary and benefits package. Ensure that your offer is competitive within the industry and aligns with the candidate's expectations. Be aware of a candidate's expectations from the outset of the process and manage those, so there are no 'surprises' at the offer stage.



**ANITA CALDWELL -
PRINCIPAL CONSULTANT**

EVERYTHING YOU NEED TO KNOW

Onboarding and Integration

The recruitment process doesn't end with an accepted offer. An effective onboarding process is crucial to help new hires assimilate into the organisation smoothly. Create a clear plan that includes training, team introductions, and a clear understanding of job roles and responsibilities. Communication throughout the notice period is key, in our experience managing onboarding processes and from speaking to candidates in the market, a poor onboarding process (which starts when you present the offer!) can lead to cold feet.



**CHRIS LEWIS -
BUSINESS MANAGER**

Most businesses have been in a position where a candidate has accepted the role, only to not start one month later. Would a comprehensive and communicative onboarding process have led to a different outcome? In our experience a relaxed 'welcome lunch' on day one, or even before isn't a terrible idea to catch up in a relaxed, less formal setting.

Continuous Improvement

Finally, the right recruitment process is a dynamic and ever changing one, but one that retains a core structure that is non-negotiable. You must continuously evaluate and refine your recruitment strategy based on feedback, performance metrics and industry best practices. There is no room for subjectivity here, you must take feedback wherever possible, from employees, from recruiters who may be working with you (as they'll be able to gain feedback from candidates who have been unsuccessful with you too) and you must also be prepared to change approach to secure the right person each time. Embrace change and adapt to evolving workforce trends.

EVERYTHING YOU NEED TO KNOW

Conclusion

The optimal recruitment process is a well-orchestrated symphony of planning, execution, and evaluation. It requires a strategic approach, a commitment to diversity and inclusion, as well as a pledge to providing an exceptional candidate experience.

By following the steps above, we believe you can create a recruitment process that consistently identifies and attracts top talent, driving your organisation toward success in an ever-evolving job market.

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IF YOU NEED ADVICE ON ANY
ASPECT OF RECRUITMENT -
PLEASE GET IN TOUCH WITH OUR
TEAM TODAY

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PREPARED

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