Recruiting for success

> It's not faith in technology. It's faith in people.
>
> STEVE JOBS

Recruitment – the process of identifying, interviewing, selecting, and hiring potential employees. It sounds so straight forward but it won't take long to speak to a HR Director or a CTO to hear of the horror stories of a bad hire or the effect on projects from an elongated recruitment process.

Current state of recruitment

Since 2020 the recruitment marketplace have never pivoted so much. In previous years you can see waves of recruitment, patterns of roles and trends in the demand for skills. Since lockdown the market has gone from boom to not quite bust.

Following mid-2020, 2021 and 2022 when the demand for skills grew at an increasing pace and hiring levels were at a volume the like of which haven't been experienced in the last few decades.

2023 has surprised us again, with rising rates of inflation, sky high energy bills and the significant slow-down of the economy, the atmosphere is much more cautious. The number of roles available has dropped significantly and clients need to be 100% sure of every hire.

Best Practices in Recruitment

A key leadership hire into your business needs a careful and thought-out approach.

- **Recruitment Profile definition**

Key leadership hires are usually focused on a change program or a new strategic business focus. Typically, a tech advisory firm can support this business change program but is also key to understanding the cultural aspects of how the business operates and the day to day challenges the business is focusing on. These elements will all have a huge impact on the context of the role.

· **The value of Sourcing Partners**

Using a trusted and experienced recruitment partner will also help to understand the agenda behind the key hire and tease out and acknowledge the behaviours a client is looking for within the hire.

Clarifying and socialising the shape of the individual you are looking for is the first major step in the recruitment process. Then being able to distill the shape and ideas into a formal job profile is the next step. A clear and in context job profile can go a long way to attracting candidates that subscribe to your business. You cannot underestimate the importance of this stage and after 30 years of recruitment expertise in senior hires we often find the job profile shared with us isn't a true reflection of the context of the role or the behaviours they are seeking a candidate to demonstrate.

A recruitment or tech advisory partner can add huge impact in this process and ultimately save hours of recruitment administration and interviewing, not to mention negative brand impact.

The role profile will form the basis for job adverts, engaging trusted recruitment partners and attracting a shortlist of candidates to begin to start the recruitment process.

· **Micro recruitment climate conditions**

A recruitment partner will and should update you on the micro conditions the market is facing in terms of availability in the market, salary levels, skill demands in the locality you are looking to recruit.

In any job market, a timely and well organised recruitment process will significantly aid the successful on-boarding of any candidate. Being clear about the interview process, pre-arranging times in the diary with the key stakeholders involved in the interview. Where possible align candidates on the same day or same few days in order to aid your selection process.

· **The candidate experience is key**

A great candidate experience, consistency of communication and ideas about the role all engage, enhance, and attract the best candidates possible. These steps, whilst simple, are completely underestimated and companies that focus on the candidate experience benefit from high success rates of on-boarding and an engaged prospective candidate market for the future. If the culture and objectives are shared openly with candidates, you should find that your key hire will also be one that assimilates into the business seamlessly.