

# The Candidate is King...or Queen

Benchmarking your Recruitment Capability



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Do you struggle to attract and retain top talent?

**Over 30%** of top talent never makes it to interview stage  
because of the recruitment process

Is the candidate at the centre of your recruitment process  
or just a defined output?



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# Objectives

- Determine how focussed your recruitment process is on attracting the best talent?
- Self-Assess your current capability
  - 10 ways to attract (or deter!) top talent
  - Maximise talent retention
  - Eliminating 'bad' hires
  - Replicate the A-Team
- Agree next steps



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# Self-Assessment Process



Establish where your recruitment capability is **now**  
i.e. status quo



Agree where you **aspire** to develop your recruitment capability to  
i.e. how good could we be?



Identify **priorities** based on the 'gaps'  
i.e. what do we fix first?



Identify how to close the 'gaps'  
i.e. how do we fix it?

← Designed to allow self-diagnosis and self-prescription – continuous cycle →



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# Recruitment Process Benchmarking - Self-Assessment Form

Name:		Job Title:		Company:				
Capability	Question	Current Rating		Aspiration		Gap		Rank
		Individual View	Consensus View	Individual View	Consensus View	Individual View	Consensus View	
<b>Candidate Experience</b>	How focussed is your recruitment process on managing candidate experience?	Your score	Consensus	Your score	Consensus	Your score	Consensus	
<b>Accurate Job Descriptions</b>	Do your job descriptions provide a true representation of the roles within your team? Are they regularly reviewed?	Your score	Consensus	Your score	Consensus	Your score	Consensus	
<b>Interview Structure</b>	Are candidate interviews structured? Is the interview process clearly communicated?	Your score	Consensus	Your score	Consensus	Your score	Consensus	
<b>Assessment Centres</b>	Are candidates formally assessed as part of the recruitment process?	Your score	Consensus	Your score	Consensus	Your score	Consensus	
<b>Managed Recruitment Process</b>	Does your recruitment process have clear management and end-to-end ownership?	Your score	Consensus	Your score	Consensus	Your score	Consensus	
<b>Salary Benchmarking</b>	How do you determine the salary / package for new recruits?	Your score	Consensus	Your score	Consensus	Your score	Consensus	
<b>Offer Management</b>	How well does your organisation 'close' a candidate?	Your score	Consensus	Your score	Consensus	Your score	Consensus	
<b>Reference Checking</b>	How comprehensive is your reference checking process?	Your score	Consensus	Your score	Consensus	Your score	Consensus	
<b>New Starter Process</b>	How well does your organisation induct a new starter and ensure they remain committed and motivated?	Your score	Consensus	Your score	Consensus	Your score	Consensus	
<b>Supplier Management</b>	How closely do you work with suppliers to ensure the maximum return from the recruitment process?	Your score	Consensus	Your score	Consensus	Your score	Consensus	
<b>Totals</b>								



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# EXAMPLE - Candidate Experience

How focussed is your recruitment process on the candidate experience?

0%	When a candidate is interviewed, they are not given any feedback on their performance. The process is not designed with the candidate at its core.
25%	When a candidate is interviewed, they are given some feedback on their performance. The process is not designed with the candidate at its core.
50%	When a candidate is interviewed, they are given some feedback on their performance. The process is not designed with the candidate at its core.
75%	When a candidate is interviewed, they are given some feedback on their performance. The process is not designed with the candidate at its core.
100%	As above, with the process being fully auditable. Candidates are given detailed feedback on their performance. The entire process is designed with the candidate at its core.

“That sounds like us now, but not quite 50% so I’ll enter 40% on the self-assessment form.”

“That’s where we should be in 3 months so I’ll put 75% on the self-assessment form”



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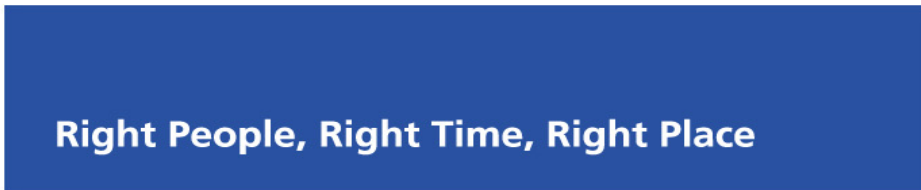


# Candidate Experience

How focussed is your recruitment process on managing candidate experience?

	Possible answers	Now	Aspire
0%	We rarely consider candidate needs during the recruitment process.		
25%	We occasionally consider candidate needs but they are essentially treated as a commodity. Decision making is generally subjective.		
50%	We promote the benefits of joining our organisation and believe that recruitment is a 2 way process.		
75%	The recruitment and interview process is clearly defined and communicated from the outset. The selection process is ethical and objective. Candidates are treated with respect and viewed as potential assets.		
100%	As above, with the process being fully auditable. Candidates are given detailed feedback on their performance. The entire process is designed with the candidate at its core.		

Examples: 1 word feedback. Refusal to give feedback.



# Accurate Job Descriptions

**Do your job descriptions provide a true representation of the roles within your team? Are they regularly reviewed?**

	Possible answers	Now	Aspire
0%	We do not have job descriptions.		
25%	We use one job description for all our roles and generally just change a few details each time.		
50%	We have a bespoke job description for each role that encompasses core skills required.		
75%	As above, and we also capture job responsibilities, core competencies, and the behaviours that will lead to success in the role.		
100%	As above, and the job descriptions are clearly aligned to APMP competencies and industry best practices. Reviewed on a quarterly basis.		

Examples: 'Can we use yours'....Confusion on terminology. 2 line emails.



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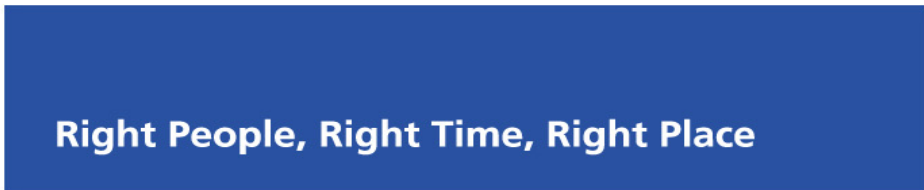


# Interview Structure

Are candidate interviews structured? Is the interview process clearly communicated?

	Possible answers	Now	Aspire
0%	Interviews are unplanned and conducted in an ad-hoc fashion		
25%	I normally review the candidates CV as I am walking to meet them in reception. This generally dictates how I structure the interview.		
50%	The interview structure is communicated at the start of the interview.		
75%	Interview structure is communicated ahead of the interview to allow candidates adequate time to plan.		
100%	As above, with decision making process / criteria and 2 <sup>nd</sup> / final stage interviews outlined in advance.		

Examples: 8 stage interview...



# Assessment Centres

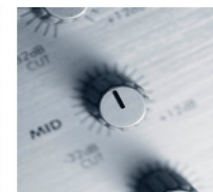
Are candidates formally assessed as part of the recruitment process?

	Possible answers	Now	Aspire
0%	We do not run assessment centres.		
25%	We occasionally run assessment centres but they lack structure, consistency and focus.		
50%	Candidates skills are formally assessed before / after their interview. Interpretation of results can be subjective.		
75%	Candidates are invited to a formal assessment centre and briefed in advance of the assessment criteria.		
100%	As above, and the assessment centre is led by an external organisation to maintain objectivity and development of best practice assessment / course material.		

Examples: Writers assessed by SP



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# Managed Recruitment Process

Does your recruitment process have clear management and end-to-end ownership?

	Possible answers	Now	Aspire
0%	We don't have a recruitment process.		
25%	Our recruitment process lacks clear management and end-to-end ownership.		
50%	We have a dedicated recruitment team / outsourced HR service that we pass all hiring requirements too.		
75%	As above, and we have trained specialists within the recruitment team that understand our niche business and act as a SPOC.		
100%	As above, and our preferred suppliers are an integrated part of the process. Web-based management systems implemented to manage the process.		

Example: Loaf of Bread.....lost in translation. Making contact = struck off



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# Salary Benchmarking

How do you determine the salary / package for new recruits?

	Possible answers	Now	Aspire
0%	We have no clear method for determining salaries.		
25%	We simply offer 5% or 10% higher than their current salary.		
50%	We have pre-determined salary bands for each role within our team. These are benchmarked against our internal classification.		
75%	As above, and we review these annually to keep track of inflation / general market trends.		
100%	We use industry recognised sources of salary benchmarking data for each recruitment exercise to ensure we are offering market rates in order to attract the best candidates.		

Example: Same JD - £50k difference. Often aligned to Sales Support salaries. Salary survey in the pack



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# Offer Management

How well does your organisation 'close' a candidate?

	Possible answers	Now	Aspire
0%	We have no defined process.		
25%	We make a verbal offer, generally via email, then rely on HR to fill in all the gaps.		
50%	We have a formal process for making offers that is managed by HR.		
75%	As above, and the process communicated <i>verbally</i> to the candidate once a decision has been made.		
100%	As above, and the process is proactively managed to ensure maximum communication with the candidate.		

Example: Avoid the void. 20% of all offers are rejected due to delays / poor communication. Authority to offer.



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# Reference Checking

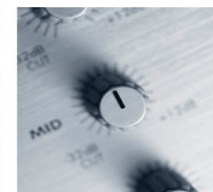
How comprehensive is your reference checking process?

	Possible answers	Now	Aspire
0%	We do not have a reference checking process.		
25%	We always ask for two references but I'm not sure if they ever get followed up.		
50%	Our HR team manage the reference checking process and commit to letting me know if there are any issues.		
75%	As above, but we also utilise professional networking sites such as LinkedIn / Plaxo / Xing to further verify details.		
100%	As above and we rigorously check previous employment (min 5 years), education / qualifications, CRB and CCJ's / Credit History. A full report is presented back to me.		

Example: Too sensitive to discuss....however



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# New Starter Process

How well does your organisation induct a new starter and ensure they remain committed and motivated?

	Possible answers	Now	Aspire
0%	We do not have an induction process for new starters. Straight in at the deep end...		
25%	New starters tend to just shadow a team member for a couple of months.		
50%	Within the first 3 months we agree work related objectives.		
75%	As above, and we nominate a mentor in the business from day 1 that can provide valuable guidance and feedback.		
100%	As above, and all new starters join with a personal development plan that has been generated as part of the interview process. Strengths are immediately exploited and development areas addressed.		

Example: Salary Survey – ‘not satisfied’ tripled after 6 months.



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# Supplier Management

How closely do you work with suppliers to ensure the maximum return from the recruitment process?

	Possible answers	Now	Aspire
0%	We have no supplier management strategy in place. Purely reactive approach.		
25%	We send all recruitment requirements to a general list of suppliers en masse in a scattergun approach.		
50%	We have a Preferred Supplier List in place and implement SLA's to measure and manage performance.		
75%	As above, and we regularly meet with suppliers and pipeline candidates for upcoming roles. Audits conducted quarterly.		
100%	As above. A true partnership approach is adopted. Organisational plans shared. Suppliers recognised as trusted advisors within particular niche.		

Examples: REC Code of Ethics. Supplier Briefings.



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# Ranking your Self-Assessment

Name:	Job Title:	Company:						
Capability	Question	Current Rating		Aspiration		Gap		Rank
		Individual View	Consensus View	Individual View	Consensus View	Individual View	Consensus View	
<b>Candidate Experience</b>	How focussed is your recruitment process on managing candidate experience?	40%	Consensus	80%	Consensus	40%	Consensus	4th
<b>Accurate Job Descriptions</b>	Do your job descriptions provide a true representation of the roles within your team? Are they regularly reviewed?	20%	Consensus	85%	Consensus	65%	Consensus	1st
<b>Interview Structure</b>	Are candidate interviews structured? Is the interview process clearly communicated?	70%	Consensus	75%	Consensus	5%	Consensus	10th
<b>Assessment Centres</b>	Are candidates formally assessed as part of the recruitment process?	10%	Consensus	45%	Consensus	35%	Consensus	5th
<b>Managed Recruitment Process</b>	Does your recruitment process have clear management and end-to-end ownership?	40%	Consensus	70%	Consensus	30%	Consensus	6th
<b>Salary Benchmarking</b>	How do you determine the salary / package for new recruits?	20%	Consensus	80%	Consensus	60%	Consensus	2nd
<b>Offer Management</b>	How well does your organisation 'close' a candidate?	80%	Consensus	90%	Consensus	10%	Consensus	9th
<b>Reference Checking</b>	How comprehensive is your reference checking process?	50%	Consensus	100%	Consensus	50%	Consensus	3rd
<b>New Starter Process</b>	How well does your organisation induct a new starter and ensure they remain committed and motivated?	40%	Consensus	80%	Consensus	20%	Consensus	8th
<b>Supplier Management</b>	How closely do you work with suppliers to ensure the maximum return from the recruitment process?	50%	Consensus	75%	Consensus	25%	Consensus	7th
<b>Totals</b>		42%		78%		36%		



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# Next Steps

- Get a consensus view
- Improve those elements that deter top talent
- Maximise talent retention through better induction
- Eliminating 'bad' hires through reference checking and structured interviews
- Replicate the A-Team – be consistent in your recruitment approach
- Implement candidate-centric recruitment model



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