



10 TIPS FOR SUCCESSFUL RECRUITMENT

In building and construction, investing in a team of rock stars is by far the safest and most profitable investment you will ever make. Recruitment expert **Kara Atkinson** explains.

Let's dig into the 10 steps you can implement now to take the coin-flip out of your hiring process, and start attracting and landing rockstar employees consistently.

STEP 1 – CREATE A ROCKSTAR SCORECARD

It's vital to take the time to define what you want. I'd like to make it clear that hiring rockstars, is ideally done across two axes: competencies and organisational fit. This is your rockstar scorecard. Competencies means their skills, abilities and characteristics required for excellence in a role. Organisational fit is a measure of a candidate's core personality and principles matching your organisation's culture and values.

STEP 2 – DEFINE YOUR ROCKSTAR'S DNA

The DNA you are seeking is found in the personality traits that your current rockstars already share. It's their core personality traits that have been ingrained from childhood. There is a clear and fundamental difference between DNA and competencies. Competencies and skills can be improved. DNA rarely can.

STEP 3 – DEFINE YOUR EMPLOYER VALUE PROPOSITION

The top 10 companies in Australia in 2018, according to LinkedIn, have one commonality – a highly compelling Employee Value Proposition. What you expect your team to deliver, to your clients and customers, is what you need to deliver to your employees.

STEP 4 – CREATE AN INVITATION

Scary fact; most organisations I work with either have a job description that is 10 years old or it doesn't exist at all. So why do most companies take a standard job description template and post it online? The reason why rockstars typically never interact with these posts is because job descriptions do not speak to their PAIN; do not speak to their VISION. There is no compelling reason to act.

STEP 5 – DESIGN A 5 STAR CANDIDATE EXPERIENCE (CE)

A poor candidate experience can create an environment where it becomes harder to attract good talent. Mistakes like failing to call candidates back, or misrepresentation around remuneration and other key aspects of the job can really put quality applicants off. Refine your CE and strive for excellence.

STEP 6 – IMPLEMENT A PREDICTIVE INTERVIEW STRUCTURE

Predicting a candidate's future performance comes down to risk assessment. What you're looking to do is de-risk the hiring decision by focusing on real predictors of success; not what most construction hiring managers actually do which is look at like a resume, education, interview ability and then hire on gut instinct. To help you create a five star candidate experience, you need four stages, including an Initial Assessment, Competency Interview, DNA Interview and Test Drive.

STEP 7 – THE BACKDOOR REFERENCE CHECK

People are perfect only twice in their lives - once when they are born and once when they apply for a role. References are no better than a list of paid endorsements. The worst you may hear is their weakness being an over-dedication to the job. Really? Locate the candidates previous employers and call them. I need to stress here the confidential nature of the candidate's job search. It is imperative that you do not put anyone at risk by talking to current employers.

STEP 8 – THE OFFER

I have seen countless hiring managers, right at the final siren, make the mistake of ending the courtship too early; taking too long to make an offer, making a low-ball offer, changing the job title, or forgetting that the candidate is a human being. This is a ghosting act that tells the candidate you're not sincere.

STEP 9 – ONBOARDING (ROLL OUT THE RED CARPET)

Don't crush your new hires excitement with a mountain of orientation checklists or throwing them in the deep-end with zero preparation. Too many times I've seen hiring managers who, once they've gotten their new hires butt to hit the seat, move on to the next thing. As any marriage counsellor will tell you, the real work starts when the ring goes on the finger, and yours starts on your new-hires' very first day of the honeymoon.

STEP 10 – RETENTION (HEADHUNTER PROOFING YOUR TEAM)

Turnover is good. Or at least, the right turnover is good. What you really have to worry about, is turnover among quality staff. Those you worked so hard to recruit, wooing them from their current employers and enticing them with an Employer Value Proposition that is so on-the-money, it's a no-brainer. These people should be protected at all costs. ■

AUTHOR BIO

Kara Atkinson is an expert in recruitment with over 18 years in the industry. Kara created her own recruitment business 10 years ago, fuelled by the opportunity to help people continue to build and transform themselves through their career. Kara specialises in sales and marketing executive roles, recruiting across all industries (particularly in the manufacturing, industrial, B2B and FMCG) and business sizes. To find out more visit www.karaatkinson.com



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