

Jobjet.

How to Maximize Your Recruiting ROI

Learn the best practices and tools for maximizing your Recruiting ROI and achieving recruiting success



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Introduction

Recruiting is a constantly evolving art. Even the most seasoned recruiters need a little refreshment from time to time. With technology moving at the speed of light, it can help to brush up on the fundamentals of your recruiting process and the newest best practices that will ensure your success.

This eBook is designed to help you get the most out of your recruiting experience by detailing key areas of the recruiting process. We use the term Recruiting ROI, but the R in ROI doesn't just mean financial return. It encompasses all of the time, energy, labor, sunk cost, and yes, financial contributions that go into finding great talent.

Use this eBook whenever you want to make the most of your recruiting process and maximize your Recruiting ROI.

Now let's get to it!

Source candidates with the only job sites that matter

There are so many job sites these days, no one can blame you for not hitting every single one. Use this guide to save time and energy in your job posting process. You'll see familiar names, key players and maybe even a few helpful surprises.

4 Established Sites

Worth your time, but there's a lot of noise on these sites.

- Glassdoor
- Simplyhired
- Indeed
- Monster

Specialized boards

These specific destinations are great for their designated industries.

1. [Idealist](#)

If you're reading this right now and your organization is based on non-profit, social enterprise or political activism, then Idealist is the site you've been looking for.

2. [USAJobs](#)

If you're looking to post federal jobs, USAJobs is a site that helps you

meet your 5 USC 3327 and 5 USC 3330 legal goal obligations for public notice.

3. [Dice](#)

Going to specialist companies often yields excellent results. So, if you're in the tech industry, Dice is worth your time. The site was put together by DHI Group, an organization with a strong background in candidate analytics.

4. [Healthcarejobsite](#)

The same thing goes for healthcare jobs. In addition to posting on the key players like Indeed and Simplyhired, it's always worth posting on specialist sites such as this one.

5. [Crunchboard/Crunchbase](#)

If you work in the tech sector, TechCrunch should need no introduction. Over the years, this top-tier news portal has transformed into something of a hub for the industry. If you're in a relevant vertical, ensure your job is posted to its job board.

6. [eFinancialCareers](#)

Few things are as specialized as the world of finance and eFinancialCareers is an essential place to post your job if you're in this industry.

7. [Behance](#)

If you're scouting for talent in the creative field, Behance is a website worth your time. Set up by Adobe, it's easy to browse creative professionals by their work.

8. [Stackoverflow](#)

Originally designed for a top-notch Q&A site for developers, Stackoverflow later turned its extensive experience towards helping developers advance their careers. It's a specialist website with a strong pedigree.

9. [SalesGravey](#)

SalesGravey is a specialist recruitment site for sales professionals. Working with a product you truly understand is arguably more important in sales than in some industries, so a specialist website provides some real value.

10. [Jobsinlogistics](#)

It might not look quite as sexy as some of the websites we've become accustomed to. But Jobsinlogistics.com has been running for a considerable amount of time and is by far the biggest logistics specialist website.

11. [AfterCollege](#)

AfterCollege is a job site with 15 years experience in helping college graduates find quality positions. That's important because you get fresh, bright talent right out of college before your competitors (who may overlook this website).

12. [Journalism jobs](#)

If you're working in an industry that requires journalists (that number continues to rise with the growth of content marketing these days) then this recruitment website is worth your time.

Alternative job sites

Here are some lesser known, but incredibly powerful, job sites that could help you find untapped talent.

1. [PivotPlanet](#)

PivotPlanet has an interesting value proposition for anyone who has a little time to invest. The website attracts people looking for inroads into new industries. Sign up as an adviser here and you could gain access to fresh, untapped pools of talent.

2. [Evisors](#)

If you checked out PivotPlanet and liked the concept, Evisors is a similar value proposition. Not only is this a great way to find budding talent, but the website will even pay you for it.

3. [Beyond](#)

Beyond pitches itself as a career network and it boasts impressively high engagement levels from its members, with 90% of clicks that happen inside the site coming from registered potential candidates. An engaged audience is good for your recruiting.

4. [Linkup](#)

Linkup is essentially a search engine specially designed for jobs. Just like Google and other search engines, this design means there's opportunities to gain exposure from positions to pay-per-click advertising and other types of targeted promotion that can secure your position attention from the right people.

5. CareerCast

We'll finish up with CareerCast. It's another major international player with a broad network and lots of people looking at it. Make sure you include it in your shortlist of worthwhile job sites.

Now get posting!

We understand the frustration that can come along with wasting hours posting jobs to fruitless job sites, so use this definitive guide to structure your recruiting time. Keep this list nearby and know that your next post will go to the right destination.

How to be passive (aggressive)

According to this year's Global Talent Trends report published by LinkedIn, 75% of the people you'd hire for non-critical roles are passive candidates; people not actively looking for the position. As if that wasn't reason enough to create a detailed and effective passive recruitment strategy, around 95% of candidates for critical roles are considered to be passive, too.

Let's say that again, the people you want in your important positions aren't looking for you.

There's a silver lining to the problem we just outlined. Millions of ideal candidates are out there in the first place, so you have a great talent pool that's simply waiting for you.

4 Use These Tips

1. Don't position yourself like a recruiter

The unfortunate truth is that people don't want to speak to recruiters, so it's not necessarily a great idea to say up front that you're a recruiter. Don't be misleading, but your goal should be to find this applicant an ideal fit for his or her skills, personality and career path, not to lure them away from a familiar job to satisfy your quota.

Some recruiters don't put the candidate and the position before their own needs. These practices have created a stigma around recruiting in general. You need to position yourself better than those unfortunate headhunters. Approach passive candidates with sincerity and good fits. Instead of saying you're a recruiter right at the start, try to talk to the candidate about what he or she is looking for in a job. Then, you can naturally offer a position that fits their unique offering (your recruiting status will come out organically).

2. Pre-position relationships

Passive recruitment is all about building the relationship, not filling the position. No matter how tempting it is at times, or how enthusiastic you are about someone's great fit for the role, don't put pressure on your future candidates. Focus instead on building the relationship and remember that you're playing a long game.

3. Ask the right a question

There's a question you should try to avoid when seeking potential candidates for your passive recruitment strategies, and that is:

"Do you know anyone looking for a job?"

Because the immediate answer will almost certainly be,

"No, sorry."

People will want to protect their acquaintances from being "hassled" (not a great sign that words like protect and hassle need to be part of

the recruiting conversation these days. But hey, that's what we're trying to improve here). Instead of leading with the question above, try inquiring with something like,

"Do you know anyone that has these skills, or are good at these tasks?"

Shift the conversation away from the person you're looking for, and more towards the tangible skills that will form the basis of a discussion. Try for yourself. You're much more likely to get a response you can actually use.

4. A culture of recruiting

Recruitment shouldn't solely be the domain of human resources, so instill a culture of recruitment among your staff. Sell your employees on the idea such a contribution to the company plays a key role in its overall success. We all know this can be a challenge. No matter how important HR and recruiting is to the overall health and success of organizations, rarely do they get the attention and consideration they need. Try anyway.

People are going to determine where your company (or client) goes and you're the one finding those decision-makers.

Get people fired up about helping to create the best team your industry has ever seen and even consider having incentives in place for when roles are successfully filled.

5. Be easy to research

When interest is generated about working with you, candidates will be googling keywords with your name on them. When that happens, what will they find? How easy is it to research your company as a prospective employee? If you don't have relevant information that's easy to find, make creating this content a priority.

You don't need to become an SEO specialist (although, that would help. If you're in-house, maybe reach out to your IT or marketing departments). The bottom line is that you need to leave proof of your claims online. If a passive candidate googles you, what will they find? Or think about it like this: Would you rather this unicorn candidate find an article about your great company culture or a Glassdoor review left by a disgruntled employee that claims your workplace is toxic?

Oh, and if you want to learn more about SEO, check out our friends at SearchEngineLand.

6. Mobile friendly

When candidates check out your company, you can bet they won't be doing it on their work desktops; they'll often be using mobile. According to IBM, 65% of candidates who research you this way will leave your site if it's not mobile optimized. This is important for your search marketing and your customer's user experience. If you haven't optimized for mobile yet, make it a priority.

7. Dump requirements; add benefits

Have you ever sat down to look at your job position descriptions and

thought about how they read from the perspective of a candidate? Overdoing the requirements believing it will somehow bring more qualified candidates is a frighteningly common mistake. Instead, focus on:

- Opportunities for personal and professional growth
- Employee benefits
- Selling points of the company and working environment

Remember, your goal is to attract top talent. You should be selling yourself to them, not scaring them off.

8. Make it easy to apply

When was the last time you sat down and looked at your application process honestly? Review your application process and ensure that it's as effortless as possible. Why would any talented passive candidate waste their time uploading, re-entering and then highlighting the important parts of their resume when recruiting software makes the process so much easier for them?

9. Create a passive candidate segment

If you're reading this, it's likely you have an applicant tracking system already in place. Something you can do either instead of, or in addition to, this is to create a new segment in your marketing or CRM software specifically for passive candidates. Set different marketing rules, and automate occasional and non-pressuring contact every now and again to keep those relationships warm.

10. ATS mining

If it's been a few years since you really cleaned out the data from your ATS, take time to go through it and see how the careers of some of your old applicants are progressing. You can use people search engines such as Pipl.com to check them out. Anyone look promising? Add them back to the top of the funnel.

11. Determine motivations

Money is not everyone's motivation, and this is often especially true with top talent. For example, candidates can be more interested in:

- developing their skill set
- making a difference or having a meaningful societal impact
- climbing their way to industry leadership positions

Don't start subtly selling the benefits of your company until you've determined which benefits specifically will motivate your unique passive candidates. A little social media creeping can help you determine their altruistic intentions.

12. Discussing compensation

As pointed out by recruitment author, Lou Adler, avoiding the issue of compensation is frustrating for both parties and also unnecessary. Time is the most important thing for candidates, not money.

So be upfront and say something to the effect of:

“Look, let’s figure out if this is even a viable career move for you first, and if it is, we can look at compensation next.”

This kind of upfront approach helps build the kind of trust and rapport that’s important in passive candidate relationship building. You’re not avoiding compensation (always a sticky subject), you’re simply not making it the basis of your discussion.

13. Live event hosting

Live events aren’t what they used to be, but consider hosting small events or even staff parties and invite potential candidates for a no-pressure opportunity to get to know the team over a couple of on-the-house drinks.

Or, try hosting a dinner with the team that has the open role and your passive candidate. It could take you only a few hours to realize if the fit will work or not.

14. Don’t be afraid to namedrop

People who are good at their jobs typically want to work with the best in the industry. If you have any top-tier industry figureheads at your company, considering your company or working alongside your company, don’t be afraid to leverage them.

15. Share your love for the industry

Experts love to talk shop. Don’t be afraid to show your passion or expertise off. As with name dropping, it’s important not to be obnoxious, but show people you share a love for the trade! Maybe you really love

Healthcare. That passion gives you an immediate common ground with that brilliant passive candidate in the healthcare field. If you can bond with these candidates over your shared industry and the opportunities that could be found, the relationships will flourish.

16. Setup Google alerts

Once you start connecting with passive candidates and getting to know them, it shouldn't be too hard to learn from them what companies they envy or look up to. Your current opening might not be a great fit for them, but what about that future opening (possibly even somewhere else)?

Set up Google alerts in your email to receive notifications on companies, positions or opportunities that could fit these candidates at future times. You can use keywords like the company's name, the position's title and combinations of the previous two options.

17. Show thought leadership in online discussions

Online forums are great, just don't be the pariah who's obviously there to spam people. Put value into the discussion to get value out of it. Online discussions on forums, Twitter conversations and blog comments are places you'll find thousands of excellent passive candidates. Make a shortlist of the hottest blogs, forums and social channels relevant to your industry and stop in there once or twice a week to contribute to the conversation and promote your brand.

18. Non-public talent communities

Non-public talent communities such as Ascendify are places where pas-

sive candidates can talk openly without worrying about their employers finding out. These frustrated professionals are probably on the lookout for new jobs, so don't miss out on these excellent opportunities.

19. Social media

We saved this one for last because it's so painfully obvious, but the list wouldn't be complete without this elephant in the room. Don't be afraid to build relationships, share common ground and otherwise engage with passive candidates through social media. It's a powerful rapport-building tool that everyone's comfortable using.

Conclusion

Yes, it would be nice to live in a world where 100% of potential candidates were out there looking for the jobs you just so happen to have open. Alas, recruitment is not such a fair game. The reality is, you need a strong passive candidate strategy to compete for the best applicants and talent in the market. It must be an ingrained part of your recruitment process.

Remember, it may take time to pay dividends, but you significantly increase the chances of securing the top talent when they switch from being passive to active candidates. Time spent helping great candidates find their perfect professional fit is time well spent.

Encourage employee referrals

Few practices prove as effective as well-run employee referral programs. It's the best kind of growth fueled by the people creating that very growth. Teams are self-assessing and finding great fits, and you're able to focus on keeping the process organized.

Successful employee referral programs demand time and dedication though. These key areas are where some companies can fall short. Is it worth that time? Let's see...

- Referrals stay with you longer (46% 1 year+, 45% 2 years+, 47% 3 years+) [1]
- Average hire quality from referrals is higher than any other source [2]
- Hires from referrals are on average 25% more profitable [3]

So yes, it's safe to say the work and effort is verifiably worth your time.

Here are a few helpful tips to nail your referral program.

1. Dedicate attention from management

Yes, we're starting here because we can't stress it enough. If you want your referral program to work, you need to allocate dedicated attention from management.

Effective though they may be, these strategies aren't going to implement themselves. Don't leave such tasks for when you have the time. Make them the mission-critical to-do list items they are.

2. Incentivize programs

And yes, you've got to incentivize referrals. Everybody loves a big stack of cash as a prize. But don't get boring about your program. Offer prize draws and other non-cash awards such as:

- Reserved parking spots at the office for the month
- Lunch with the CEO
- Automobile leases
- Tickets to high-profile events

Different tiers of prizes should be available to different tiers of employees. You can't offer a weekend in the Bahamas to an entry-level graduate employee, because it's highly unlikely they'll hire a CFO who's worth that prize. So think carefully about how you structure incentives.

3. Know what to incentivize

So who should you give incentives to? After all, you can't have staff handing in arbitrary names and random people to interview. Employees aren't going to refer strong candidates from their friends lists or people in their networks to you without having some kind of incentive to do so. Much like motivating sales teams with commissions, cash incentives and prizes, some kind of structured incentive program is a good idea. You can consider:

- Incentives for interviews secured
- Incentives for positions secured
- Different amounts for different tiers of roles filled
- Categorized incentives by department and seniority so critical positions pay out more

Don't overcomplicate things. But make sure there are clear definitions in place.

4. Mix things up occasionally

However exciting your incentives may be, they're going to get stale if you don't change them up now and then. Ensure you do so at least on a semi-regular basis. Your goal should be to have everybody asking the question *"Oh hey, what are the referral program prizes right now?!"*

5. Perform fast incentive payouts

There's nothing more demotivating than when an employer puts an incentive in place but then takes forever to actually pay it out.

When your employees see incentives being paid out fast, they're much more likely to get excited. Not to mention, they'll be grateful that you're following through on your promises.

6. Motivate others, too

Remember, it's not just employees who can generate hot referrals. Make your incentive program well-known to other groups such as:

- Retirees

- Vendors
- Partners
- Customers
- Followers

If you do this, it won't be long before referrals are pouring in.

7. Transfer the enthusiasm (like sales)

Consider creating an employee referral program slogan. As a little inspiration, check out Google's, which is "Good People Know Other Good People." Catchy...

You should be enthusiastic about your referral program and transfer that enthusiasm on to both employees and anyone else you want to generate referrals for you. Giving it a slogan, a banner or even a brand makes that easier to accomplish.

You're selling the idea, just like your salespeople sell your product.

8. Educate your employees

In 2013, a survey was posted that showed only around 40% of employees understood their company's cultural vision. This may have been a couple of years ago, but even if that number has now increased to 60%, it's still a problem.

If your staff don't know what they're selling, referral candidates are much less likely to be interested.

9. Position the communication plan

For employees to refer candidates effectively, it's important people know what positions and skill sets need filling.

Set up a web page (either on your website, or your intranet if you'd rather keep it internal) and include detailed information about the positions and skill sets relevant to the company right now. If it's internal, include your incentives plan there too.

10. Request guaranteed interviews

Ask your employees to guarantee interviews. By putting this stipulation into your referrals processes, you let your employees know that their task is to persuade (or to transfer that enthusiasm to) the referrals they're generating.

11. Keep referrers informed

As employees refer people, make sure they stay informed. Setting up some kind of internally viewable pipeline is a good way to do this.

That way, employees can check in whenever they need to. Just ensure your HR or hiring manager keeps this up-to-date, allocating the time to do what needs to be done.

12. Are internal referrals relevant?

For some companies, internal referrals are going to be relevant. Whether or not this is true for you is something you'll need to sit down and discuss. But don't overlook it is a possibility.

Promoting successful referrals this way would be a good opportunity to generate buzz around your referral program.

13. Understand that timing is everything

Whenever a new position becomes available, getting in first makes a difference. And that means, keeping a close eye on your competitors with attractive talent pools.

Set up Google Alerts with a specially designated Gmail address and keep a close eye on the news. If people are losing jobs, you'll know about it quickly and can let your staff know so they make moves accordingly.

14. Communicate through multiple channels

If you communicate all your news about incentive and referrals programs via email, much of it won't get read. Let's face it, we all know what happens to the company-wide emails.

By communicating updates, changes, prizes and other exciting news across multiple channels, it's a lot more likely to get noticed. Post links in social media to maximize ease and share-ability, so you cast a wide net.

15. Target referral requests

Put some time aside to sit down with your human resource hiring team and generate a list of people known to be in contact with potential sources of referrals. For example:

- Do you know someone with a friend at a rival company?
- Has someone previously worked for a competitor and has contacts there?

Create a list and add these people to it. Full disclosure, this may require a little nudging in the right direction.

16. Measure the quality of your outcomes

In addition to having a system that tracks the progress of referrals, you should be measuring the quality of your outcomes. If you're handing out quality incentives that cost good money, you need to know it's been worth it. Ask yourself:

- What are my goals for the referral program?
- What metrics constitute that goal successfully reached?

17. Promote successful referrers

When someone successfully lands a quality referral, make sure you promote them and their efforts so everyone can see how it's done.

If you have a suitably enticing incentive system in place, the praise and prizes of the successful referee won't go unnoticed by the rest of your staff.

18. Create event agendas

If you have an upcoming company event, make sure that you let people know that any potential candidates they're considering referring are welcome to come. There's nothing like free drinks to get talent in the door

and you can do your wooing after a glass of wine or two.

19. Make a video pitch

Consider creating a video pitch for your company. A high-quality video can show off aspects such as:

- Your beautifully-designed work areas
- The excellent location of your offices
- The quality equipment and culture your businesses provides

Naturally, you're more likely to catch people's attention and secure those all-important interviews. If done well, it can yield excellent results that include more attention and shares on social media.

20. Teach network building

A properly-built network means more opportunities to get word out about your new positions. If you have 100 employees with 200 connections each in social media, that's 20,000 potential pairs of eyeballs every time they all post up a position.

So incorporate network building as part of your staff training.

21. Feedback

Your employees might not get things right the first time. After each referral's made, make sure you let them know how it went, even if it was negative and the person they referred definitely won't get hired.

What was wrong and how could they do things better next time?

Conclusion

Is there some time investment involved in setting up your super successful referral program? Yes, but, research and business cases have proven their benefits are every bit as extensive as they are easy to quantify.

Make your employee referral program exciting and commit to it, no matter how busy you get. Follow the practical advice in this guide, inject enthusiasm into each step and you're sure to transfer that enthusiasm onto your team.

Ace your next interview with 21 proven interview strategies

Poor recruiting can cost you. How much? Fast Company reports that 27% of surveyed US employers said that just one bad hire can cost their company more than \$50,000.

With so much at stake, how can you make sure your recruiting is creating positive results?

Use these 21 interviewing strategies to help you determine the best candidate for your next open position.

21. Give yourself an internal assessment

You need an internal assessment of your current processes. Before implementing any of the advice in this guide, take stock of where you're at right now.

- How many people are involved in your decision-making process?
- How long is your average recruiting timeline?
- Are you given enough information to comfortably assess an applicant's fit for a role?
- What percentage of your recruiting ends successfully?

For the last question, “successfully” means the candidate and the employer are both satisfied with the arrangement for the duration of their time together. Ask yourself these questions up front, so you know what notes to take and what strategies will help you fill in the gaps of your recruiting process.

20. Use a rating system for candidates

Having a rating system is an excellent way to avoid many traps in the hiring process, such as the classic error of hiring someone based on their likability. Use the factors below as examples of what to include in your own rating system:

- Skillset relevance
- Previous work experience
- Thought processes
- Culture fit

19. Use a rating system for recruitment sources

If you start tracking interviews and hires over the long term, you’ll discover that different sources of talent provide you different qualities of candidates.

Without a talent source rating system set up, how can you know which sources of candidates are more worth your while? By tracking and then optimizing the time spent on better quality sources, you’re more likely to nail the hire.

Recruiting software will help you keep candidates organized with their

up-to-date information and their original sources, so this should be a simple practice to implement.

18. Verify that experience

It's fair to say that many people will embellish their experience on resumes. It's a fact that's often expected by hiring managers and recruiters. Few things solve this scenario better than verifying that experience with a previous employer.

Pick up the phone for references if you want that surefire recruit. Make the time. The insights you gain during the interview while cross referencing the two versions of events will more than make up for any inconvenience.

17. Watch your structure

Draft a quick structure of how your interviews should go before stepping into each one. Stepping into each meeting with an established roadmap will make sure your precious time doesn't get wasted on irrelevant tangents or small talk. It also ensures you don't miss any key points.

A firm structure will help you conduct the interview in a way that encourages sharing from the people sitting in front of you. We recommend revising and improving your structure over time.

16. Use warm-up questions

Break that ice. There's no way you'll get the best out of a candidate without first asking a few warmup questions. Here are some excellent examples:

- Tell me a little about yourself (simple but very effective)
- Have you visited (your town or city) before? What do you think of it?
- Why have you applied for this role?

It's tempting to catch someone off-guard by starting with the big stuff, but it's really not going to help you in the long run.

After all, this isn't an interrogation. It's a conversation. Everyone in this situation wants it to work out.

You need to encourage the "real person" to come out.

The only way any reasonably seasoned candidate will drop their guard is by feeling welcomed and comfortable first. Just be sure to work this time into the structure you create from #17.

15. Speak with your body language

In order to get the most out of people, you don't just need to say the right things verbally, you need to say the right things physically.

Your body language matters and getting it right can boost an interviewee's confidence and encourage more out of them. Sitting back in your chair with disinterested body language will do the exact opposite.

Study body language and be mindful of it during the interview.

14. Listen intently

On that note, listening is a skill that must be cultivated. The famous psychologist, Sigmund Freud, was well known for this and many believe it was this key skill that fueled his success in pioneering the science.

When you listen to people with sincerity and attention, it boosts their confidence and gives you more of who they really are.

13. Use the $\frac{3}{4}$ rule

The $\frac{3}{4}$ rule simply states that the amount of time you spend talking should take up around one quarter of the conversation. The other three quarters are left for your candidate.

If you're conducting the interviews with a colleague, make sure you share this tip with them so they can give you external feedback that you're not getting carried away with your $\frac{1}{4}$ share of the airtime.

12. Ask about how they see themselves?

Ask your interviewee how they view themselves. It's an excellent question (or set of questions) to ask when trying to discern their self-assessing abilities. It's especially helpful when you've got verified experience to cross reference that information.

Ask them,

- How do they view their successes and failures?
- Were they responsible for them?
- Were they part of a group?
- Do they see themselves as lone wolves doing brilliant work in spite of the lazy herd, or do they like the team mentality of

larger departments?

11. Assess requirements vs credentials

When the employment crisis hit after the 2008 financial crash, companies had their pick of the best resumes out there. That fact looks good on paper...

But during that time a problem arose. People with incredible credentials were getting hired, but they didn't necessarily meet the right requirements for the job. Don't get bogged down in credentials.

Focus on fit. Ideal candidates meet the specific requirements of the role at hand, not some mythical future position.

10. Don't get lulled by likability

Let's face it, having someone with both the talent and the likability factor is ideal. But, at the end of the day, if you need someone with a hard-core technical background, who's perhaps a little lacking in the social skills department, it's more important that the job is done to a correct standard.

9. Think that big picture > culture fit

A good way to think about the above is to look at the big picture first. Essentially, you're asking:

- What does my company need to be done specifically?
- Is this person capable of doing these tasks (regardless of their qualifications)?

- What previous experience proves they can do this task?

With these questions answered, move on to cultural fit. If you answer all these questions positively, odds are you're set up with a candidate who offers a good chance at success.

8. Give them a customer service test

You can tell a lot about someone by the way they view customer service. Even if someone is not due for a customer service position, try to learn how they view the happiness of your customers or clients. Ask them a customer service-specific question or present them with a scenario and gauge their response.

What kind of scenario?

Place them in a position where they have to deal with a disgruntled customer, who is not happy with the purchase of your product. Businesses exist because of clients and customers. If you're filling a position that interacts with these segments in any way (IT has a little leeway here), you need to know that this person values the real owners of your business.

7. Find out what made them leave

Jobs and relationships end for millions of different reasons. Even if your candidate left their last role on bad terms, that should in no way make them a pariah. It happens.

Simply dig a little deeper into previous employers before that last one. Now, if you find a trend of these poor endings, you may want to factor

that into your decision.

6. Ask about top accomplishments

Top accomplishments in careers are typically listed in resumes. But, make sure you ask about these milestones in the interview. You want to understand their roles and contributions.

5. Don't fall for the best of a below par-bunch

On occasion, after a round of interviews, it's easy to make the mistake of hiring the candidate that's the best of a below-par bunch. Effective recruiting can take time. Be careful that you don't fall into this trap.

4. Gauge their honest level of interest

Once the interview is complete, ensure you have a question designed to gauge the candidate's level of interest.

If you recruit someone who's perfectly suited for a role, but is simply looking for a paycheck until their real job comes around, you'll start the process all over again. That misplacement leads to wasted time and money in the training of a person who was never genuinely fired up about the role in the first place.

3. Ask, "why should I stop searching and hire you?"

This is a slight modification of the classic "why should I give you the job". Include the "stop searching" aspect to paint the picture of you not doing any more interviews. It's a great way of creating more immediacy and seeing the interest level of the applicant.

2. Ask them to describe a past failure around an important task

Few of us are comfortable talking about our failures. Try to turn this question into a positive opportunity for your candidate. Not only do you learn more about your potential hire, but you get to see how they handle this awkward situation of explaining how and when they messed up. What will you get? Honesty? Bad excuses? A sincere learning experience?

1. Take notes

Take notes. Take notes. Take notes. You need to do it. It's incredibly important, so take them during the interview, right after or both. If you find them distracting, try to jot down shorthand notes and then fill them in after the candidate leaves. You can be brief, just make sure you can understand that scribbling later.

Conclusion

As with anything, it's important to set up tracking to ensure that you're getting the result you needed, so make sure you do it. There may be some exceptions to the axiom "if it's not measured, it can't be managed" but this isn't one of them.

Bring 'em onboard

Employee onboarding is an inescapably mission-critical part of the recruiting process, but yet, it still seems to become an afterthought for many companies. Research proves that recruiting doesn't end on the employee's first day though. In fact, some 20% of companies that developed "exceptional onboarding experiences" outstrip their competitors and enjoy significant year-on-year growth.

In spite of the provable gains, only 32% of organizations even have an onboarding program in place.

It's time we address this elephant in the room head on.

Use the following onboarding checklist to create a smooth onboarding process and reclaim the money (and retention) that's rightfully yours.

1. Pre-boarding

Good employee onboarding follows good employee pre-boarding. There's a lot you can do before someone starts the job, and no reason to wait. Plan out what info can be delivered prior to new candidates setting foot in the office. It will stop them from losing enthusiasm due to business inertia.

Not only is this a good opportunity to build motivation, but you can set expectations for a smooth working experience, too.

2. The welcome message

The welcome message is another important opportunity to build rapport, boost engagement and show that you care about your new employee. Include things such as:

- Copy that's actually designed to make them feel welcome
- Expectations for the day, week, and month
- Key information on where to find important things in the office (like coffee)
- An enthusiastic and sincere close

3. Welcome gift

Small gifts are excellent rapport builders and great for making someone feel welcome.

There's no need to break the bank either; a round of lattes from Starbucks for the new employee and her or his team members will go a long way to starting the relationship on a positive note.

4. A strong opener

No desk...

No network access...

Big problem.

Nothing screams amateur like not having the basic infrastructure and tools for the job ready for your employee when they begin. This error is often made in larger corporations and, while the scale makes it understandable, it's certainly not excusable.

5. New hire portal

Your new hire portal should be designed to put your new employee on a path to success. It represents an opportunity to automate a large part of the first few day's onboarding, so it can save you time, too.

If you've got one already, review it. Be critical, and keep it in mind as you read through the rest of this guide.

6. E-signatures

Make sure you take advantage of e-signatures, which have been legally binding in most countries for some years now, so they're essentially as good as a penned version.

That means you can take care of such things as W4 and I-9 forms or other legal documentation relevant to your company.

7. New hire social groups

This one is especially effective if you're going through a hiring spree, but works well either way. A Facebook Page or Twitter hashtag can do wonders for onboarding.

New hires can help each other through the boarding process, tasks are taken care of, and rapport is built simultaneously. Not to mention the fact it's contributing to your company's social media marketing profile.

8. Key stakeholders

Many companies with strong onboarding programs make a chart available that clearly illustrates who reports to whom. An accessible com-

pany hierarchy like this helps people feel informed and with a sense of place. Make sure you include:

- The key go-to people for important topics
- Any team rivals or adversaries they should be aware of
- Relevant gatekeepers for different sections of the company

9. Task tracking

Seeing the progress we're making through tasks increases the chance we'll continue to complete them.

As you set up your onboarding process, create a definitive checklist of milestones for the new employee so they can clearly see where they are in the process.

This requires some kind of visual reference, perhaps through a software tool like the ones we'll look at in a moment.

10. The "find & fix" mission

Task new applicants with finding and fixing a problem, even if it's just a small one. It's an excellent way to elicit the kind of small win that fires people up and stops them from feeling like useless minions waiting for orders or instructions.

Instead, it will encourage new hires to:

- Engage with other members of staff
- Look through your website and other information
- Think about how they can make your company better

11. Onboarding buddies

Assigning onboarding buddies is a tip you've no doubt read before, but it's surprising how few companies actually try this one out. Maybe it feels a little bit too much like elementary school?

Whatever the reason, if you haven't tried partnering new hires with established employees yet, make sure you at least give it a test run. It truly works wonders for helping new members fit in with the group.

12. End-of-day debrief

Never let a new employee go home at the end of the first day without some kind of debriefing or even a casual conversation. They'll likely have questions. And even if they don't, you need to know how they feel about their first day. You may get valuable onboarding feedback.

13. End-of-week review

Just like it's bad form to skip the end-of-day debrief, so too should you perform an end-of-first-week review. Your new candidate will be mulling over their experience during the weekend, and it's important that you provide a little context by debriefing the key events and alleviating possible concerns.

14. End-of-month follow-up

After the first four weeks or so, your new hire will be looking back and thinking about how much work was done, what will be expected in the future and how that equates to the monthly salary that just hit their bank account. It's a key milestone.

You get the idea with the regular reviews, so you can consider scheduling one after the first 90 days, too.

15. Watch your whys

It may seem like a small thing, but it's commonly overlooked and does damage to the onboarding process.

It's as important as it is frighteningly easy to miss. When you're explaining what new hires must do and why you do things the way you do, always explain why. It builds credibility, trust and avoids incorrect assumptions. Time is always tight and everyone has too much to do. Make the effort anyway. If this recruit fully understands the impact of their work, they're much more likely to give it their all.

16. Shadowing

"Too busy?" Make your new hire your shadow, especially in cases where you need to onboard someone in a senior position. It's amazing how much someone can pick up by spending a day by your side.

17. Resource dump

A well-organized resource dump on a shared network folder is an invaluable asset. Even if things get a little hectic on the first day, new employees have something productive to focus their attention on and find answers to key questions.

18. SuccessFactors

The first tool on our list, SuccessFactors, is a great software choice with key features that include:

- Integrated onboarding with learning, staff training, goal setting, and other core HR functions
- Integrated forms and task management within the interface

19. TalentWise

Software tools offer great ways to fortify your employee onboarding and TalentWise is an excellent example of how. Key things you can implement with this tool include:

- Developing a company-wide consistent standard for onboarding
- Embedding rich media to your onboarding experience

20. KinHR

As a third and final tool to help you with your onboarding process, check out KinHR. It's ideal if you'd rather have a dedicated software solely for the onboarding task, rather than incorporating it with other HR functions. This product lets you:

- Trade individualized bodies of experiences from different employees
- Use their excellent, modern interface, which is compatible with smart devices

21. Structure all of the above

Now you've read this far, take a pencil, a notepad and a little time to create a proper, structured pre-boarding and onboarding process.

Conclusion

A good employee onboarding process needs dedicated attention from your HR department to ensure these steps are carried out.

Only with a plan and commitment can you ever hope to achieve the kind of excellent onboarding process that contributes to that all-important employee engagement we spoke about in the beginning.

Develop your career with the right resources

With all the success you'll be having with this eBook, it may be all too easy to slide into a place of complacency. Don't fall victim to its promise of success! The only recruiting careers that last are the ones that keep growing.

Use these great resources to keep your career moving onward and upward.

1. Human Resource Management

Derek Torrington's definitive tome on human resources is a solid foundation of the fundamentals.

Whether you're learning the ropes as a student or want to solidify your understanding of core HR principles, you should have a copy on your shelf.

Where you can find it: [Amazon.com](https://www.amazon.com)

2. Personality Style for Dummies

We stumbled across this little gem one day while looking for a book by the same author, Roger R. Pearman. He was previously a senior adjunct faculty and coach for the Centre Creative Leadership. Knowing personality style is often critical to HR success.

Where you can find it: <http://www.hrdqstore.com>

3. SHRM

The Society for Human Resource Management (SHRM) has over ¼ of a million members in 160 countries, making it the largest online community for HR pro's. Professional membership costs you \$190 per year, but is cheaper for interns and students. This is an invaluable resource to boost your HR career.

Where you can find it: <http://www.shrm.org>

4. The Sixty-Second Motivator

You could've read this book already, but this list simply wouldn't be complete without it. Far from being one of the many half-baked work-philosophy books out there, it's based on peer-reviewed scientific research that used properly controlled trials.

Where you can find it: [Amazon.com](https://www.amazon.com)

5. Daniel Pink

This entry means pretty much anything by Daniel Pink. This is an impressive person who's a bestselling author, contributor to major mainstream news publications and even a consultant to government bodies. Here's some of his material you should check out:

- Drive: The Surprising Truth about what Motivates Us (an NYT & WSJ bestseller)
- Regular podcasts (download and listen to these on the commute)

to work)

- Dan Pink: The puzzle of motivation (an excellent TED talk)

6. TED talks

You can often find inspirational industry leaders giving talks on human resources and HR-related topics inside this brilliant series of lectures.

Here are three you should add to your watch list:

- “The danger of hiding who you are” – Morgana Bailey
- “Putting the human back into human resources” – Mary Schaefer
- “The surprising workforce crisis of 2030” – Rainer Strack

Where to find more HR talks: [Ted.com](https://www.ted.com)

7. Change-effect

Change-effect is an excellent blog created by Neil Morrison. You'll find a whole array of insightful posts that'll make you question many of the currently accepted paradigms. It will likely have a great effect on the way you work. It's well worth following Morrison on Twitter.

Where you can find it: <http://change-effect.com>

8. ERE Media

ERE Media is a source of business training that boasts clients such as Microsoft, Oracle and one or two other major players. If you feel like your team's sourcing skills need brushing up, start here. Created almost 20 years ago as a hang-out for online recruiters, it's turned into an invaluable resource.

Where you can find it: <http://info.eremedia.com/training>

9. Fistful of Talent

Fistful of Talent (FET) is an HR blog that acts as a magnet to the best, brightest, and often most controversial figureheads in the human resource world. It's been going almost 10 years now and has grown into a formidable website.

Where you can find it: <http://www.fistfuloftalent.com>

10. Personnel Practice

This book is another academic-level textbook that's designed to contribute towards your Certificate in Personnel Practice (CIPD). It's a straightforward read that'll turn into a well-thumbed reference book after some time.

Where you can find it: [Amazon.com](https://www.amazon.com)

11. Digital Success or Digital Disaster?

Managing a solid intranet is an important component for HR managers, and Mark Morell's book is widely considered one of the best to keep you on track.

Where you can find it: [Goodreads.com](https://www.goodreads.com)

12. All things IC

All things IC is arguably one of the best internal communications blogs

out there. It was founded by Rachel Miller, an HR professional of many year's experience and clients as big as O2 currently under her belt.

Where you can find it: <http://www.allthingsic.com>

13. Entrepreneur.com's Human Resource

One website that's more general in nature (and commonly overlooked as a result) is entrepreneur.com. Because the publication's so large, the team often secures exclusives from industry figureheads that some of the smaller blogs might not be able to carry.

Where you can find it: Entrepreneur.com

14. Internal Communications: A Manual for Practitioners

This book, written by Liam FitzPatrick & Klavs Valskov, is an excellent example of how the more developed human resource toolbox can be translated directly into stronger results in the workplace.

Where you can find it: Amazon.com

15. Andrew McAfee

Andrew McAfee's blog is an excellent source of inspiration and a great resource for those working in a tech area. Because McCarthy is an MIT scientist, you can put weight in the industry-relevant topics to he discusses.

Where you can find it: <http://andrewmcafee.org>

16. Intranetizen

This is another great resource on effective intranet management created by three top-tier intranet professionals.

Where you can find it: <http://www.intranetizen.com>

17. Melcrum

If you're reading this and you're big on internal communications specifically, Melcrum is another excellent membership-based learning resource to develop this skill set.

Where you can find it: <https://www.melcrum.com>

19. HR Bartender

Cocktails are an excellent way to inject fun and enthusiasm into many things and human resources is no exception. The HR Bartender is an excellent website created by professional-turned consultant, Sharlyn Lauby.

Where you can find it: <https://www.hrbartender.com>

20. The Cynical Girl

This is another site by a human resource pro-turned speaker, author and strategist. Traveling the world and spreading the good word of general HR optimization and insights, these two websites are worth checking out.

Where you can find it: <http://thecynicalgirl.com> (last year changed to) <http://laurieruettimann.com>

21. Training Magazine

Last but not least, we have TrainingMag. It's a detailed online HR publication with industry-relevant learning options. You're all but guaranteed to find something useful for your HR and recruiting needs.

Where you can find it: <https://trainingmag.com>

Conclusion

Follow and subscribe to the sources on this list that resonate with you. You really can't go wrong with any of them, so your choices will probably come down to personal tastes and professional focus.

Either way, These terrific resources will keep you up to date on the industry's trends and best practices, while turbocharging your recruiting style (and career).

Conclusion

Thanks for enjoying our eBook. We hope it provided you with a ton of great insight and information. Feel free to save a copy on your phone, computer or cloud device and share the link for it with anyone who may benefit from this recruiting advice.

A recruiter's job is never finished, but at least we'll all be there helping along the way. Good luck out there!

Interested in trying Jobjet?

Jobjet's powerful recruiting software makes finding and organizing great candidates simple (plus, you can use it alongside all the great advice in this eBook). Quickly source and add candidates to your pipeline, whether those candidates are active, passive or somewhere in between.

[Demo Now](#)