Hiring the wrong person for a position can be costly and time-consuming. It can also create unsafe workplaces; damage morale, company culture and employer branding; increase employee turnover; and reduce productivity. For this reason, many employers are focusing on how to improve hiring outcomes.

**Overview**

Organisations that strive to hire the right individual the first time may experience numerous benefits in employee performance, job satisfaction and retention. These checklists outline key steps for employers to consider when establishing workplace practices to improve the hiring process at their organisations for more positive hiring outcomes. Because the hiring process can differ based on an organisation’s size and other factors, the steps in these lists should be modified to meet the unique needs of an organisation.

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| Recruitment Strategy | **Completed** |
| Audit current recruitment processes for areas that could be improved. |  |
| Review key metrics, such as the following:   * Application completion rate * Fill rate * Time to hire * Retention rate * Job satisfaction rate |  |
| Create a list of factors (eg responsibility, trustworthiness) that lead to success in a job position, noting the characteristics and skills of former employees who did well in those roles. |  |
| Use various strategies for reaching potential employees, including:   * Employee referral programmes * Social media outreach * Networking * Conferences * Intern-to-hire programmes |  |
| Consider using mobile-friendly applications to appeal to a broader range of candidates. |  |
| Improve recruitment efficiency with applicant tracking systems. |  |

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| Make the application process intuitive and accessible to increase the number of applicants. |  |
| Shift hiring focus from filling positions quickly to creating a talent pipeline that can be used as a resource over time. |  |

The hiring process is crucial for employers to attract and retain talented employees. Employers should focus on finding employees who align with organisational goals and will positively contribute to company culture. Don’t rush potential hires to make a decision. Focus on building relationships. Finding the right candidate takes time. Review the following checklist to create an efficient hiring process that will lead to improved hiring outcomes:

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| **Hiring Process** | **Completed** | |
| Determine what an ideal candidate looks like for that position, including:   * Salary * Skills and experience * Qualifications * Personality traits | |  |
| Create an evaluation rubric of candidates’ soft skills, such as communication and listening. | |  |
| Establish practices for determining job candidates’ trustworthiness, including:   * Reference checks * Behavioural-based interviewing * Skills assessments | |  |
| Review job postings and descriptions to ensure accuracy. | |  |
| Consider listing pay ranges with job postings to increase efficiency and build trust. | |  |
| Include essential tasks and responsibilities in job descriptions, not just requisite skills. | |  |
| Post the job opening internally and externally. Hiring internally (eg referrals or internal applications) can increase the chances of finding a good fit. | |  |
| Ensure all candidates complete the following:   * Application forms * Background-check forms, which must conform to any national laws and include a right-to-work check * Voluntary equal opportunities form | |  |
| Look beyond the qualifications on a candidate’s curriculum vitae to evaluate how well an individual aligns with organisational goals. | |  |
| Conduct initial telephone interviews with individuals who appear to be a good fit. | |  |
| Observe how a job candidate interacts with others in the office to understand how they will contribute to company culture. For example, determine whether they are friendly and easy to converse with. | |  |
| Honestly describe job expectations and organisational goals during interviews. | |  |
| Communicate regularly and clearly with job candidates throughout the interview and hiring processes to build trust and make individuals feel valued. | |  |
| Set up an onboarding schedule for the new hire. An effective onboarding process can help establish rapport with employees and increase retention rates. | |  |

Many employees value workplace diversity. Employers can widen their talent pools by emphasising diversity, increasing the chance of hiring the right person for their open roles. Review the following checklist to ensure that diversity, equity and inclusion (DE&I) initiatives are strengthening recruitment efforts and improving hiring outcomes:

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| **Diversity, Equity and Inclusion (DE&I) Initiatives** | **Completed** |
| Review workplace policies to ensure they incorporate and encourage diversity. |  |
| Facilitate and support diverse employee resource groups. |  |
| Create a formal, written inclusion policy. |  |
| Complete a pay equity audit to ensure employees are being paid fairly. This may include:   * Collecting comprehensive data for each employee * Reviewing job descriptions and responsibilities * Analysing pay data by job grouping * Determining whether pay discrepancies exist between men and women (or other demographic groups) * Identifying the reason for pay differences, if any * Establishing if there are any legal and legitimate reasons for pay differences * Creating a plan to address illegitimate pay differences * Ensuring recruitment and hiring processes are equitable and transparent |  |
| Prioritise salary adjustments for employees whose pay differences are based on biased or subjective criteria. |  |
| Monitor and regularly evaluate the organisation’s pay equity plan or initiatives. |  |

Temporary-to-permanent hiring allows employers to hire workers temporarily for a trial employment period before hiring decisions are finalised. This enables employers to fill positions without committing to permanent employment, reducing the risk of poor hiring decisions. Review the following checklist when utilising temporary-to-permanent hiring to improve hiring outcomes:

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| **Temporary-to-Permanent Hiring** | **Completed** |
| Establish a programme for hiring workers temporarily to fill positions without committing to permanent employment. |  |
| Designate a trial employment period for job candidates before hiring decisions are finalised. |  |
| Establish clear expectations so temporary workers know what they must do to be offered permanent employment. This can help establish trust and motivate temporary hires to work hard. |  |
| Determine whether any temporary workers align with the organisation’s goals and will be a good long-term fit. |  |

Use these checklists to assess and improve the hiring process at your organisation for more successful hiring outcomes. For more workplace resources, contact us today.