



TOP 10 THINGS

Your Recruiters Should Avoid to Get Top Talent

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IF YOU WANT TO HIRE AND RETAIN THE RIGHT PEOPLE, AVOID THESE 10 MISTAKES.

In a competitive market with low unemployment rates and lots of talented prospective candidates, it's important to get your recruitment and hiring right.

New hires who aren't great culture fits, candidates who weren't properly screened or interviewed, or even the right people in the wrong jobs can cause pain in your organization. That pain can often lead to high turnover as unhappy employees leave or managers try to find applicants who are better suited for positions on their teams.

Nobody likes turnover. For starters, it's extremely expensive.* And for recruiters and hiring managers, it's a huge time consumer.

But quite frequently, turnover can be prevented through better hiring processes. When organizations make bad hires or don't offer the training and resources necessary to keep an employee on board (often because they didn't realize the need existed at the time of hire), they have nobody to blame but themselves. Bad hires are usually the result of looking for the wrong thing in a candidate or not setting the right expectations during the hiring process.

The hard truth is that failed hiring processes can be detrimental to an organization, but the liberating reality is that recruiters can fix so many of these problems just by fixing hiring processes.

* Placing Dollar Costs on Turnover, SHRM, 2015

1 DRAG THEIR FEET

Today's candidate pool is talented, experienced and tech-savvy, but we are definitely living in an employee's market.* There are more positions available than hires occurring, and top candidates can choose between multiple options. Recruiters who drag their feet during the hiring process are losing out on the most talented recruits. Candidates hate waiting, and when a solid option is guaranteed, they will frequently take it.

As much as recruiters cannot afford to drag their feet, there is also a balance to aim for. You can't afford to rush the process without taking the necessary time to screen your candidates fully and manage expectations. Being swifter than your competition does you no good if you make a bad hire. So, the name of the game is efficiency. Recruiters who put efficient processes in place will be able to make offers in good time and ensure they're making good hires.

* The Employment Situation, U.S. Department of Labor, 2017



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RUSH THE DESCRIPTION

It's straightforward and comes down to this: accurate job descriptions save time,* and time is invaluable in the hiring process. By creating accurate job descriptions, recruiters save themselves from many hours of screening because the description does the screening for them.

For example, rather than sifting through 100 applications from candidates with varying levels of qualification, you might only need to sort through 25 candidates, all of whom are qualified.

Hiring managers are often too busy to slow down and think about what kind of candidate they need. Recruiters can help managers by honing in on what the job description should say. They should get into specific details and help describe what the ideal candidate realistically looks like.

Here are five specific things that recruiters should help hiring managers determine when creating job descriptions:

- Five specific skills a person needs for the job
- What they will do most of their time
- What tasks they can learn after being hired
- How their success will be measured
- How much experience they need



3

USE THE POST & PRAY METHOD

Far too many recruiters and other HR professionals throw money at whatever job boards they can find, hoping simply to attract more candidates. While it's true that this approach might bring more traffic and applications, the quality of these candidates is left to chance. And chances are, it won't work out. Recruiters who do this are far more likely to find a lot of unqualified applicants.

When recruiting, you need to think like a marketer and identify your target audience. Before you start posting the position on job boards, answer the following questions about your target audience:

- Who are they?
- Where will they find the ad?
- Why would they want to apply to the job?

In other words, put yourself in their shoes and decide if the job ad you're creating will appeal to the ideal candidate. If you're not reaching them where they actually are, or speaking their language, you're wasting your time.

For example, if you're looking to hire a senior marketing manager, you might not want to post the position on Facebook since that's not where your ideal candidate is looking for their next job.

When choosing a job board, ask for case studies, demographics, and other information that will help you choose if that board is right for the role you're trying to fill. If it is, run with it. If not, move to the next job board.



4

RUSH PHONE SCREENS

Once they've found a few qualified candidates, many recruiters and other HR professionals are eager to move to the next step. Because of this they tend to rush the phone screen process, often because they chose too many candidates to screen. They are then forced to fit multiple calls into a short amount of time.

If you're performing too many phone screens, each of them is more likely to be rushed. And spending time on the phone with poor candidates makes it harder to build relationships with your best candidates.

When you focus on each phone screen, you're able to make time for thorough conversations where both parties can ask thoughtful questions and really be candid with each other. Recruiters can then more accurately gauge the candidate's fit, identify any red flags, and provide crystal-clear expectations (and the candidate can do the same).



5

USE A “SILVER BULLET”

Just like foolproof pick-up lines, so-called “silver bullet” interview questions aren’t real.⁴ If they were, everybody would ask them in every interview. So, while it might be nice to know that if your candidate could be any car, they’d be a Jeep Cherokee, this information isn’t actually relevant to how fit they are for the job.

Nor are almost all other random questions that may pop in a recruiter’s or hiring manager’s mind during the interview. Avoid gimmicky or improvisational questions, and center the interview around the specific position the person is applying for. Then make sure you stay consistent from candidate to candidate.

With that foundation in mind, you can use a structured format. Come with predetermined relevant questions and scorecards for each of the interviewers. They can all rank each candidate on important things like culture fit, skill set, and industry knowledge.

With consistent questions for each interview, you can more accurately compare candidates and compensate for individual biases. Because as much as one hiring manager’s gut may tell him Candidate X is the one, that doesn’t mean you should forgo all other structure and logic.

⁴ How to Evaluate Candidates’ Soft Skills, CareerBuilder, 2017





6 DON'T GO BEYOND THE INTERVIEW ROOM

When recruiters don't take ample time with a candidate before an interview to tour the facility or make a few introductions to current staff members, candidates can instantly feel a sense of exclusion and unwelcomeness. Rushing them straight to the interview room can feel cold - not how you want to make an impression.

Your candidate is already nervous for the interview, so why not go the extra mile and make them feel comfortable before you start drilling them with questions. Make it part of your recruiters process to show the candidate around; let them get a good sense of the office environment, how the rooms are set up, who they could potentially be working next to, and most importantly see how they are greeted by fellow team members. Inclusiveness is a huge component to the hiring process than many recruiters lack, make the candidate feel included from the second they walk through the door.

This simple added step to the interview process brings in that extra value set that will entice the candidate to want to be a part of that work environment, that culture, daily.

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A LACK OF TRANSPARENCY

When it comes to recruiters and candidates, if you are not fully transparent about the hiring process and the status of the application, you risk losing out on potential A-Players because the candidate often feels duped. When any candidate applies to an open position to your organization, you should have specific funnels set in place that help the candidate navigate where they are in the interview or hiring process and what exactly the next steps are. The key is to make sure your recruiters aren't leaving any room for guessing with potential new-hires.

The following process is not only transparent, but also ensures that people's time is not wasted. Time is valuable, not only for your recruiters, but for the candidates as well. Here are a few ways to help in your transparency efforts:

- Set up email automations for candidates. Anytime they interact with the recruiter or move to the next phase in the hiring process, they'll receive an email verbalizing next steps and the amount of time those steps will take.
- Set up prequalifying questions that must be answered with the submission of a resume or application. Based on the applicant's answers, they will be sent into one of two funnels:
 - The answers were in line with your company culture/structure/specific open positions and the candidate automatically gets an email confirmation to schedule their interview and pick an interview time.
 - The answers were not in line with your company culture/structure/open positions and the candidate receives an email letting them know that certain qualifications were not met for that specific role.





NO DIGITAL FOOTPRINT

Surprisingly, the first thing many candidate do BEFORE applying for a job is check out the companies social media presence.

If your recruiters are not utilizing your company's digital footprint to nurture, entice, and intrigue new candidates, then they are hurting your business in more ways than one.

One of the first things that many potential candidates do, before even applying, is look up the company and search for reviews from past and current employees. They look at Facebook, Twitter, Instagram, and do simple Google searches to see what is being said about your company.

Make sure that your digital footprint is set in a positive light. Your social media pages can say a lot about your company, encourage your employees to post about fun and exciting things that you do as a company. Post about advancements within, goals that were reached, team bonding, and most importantly make sure your company culture is **visible**.





A LACK OF FEEDBACK

“Thanks but no thanks.”

Many of us have heard that line before, and more often than not, your recruiters may be hearing it from candidates but failing to ask the appropriate questions to follow such a statement.

As we said before, it is a candidate driven market right now, which means A-Players are going faster than ever and if you had your eye on one but for some reason they decided to take another offer, your recruiters need to be asking, “Why?”. Allowing your candidates the opportunity to give feedback to your company’s hiring process is crucial for future successful hiring. It may sting a little at first when you hear the responses, but in the end it is going to benefit your company and your leadership.

On the other end of the spectrum, the candidate experience can be improved by offering feedback to candidates who didn’t quite make the cut. Positive reinforcements that will help the candidate with future endeavours will leave them with a good taste in their mouth about your company rather than feeling sour about not getting the position. The interview process should be a two-way street, if your recruiters aren’t looking at it that way, then you may need to be looking for new recruiters.



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NOT WEARING THE WHY

If your recruiters aren't constantly letting your potential new hires know why working for your organization would be awesome, they aren't doing the best job at representing your brand. We call it, "Wearing your why," because every part of your culture and organization should be worn and represented at all times by all of your employees. Think about the following questions:

- Why does your organization do what it does?
- Why is this team member such an added value to our organization?
- Why should candidates want to be a part of our team?
- Why should this potential candidate want to work here versus anywhere else?
- Why are we as an organization good for the candidate's personal and career growth?

Your recruiters need to be thinking about the 'why' in every interview, that way the interview stops being all about the company and starts being more about the candidate.





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