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# Recruitment

## Creating a Successful Recruitment Strategy

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- **ISPI, Dallas TX**  
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2006 Performance Improvement Conference
- **Federated Press**  
April 10-11  
Work-Life Balance Conference, Toronto
- **Project World, Toronto**  
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Annual Conference  
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- **Infonex, Ottawa**  
May 16-18  
Public Sector Succession Planning Conference
- **Canadian Management Centre, Public Program**  
Maximizing Multigenerational Teams  
1 Day Course, May 31
- **Schulich Executive Education, Public Program**  
How to Manage your Multigenerational Workforce, 2.5 Day Course, June 22-23

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## The 5 Key Elements to a Successful Recruitment Strategy

This newsletter continues our look at creating integrated HR strategies that engage a multigenerational workforce. This issue is based on Chapter Five of our book on increasing engagement within a multigenerational workforce. Chapter Five examines the factors required to create a successful recruitment strategy to gain competitive advantage.

In today's knowledge economy, the best performing organizations devote time, attention and resources to recruiting the right people, at the right

time for the right job.

The recruitment process is also the first step in creating an engaging relationship with employees. From the first touch point, usually a job posting or your website, candidates form an initial impression of your organization. They will evaluate how **transparent** your hiring process is; how **responsive** your organization is; and how open you are to **partnering** with them to ensure a win-win experience.

When developing a recruitment strategy the five key elements are:

1. using a blended approach
2. focusing on cultural fit
3. closing the gap
4. leveraging your brand
5. maximizing internal recruiting strategies

We thank our clients who attended our March breakfast session for sharing their insights and experience in 'getting' the right employees.

## Use a Blended Approach

A blended approach to recruitment requires that you reach out to potential candidates in a variety of ways and incorporate a variety of tools and methods during the selection process to ensure you are achieving the highest level of validity. In order to be **transparent** during the recruitment phase, candidates should be informed about all elements of the selection process, specifically how and why certain tools /

methods will be used to evaluate them. To demonstrate **partnering**, your approach should have candidates participate in numerous face-to-face meetings where they should be able to openly discuss their expectations of you as an employer.

To demonstrate **responsiveness**, candidates should be informed of their results (i.e. test scores) and hiring decisions in a timely manner.

### Generational

**considerations** - Gen X and Gen Y candidates in particular will expect to have opportunities for a two-way dialogue. Their goal is to create a win-win relationship. As a result, they are more likely than previous generations to negotiate for what they want. Many experienced Baby Boomers will want to ensure that they can continue to build their reputation, so you want to be transparent and partnering as to that possibility.



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## Focus on Cultural Fit

One of the most significant contributors to employee turnover is poor employee selection during the hiring process. One way to avoid this situation is to hire for attitude and cultural fit and train for skills. You can create a culture-based recruitment process by considering the cultural context in which the job is performed and understanding the personality traits of those who excel at the role.

In addition, a culture based recruitment process

## Close the Gap

Often in the recruitment process there is a disconnect between how managers and recruiters present the organization and work environment and the reality of working within the role. The most effective way to close the gap is to provide candidates with a realistic picture of the job and your organization. Provide clear, specific and complete information in recruitment process, so as to limit misinterpretations. Be as **transparent** about your culture as possible.

requires consistent communication. Your corporate values and the employee traits that you are seeking should be **transparent** during the interview process. By exploring how candidates' values align with your corporate culture you will be creating a **partnering** relationship that ensures employees with desirable attitudes and values are selected.

**Generational considerations** - Gen X and Gen Y candidates will

evaluate your workplace culture based on their first touch point – your website. Your site should include specifics on training programs, career paths, mentorship opportunities, rewards, work-life balance and diversity. For Baby Boomers who are relationship-focused, the culture of your organization means the people who work for your organization. They will want to know that they fit with the team, as much as the team needs to fit with them.

Equip managers with the skills and tools to conduct hiring conversations that are open and honest as a first step in creating a **partnering** relationship. At our breakfast session one client shared the unfortunate result of having line managers who did not paint a realistic picture of the workplace. The outcome was a new hire who did not work within the established job guidelines, and whose approach to senior management was inappropriate and out of sync with the corporate culture.

**Generational considerations** – provide opportunities for Gen X and Gen Y candidates to peek behind the curtain during the recruitment process to evaluate your ability to deliver on the deal. These cohorts, more than others, want to ascertain whether the recruitment promises are likely to come true. While Baby Boomers may not leave your organization as quickly if they feel the deal is not being delivered, they will not be engaged. This cohort above all others must feel and believe that the value for which they were hired, will be used.

## Leverage your Brand & Maximize Internal Strategies

One of the key contributors to being able to recruit new top talent is your organizational reputation and brand. Your reputation will impact the number of applications you receive and the quality of candidates. Being **transparent** about your reputation is important as candidates will evaluate your corporate social performance (CSP) which includes such things as your ability to create

a **partnering** relationship with employees, your treatment of the environment and your ability to **respond** to internal and external stakeholders needs. **Generational considerations** - Gen Ys will be influenced by your CSP, therefore it is best to include in your recruitment messages your strengths around fair labor practices, diversity issues, and your

commitment to sustainable development.

**Internal Strategies** - Internal programs are a particularly good recruitment strategy when you are facing a tight labor market. Tapping into your employees as a source for new hires is also an effective approach. Candidates that are referred by existing employee are less likely to

turnover and more likely to be better performers. As a participant at our breakfast session noted, referral programs are a great way to also improve retention.

**Generational considerations** - Since Gen Ys tend to move in packs, they will help recruit their friends to your workplace. If they do not think you are a great employer, they will discourage others from joining or, worse yet, leave en masse.