



# Digital Recruitment

## Processes • Strategies • Best Practices

### Introduction

Recruitment is one of the most important things that a company does. Finding talent in the market today is really difficult prompting new methods of recruitment in order to find best possible candidates.

Many organizations are shifting from *traditional recruitment methods* to more *non-traditional methods* utilizing technology. Both approaches have their own pros and cons and are widely used to find best possible candidates.

### Traditional Recruiting Methods

1. **Newspapers**
2. **Local Employment Offices:** Posting vacancies at local employment offices is an effective way and they usually operate a wide networked database and training programs for candidates.
3. **Hiring Internally:** is a time-tested method and one of the easiest methods to hire the right person for the job. Existing employees and their potential, working styles, background, and performance are well known to the organization.
4. **Temporary Employment Agencies:** are one of the most used methods for short listing candidates and finding people who suit the organization's preference and experience requirements.
5. **Job Bank**



# The Role of Technology in Recruitment and Selection

- **Chatbots** provide instantaneous communication working as a messaging service on your website and can respond to questions on a 24/7 basis, regarding a job listing, information on your company as well as providing feedback and company updates.
- **An ATS (applicant tracking system)** is a software application used to streamline the recruitment process by storing candidate applications and managing the entire recruitment process. A modern ATS can give you the ability to handle the entire recruitment process collaboratively across all teams involved in hiring on one centralised platform. ATS's can also provide candidates with a seamless application process, leading to a reduction in candidate drop off and overall positive candidate experience.
- **AI (Artificial Intelligence)** has been the biggest innovation and trend in recruitment in recent years. AI has the potential to completely transform the way you recruit. Incorporating AI into your hiring process via an ATS will allow you to reduce time spent on administrative tasks by automating the process. AI works within the parameters you set to screen candidates CVs. Beyond the time-saving factors, AI can complement your recruitment efforts by eliminating bias from the recruitment process. AI only considers the data. By scanning your candidate pool and scoring candidates based on parameters you have provided, AI will support your hiring decisions in a non-biased way.
- **Social Media:** Recruiting is all about building connections and social media platforms like Facebook, Twitter and Instagram which are invaluable tools you can leverage to grow your networks and grow quality talent pools. Millennial and Gen Z workers expect to see your company share news of job openings on social media as well as content promoting company updates that give insight into life at your company and is a great way to attract passive candidates.

Effectively incorporating social media into your recruitment process requires an investment into your employer branding. Once you have built an effective brand, ensure you get the most from your social media efforts with the use of a social media management tool.

- **Psychometric Tests:** Psychometric tests are essentially a questionnaire based on measurable norms to quantify candidates. They are based on both scientific and psychological research and are proven to be a reliable indicator of future performance. There are three different test categories: aptitude, skills and personality testing. Tests can measure competencies such as analytical skills, communication skills, leadership skills, numerical skills and both logical and verbal reasoning.
- **Video Interviewing:** Video interviews are a simple, standardized way to hear directly from candidates and make hiring decisions using defined criteria and require less time than other forms of interviewing as the recruiter can view the responses at their convenience.

## Non-Traditional Recruiting Methods

1. **Tapping Smart Phones:** make it easy to connect with the world, especially the younger generation. Organizers use this and interact with the candidates by providing information about their companies online, optimizing company's portal and even using SMS (Short Message Service) for communications.
2. **Tap in Social Media:**



Facebook and Twitter are used more than any other medium nowadays. People use it for everything ranging from news to updating their job requirements. Organizations and recruiters use this medium to engage with their prospective candidates and employees.

### 3. Event Recruitment:

Sponsoring events and building brand value is a relatively useful concept. Companies sponsor events which are related to their ethic value which they wish to represent through their association. It helps them gain popularity and their message goes across a wide net of people. Common minded people gather at such places and such events are a great way to recruit suitable employees.

## Method Suitability

### 1. Online systems:

This approach makes use of documents which are in digital format, soft copies. Online Recruitment Methods use a web base system, available at all times and all places for communication between recruiters and candidates. All the processes are carried out online using a variety of electronic means. It uses these systems and software to fill vacancies – effectively and efficiently.

### 2. Time Frame:



Traditional method of posting vacancies in newspaper, then waiting for responses for a week or so and then beginning the process of sorting the received applications takes a lot of time.

Online systems are quick, fast and reduce the time requirement. Job openings are posted instantly, responses can be received in real time and sorting can be done very quickly based on eligibility and required criteria, using software.

### 3. Money Factor:

Traditional methods are longer and a more costly way to fill openings. Online systems are cost effective and offer a variety of services at half the rate of traditional methods.

### 4. Parallel Processing:

Traditional Methods involve a process wherein each phase could begin only after the previous phase had completed. This means that time is increased and the error of one phase is carried on to the next phase. Thus, a mistake in beginning phases would result in erroneous processing throughout. However in modern systems, processing is done in a parallel stream and the error can be identified and corrected then and there. It saves the risk of carry forward of errors.

### 5. Success Rate:



Traditional method of print media – national, regional or trade press has restrictions. It appears for a limited time. Online methods of recruitment, give a better rate of success for recruiters. However, an advertisement for vacancy on your own site or on pages linked to Facebook, Twitter or LinkedIn stays there for as long as you wish it to be – weeks, months or longer. The chances of people visiting the page and responding to the advertisement, becomes higher and so does the success rate.

## **6. Reach:**

Online methods give a wider reach as compared to traditional methods. The number of recruiters and job seekers using internet for their career related searches is increasing day by day. It reaches out to people beyond boundaries of geographical and national restrictions. Thus it gives access to a larger pool of talented and qualified people.

## **7. Depth and Detail:**

Traditional methods offer no way of assessing a candidate's eligibility and personality and his/her suitability for the job apart from the job criteria. However, while using online recruitment methods, the recruiter can attach a quiz to gauge the person's capability and competence then and there itself. It can be used to pre-screen the applicants so only those who meet the requirements will proceed to the next level.

## **8. Personal Touch:**

Traditional Methods have a personal touch to them which is lacking in non traditional methods. Lack of human contact, everything being done through electronic means, over the internet or through an outsourced agency makes it unsuitable for some organizations. In traditional methods, the recruiter can discuss their requirements, ask for additional details or assess a person through candidate responses. Also, they can be asked for their opinions on a large myriad of topics, apart from the job requirement, just to weigh their overall competence. This is often missing in online methods.

## **9. Competition:**

There is tough competition amongst recruiting companies to hire the best person. Each and every company is using non traditional methods and thus, to stand out from the rest, the company needs to offer something additional. They need to put in a lot of effort to be visible in the crowd.



## **10. Size of Organization:**

Small organizations often do not use non-traditional methods as they find traditional ones to be more comforting and within their reach. Such companies still believe that referral is the best way to hire people as the employees are much more reliable in such methods.

## **11. Technical Competence:**

Using the power of internet or social media to hire people is not a great idea for some people. It needs technical competence and proper management to secure employees, especially internationally, through these methods. Not all organizations have experienced people who can manage the online portal, the social media platforms and the received responses effectively.



As you can see, both methods have something that the other does not. It is entirely an entity's decision whether they want to go for traditional or non-traditional methods of recruitment. It is best to list out the requirements and priorities before opting for any one method.

A combination may also be used, depending upon the organization. The channel which meets the criteria in the best way should be used.

Regarding the decision about which method is better, the debate will go on a long time and till then both methods will exist concurrently.

# Building an Effective Recruitment Process

## 1. Leverage Automation

In a recent study, approximately 75% of recruiters say technology will play a significant role in the recruiting process. Automating recruitment processes such as interview scheduling and manual screening of applicant resumes, allow for better utilization of time and efficacy of the entire recruitment process. Studies indicate that about 20% of organizations are now leveraging technology to support their diversity initiatives.

## 2. Advertising

Many candidate applications come from job boards (52.17%) and career sites (33.90%) so optimizing these platforms with visual content wherever possible is a productive way to attract job seekers. Since most applicants today begin searching for jobs on their phones, you should optimize digital advertisements to appeal to smartphone users.

## 3. Create a Robust Employee Referral Program

Employee referrals are among the best and most cost-effective ways to find exceptional talent for your organization. Effective elements in a referral program may include cash bonuses, or extra days off. The program must be easy to understand and use, contain feedback mechanisms to update existing employees about the status of their referrals, and provide organization-wide recognition for the employee whose referral lands the job.

## 4. Engage with Passive Candidates

Passive job seekers are simply candidates who aren't actively looking for a job but will be willing to accept a better offer if a relevant opportunity comes their way. According to LinkedIn Talent Solutions, around 70% of the global workforce comprises passive qualified candidates. Maintain an applicant pool (a database of past applicants) and leverage social media channels and email lists.

## 5. Enhance the Candidate Experience During the Hiring Process

- **Don't just focus on the basic job description and compensation package.** Company culture is also a huge factor in candidates' job consideration so be sure to articulate why the organization is an attractive place to work and its mission, vision and values. Recruiting is all about building meaningful relationships ensuring personalized communications.

- **Simplify the application process.** If you are not constantly optimizing your recruitment process, your recruitment metrics will only decline.
- **Explain the entire interview process including timelines.** Confused or anxious candidates who feel like they've been forgotten or put on the back-burner will drop off, costing you some of your best talent.
- **Speed up the recruitment cycle by sharing information.** On average, it takes three interviews and 3–6 weeks to get out an offer. Time-to-hire is one of most important metrics recruiters must pay attention to because the main reason job offers are rejected is that someone else beat you to the punch.
- **Focus on building relationships.** Don't make interviews feel like a stress test. Offering proper affirmation and positive feedback will give candidates the confidence to truly shine by showing you what's true and important to know about them. 80% of people say they will take one job over another based on personal relationships formed during the interview process.
- **Ask candidates about their unique ambitions.** Most interviewers make the process all about what the candidate can do for them. Successful recruiters will ask the candidate about their career aspirations and ensure the position is a good opportunity for them. 49% of employers believe that compensation is the most important factor to candidates, whereas 72% of candidates state advancement opportunities are the top reason why they would change jobs. For Millennials—the largest generation in the workforce—this is of utmost importance, with more than half of Millennials seeking more opportunities to develop their leadership skills.

## Recruitment Metrics



- ✚ **Applicants-Per-Opening:** measures the number of people who complete an application for an open role. The average number of applicants per open role is highly dependent on your industry, open role and physical location of your organization.

Start by gathering the total number of applications completed from each source where candidates applied, including job boards, referrals or social media platforms. An Applicant Tracking System should have most of this information.

- ✚ **Application Completion Rate:** compares the number of people who start filling out an application with the number of people who actually submit a complete application. 20% of candidates will not spend more than 20 minutes on an application, and with today's job market, candidates have the power to pick and choose which companies to which they will apply.

Collect only the basic information you need to qualify candidates and remove any sections that could be handled later in the interview process. To calculate the application completion rate, gather the number of applications completed across all sources (job boards, referrals, etc.) and divide that by the number of people who started applying for a job but did not complete the application. Then multiply that number by 100 to get the percentage.

- ✚ **Cost-of-Vacancy:** is the amount of money an organization loses each day a position is left unfilled. Determining the exact cost of an unfilled position is extremely difficult since it's hard to account for productivity loss, decreasing morale and employee burnout in terms of financial loss. Because of this, consider your cost-of-vacancy as the baseline amount of money you're losing to an open role.
- ✚ **Time-to-Hire:** measures the number of days between when a job is first posted until a candidate accepts an offer for the role. Every day a role goes unfilled costs the organization hundreds if not thousands of dollars. Your biggest priority is to hire the best candidate in the shortest amount of time. To calculate time-to-hire, take the day a candidate accepts your offer and subtract the day they entered your pipeline, with the day the job is posted being equal to one.
- ✚ **Offer Acceptance Rate:** is simply the percentage of candidates that accepted an offer vs. the total number of people to which an offer was extended. To calculate offer acceptance rate, divide the number of people who accept an offer by the total number of offers extended to candidates. Then multiply that number by 100 to get your percentage.
- ✚ **Cost-per-Hire:** measures the amount of money a company spends to hire an individual employee. Different from the cost of an unfilled position, cost-per-hire is the actual amount a company spends on a new hire from the point a role opens up to the point a candidate accepts their offer.

Cost-per-hire incorporates every expense your company incurs to make a hire. This includes but is not limited to:

- The cost of posting open roles to third party job boards
- The cost of outsourcing resources for marketing and employer branding
- The time recruiters spend networking with candidates
- The time recruiters spend reviewing applications and scheduling interviews
- The opportunity cost associated with an unfilled role

Another thing to consider is that while hiring more efficiently is a top priority among recruiters, the cost of hiring a bad employee may outweigh the cost of waiting for the right person.

- ✚ **Quality-of-Hire:** measures the number of quality employees who add value to your organization. This will give insight to the recruitment process and should lead to an examination of where and how the highest quality hires are sourced and how well your onboarding and training prepare new hires for their role.
- ✚ **Employee Retention Rate:** measures the percentage of people who stay at an organization within a set period of time.

There are unlimited factors that affect employee retention, but here are a few things recruiters should consider:

- Compensation
- Perks and benefits
- Company culture
- Onboarding and training
- Flexibility and work-life balance
- Career growth and learning opportunities
- Recognition and celebration of accomplishments





An all-inclusive recruitment practice includes **Planning, Recruitment Processes, Screening and Shortlisting, Selecting, Interviewing, Hiring and Onboarding** but it may vary from organization to organization depending on the business, organizational structure, size of the company, nature of operations, existing recruitment workflow and selection process.

A well-planned and thoughtfully crafted recruitment process is designed to filter the right candidates faster while staying focused on engaging the eligible candidates for maximum conversions. The recruitment process not only reflects the company's professionalism but also helps attract the right kind of candidates while saving the time and money spent on identifying, attracting, engaging, recruiting and retaining talent.

## Recruitment Steps

### Planning

The foundation of a highly effective process for recruiting, selecting, hiring and orientating new employees is the company's plan - more specifically, its workforce plan. Knowing how many new employees and when they will be required to fill existing and/or new positions is essential. The recruitment process starts off with recruitment planning that involves analyzing and describing job specifications, qualifications, experience, and skills required to fill the open positions.

#### Identifying the Hiring Needs

Your recruitment process should start with identifying the vacancies that exist followed by analyzing the job specifications including the knowledge, skills and experience needed for the role.

**Gap Analysis:** Determine where the gaps are in your current staff. Determine if you have new needs that are not being addressed currently. This will tell you that there is a hiring need. Is there an increase in workload that needs to be addressed by hiring?

- Regularly analyse performance and make a list of missing qualities, qualifications, skills and proficiencies that you need to add to your staff.
- Be aware of upcoming retirements, new product or service offerings needing new skills.
- Analyze skills of current staff to job matching.
- Every time you recognize that there is a hiring need, act before it becomes a pressing matter.

### **Factors That Influence Recruitment**

- Size of the organization
- Salary structure
- Work culture and working condition within the organization
- The growth rate of the organization
- The current state of employment in the economy

Those responsible for recruitment should be able to:

- Clearly identify the job vacancy and define the qualities of an ideal candidate.
- Write a clear job description to enable candidates to understand the job and to assess whether they are the right fit.
- Create an outline detailing the qualities needed in an ideal candidate, which will also help later during the candidate selection process.

### **Build an Ideal Candidate Profile**

An established candidate profile will help you to more accurately target and source the types of candidates you want to attract.

With increasing pressure to match the perfect candidate with the perfect role, recruiters are faced with a number of challenges, such as hiring better, faster, and in a bias-free manner. None of these is an easy task, but creating an ideal candidate profile can help improve the recruitment process by ensuring a higher quality of hire and a better candidate-job-fit.

While a job description focuses on describing the job, a candidate profile is all about defining the ideal candidate for a specific position. For example, a candidate profile might include characteristics like independent thinker, problem solving skills, customer service background, and other traits and skills you'd ultimately like to see in the candidate you hire. The profile answers the questions about motivation of your ideal candidate, what their educational background and current job are and even what career goals they have.

With a solid idea of the type of person you're looking for, you can write a much more targeted job description for each open position. This will help you attract top-quality candidates who are a good organizational fit, as well as an appropriate match for the open position in question.

## STEPS

1. Define the job content and duties.
2. Consider the company's culture and overall vision, mission, and goals for example, what personality traits does your company culture value?
3. Define key hard skills (abilities and experience) and soft skills (personal characteristics that help individuals to be more successful at work, for example, leadership, communication, and problem-solving).
4. Write a compelling job description based on your candidate profile. Make sure that the job description you write is inclusive, covering any and all aspects of the open role.
5. Keep the candidate profile in mind throughout the recruitment process.

### Preparing the Job Description

Once you know exactly what you need in terms of knowledge, skills and experience, it is time to determine the duties and responsibilities of the job. Preparing a comprehensive job description (JD) will help you know what your potential employees must have in order to meet the demands of the role.

More importantly, it provides your prospects with a checklist or a list that they can compare themselves to before applying. It is a tool to ensure that you get applications from the right candidates.

A job description must include all of the following and can be as comprehensive as you want:

*Title*

*Duties & Responsibilities*

*Qualification & Skills*

*Location*

*Compensation & Benefits*



### Checklist to Crafting the Perfect Job Description

Company Name & Description

Core Values

Pay and Benefits Offered

Location

Job Title and Department

Description of Duties

Demand (specific skill set, knowledge, experience or training required for the job)

Qualities that are nice to have and would be an added advantage



## Sample Job Description

### TRAINER

As a Training Specialist, your duties and responsibilities include boosting the competencies of employees by developing and conducting effective training programs. You will indirectly help enhance the employee's workplace performance in conjunction with the company's core values. You will be performing the training needs assessment, developing and delivering the learning materials and curriculum and for managing different phases of training interventions. In short, you will be managing the education training requirements of the company.

### Responsibilities

- Identify and assess training requirements by evaluating weaknesses and strengths
- Translate needs into training that help groom employees for the next levels of their career path
- Design annual training programs and prepare coaching plans
- Oversee or develop the production of manuals, instruction materials, aids, and classroom handouts
- Supervise structured learning experiences and also oversee their results
- Familiarize new hires to the company and conduct orientation sessions
- Stay abreast with the latest tools and trends in employee development
- Deliver various training courses

### Requirements

- BS degree in HR, Training, Education or related field
- Proven 3+ years of experience as a Training Specialist or similar role
- Portfolio of conducting multiple training courses
- Extensive know-how of learning principles and instructional design theory
- Expertise to master the full training cycle
- Proficiency in learning management software
- Understanding of both conventional and modern training tools, methods, and techniques
- Knowledge of talent management and effective planning
- Proficiency in database software and MS Office
- Excellent organization skills
- Ability to calculate training ROI and conduct the cost-benefit analysis
- Capability to present intricate information to a variety of audiences
- Robust decision-making and problem-solving skills

**See the National Occupational Standards for Bus Operator Training Instructor and Professional Bus Operator**

[https://www.buscouncil.ca/downloads/NOS\\_INSTRUCTOR\\_2019\\_EN.pdf](https://www.buscouncil.ca/downloads/NOS_INSTRUCTOR_2019_EN.pdf)

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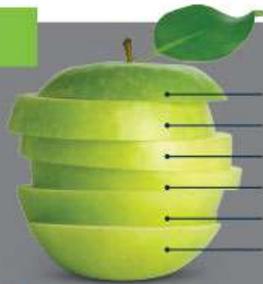


# MCPCC Training Instructor Certification Program



## TRAINING INSTRUCTOR CERTIFICATION

### Certifying an Industry



### Strengthening the Core

- Training Instructor Certification
- Training Instructor National Occupational Standards (NOS) Training
- Instructor Skills for Success
- Certified Professional Bus Operator
- Accreditation of Industry Training Programs
- Professional Bus Operator NOS & Skills for Success

### Program Overview

Certification is the formal process by which a certifying body, such as the Motor Carrier Passenger Council of Canada (MCPCC), validates a Training Instructor's knowledge, skills, and abilities in a defined role and area of practice, based on predetermined

standards. Training Instructors achieve certification credentials through specialized education/learning, experience in a specialty area, and a qualifying examination.

#### CERTIFICATION CRITERIA

<b>Experience Requirements</b>	Minimum three years cumulative experience as a Bus Operator Training Instructor within a 5-year period including the year of application
<b>Knowledge Requirements</b>	NOS for Professional Bus Operators: Must be a Registered Evaluator with MCPCC
<b>Knowledge and Skills Requirements</b>	Successfully complete the online MCPCC Bus Operator Training Instructor Challenge Examination based on the NOS for Training Instructors
<b>References and Code of Ethics</b>	3 references with a minimum of 1 from a supervisor/manager and the remaining from a supervisor/manager, a peer or a trainee. Consent to abide by the Code of Ethics for training instructor practice
<b>Continuing Professional Development</b>	A minimum of 60 hours of professional development in each 3-year period after certification

### Earn the Designation

- STEP 1** Access and complete the application package for MCPCC process
- STEP 2** Take the online multiple choice exam
- STEP 3** Certification board review & acceptance
- STEP 4** Granting of designation

MCPCC has developed a comprehensive Study Guide to support your success in passing the Exam

### Recognition



#### Driving Excellence.

Through your training expertise the industry's professional designation (Certified Professional Bus Operator) has enjoyed significant success, with over 7,000 bus operators now certified.

## Recruitment

Identifying the right talent, attracting and motivating candidates to apply are the most important aspects of the recruitment process. The job listing should be advertised internally to generate referrals as well as externally on popular social networking sites and preferred job boards. Recruiters can also conduct job fairs and promote openings in leading industry publications to cast a wider net. Broadly, there are two sources of recruitment that can be tapped for a talent search (*Internal and External*)

### Source the Talent you Want

In the traditional process, you may need to post dozens or more job ads across platforms. In a digital process, you are automatically buying, placing and optimizing job ads based on your ideal candidate profile.

Tracking and searching through candidate files can be very time consuming if done manually. Digitizing your talent pool allows you to quickly access relevant talent, or even passive candidates when roles open up and can improve the speed and effectiveness of your recruiting efforts.

### Build and Manage a Talent Pool

A talent pool is a database of candidate profiles interested in working for your organization. Using an HRMS and CRM system, you should be able to add sourced candidates, past candidates, and allow interested candidates to register to join through your careers page to stay up to date with opportunities at your company. Having a well-documented and organized talent pool will help you to better track and engage candidates.

1. **Add your Sourced Candidates**
2. **Build a dedicated landing page so potential employees are aware of career opportunities**
3. **Re-engage Unsuccessful Candidates**
4. **Engage Students and Graduates-to-be, such as internships, graduate programs, part-time contracts, job shadowing, chats with your CEO, etc.**
5. **Keep the current employees informed on more senior openings.**
6. **Browse through your talent pool regularly.**

### Internal Sources of Recruitment

#### Transfer



Fill a vacancy in a different location without any changes in the job role, status, or salary of the employee by transferring a suitable candidate from within the organization.

## Promotion

A vacancy can also be filled by offering a high performing employee to take over a senior position within the organization for handling additional responsibilities along with a raise. Promotions motivate employees to perform better and also reduce the attrition rate.

### Existing Employees



Have an employee referral program where employees are incentivized for bringing in suitable candidates to help accelerate the recruitment process.



### Retired Employees

In case of an emergency or a mission-critical project, retired employees can also be called in to fill a position for a short period till an appropriate candidate is found.



### Previous Applicants

Keeping applicants on file who have previously applied makes for a resourceful database.

## External Sources of Recruitment

Recruiting through external sources offers a much wider scope for selection from a big number of qualified candidates. The process moves much faster even for bulk requirements while eliminating the chances of partiality or biases.

### Advertisements

Advertisements help recruiters build a solid brand identity that attracts efficient manpower. You can go with the traditional approach by using print media or use digital media for better results at a reduced cost.

### Job Portals



With the growing use of the internet, job portals have come to play a crucial role in connecting companies with candidates. These portals are a preferred platform for jobseekers looking for better career prospects so they make an excellent source for recruiters to tap the top industry talent.

## Company's Careers Site

A mobile-friendly, branded careers site that conveys your work culture and integrates with the company's social profiles not only makes it easier for your potential employees to apply but also attracts top industry talent with a professional theme, attractive headers, compelling content and engaging employee videos. An ATS-integrated careers site also eliminates the hassles of manual job postings while improving the candidate experience dramatically with a customizable application process.

## Social Networking Platforms



Social networking sites are excellent to find the most qualified, potential recruits. With a combined user base of 535 million, LinkedIn, Facebook and Twitter offer a perfect opportunity to source highly skilled and efficient candidates.

## Placement Agencies



Placement agencies are a perfect solution for those hard-to-fill vacancies that often demand a lot of time, effort and resources. These agencies employ various tools and techniques to find top talent faster, at a reduced cost.

## Job Fairs

Job fairs are a one-stop public event offering easy access to a large pool of talent for bulk requirements. They bring you an opportunity to create brand awareness without having to advertise and you also get to network with other similar corporations while saving a lot of time and money.



## Campus Placements

Campus placements are a quick and inexpensive way to find suitable candidates, who are competent, energetic, enthusiastic and most importantly interested in working for you.



## Professional Bodies

Professional management bodies like Institute of Chartered Accountants, Institution of Engineers, etc. maintain an up-to-date database of trained and qualified professionals in their respective fields and make a great resource for tapping top industry talent.

## Screening and Shortlisting

A survey of recruiters revealed that while 46% struggle to attract top talent in the current candidate-driven market, 52% confirmed that the most challenging part of hiring was identifying the right candidates from a large pool of applicants.



In order to move forward with the recruitment process, you need to screen and shortlist applicants efficiently and accurately. This is where the recruitment process gets difficult and challenging. You can resolve this recruitment bottleneck by following these four steps:

### Steps to Effectively Screen or Shortlist Candidates

- Screen applications on the basis of minimum qualifications.
- Sort resumes that have the preferred credentials by looking at their certifications, relevant experience, domain expertise, technical competencies and other specific skills that are required for the role.
- Shortlist candidates who have both the preferred credentials and the minimum qualifications.
- Flag any concerns or queries in the resume so they can be clarified during the interview.

To make this process less arduous an applicant tracking system (ATS) designed to screen resumes is recommended. Using an ATS will ensure that you have an unbiased, objective filter that will smartly wade through the sea of resumes to narrow down your talent pool.

## Interviewing

The shortlisted applications will now move through the interview process prior to receiving an offer letter or a rejection note. Depending on the size of the hiring team and their unique recruitment needs, several interviews may be scheduled for every candidate. As mentioned earlier several technological supports are available during this stage.

### **Telephonic Screening/Video Interviewing**

This is a quick, easy and convenient way to screen candidates and their capabilities. You can embed the video interview in the application process for all candidates, or trigger an invitation to record a video interview for only candidates who score well on your other assessments.

Video interviews are a simple, standardized way to hear directly from candidates and make hiring decisions using defined criteria. Not to mention, they require less time than other forms of interviewing as the recruiter only needs to view the responses at their convenience.

The telephonic or video interview is also your first opportunity to leave a lasting first impression on your potential employees. So, while you need to keep your very first interview short, make sure you also take the time to screen them against the knowledge, skills and experience mentioned in your job description, so you can eliminate the irrelevant profiles first.

In both standard and high-volume hiring, interview scheduling is typically a bottleneck that slows down time to hire and causes frustration for candidates. Even for organizations that have invested in digital sourcing and selection, some come up short when it comes to making it easy for candidates to schedule an interview. Your candidate will have quickly picked up steam from the engaging application and selection, and you don't want them to lose momentum while waiting to hear back from a recruiter.

On the other hand, if hiring managers are coordinating interviews, they're losing valuable minutes or even hours per candidate while trying to coordinate a time to meet.

### **Self-scheduling**

In a fully digital recruitment process, the hiring phase may be the first time the candidate interacts with someone on your team. To enable this process to be as quick as smooth as the other, fully automated pieces of your recruitment process, you'll want to enable candidate self-scheduling.

Self-scheduling allows candidates who meet the qualifications or score well on the skills-based assessments to automatically schedule to meet a recruiter or hiring manager from times built into their calendar.

## Face-to-Face Interviewing



Personal interviews can last longer because this is the last step before the recruiter does a final evaluation and makes the job offer. Final interviews may be conducted by the top management and are typically extended to a very small pool of standout candidates. The final choice should be agreed upon at this stage along with a backup candidate selection.

### Interview Tips

Interviews are a two-way process. During the process, the potential candidate also assesses whether your company is the right fit or not. So, be courteous, respectful and sell the benefits of the job role and the organization.

Prepare questions that give you deep insights into every job applicant's professional background to assess whether they might be a good fit for your open role.

Refrain from asking abstract questions to check your candidate's reaction; rather, keep your questions relevant to the role.

## Selecting and Hiring

Ultimately, whether you're hiring one employee or one thousand, selecting the right talent who will succeed in the role is crucial. In a digital process, technology assists with selecting the right candidates for the role to increase the likelihood of new-hire success and reduce bias in the process.

### Matching Technology

Digital tools which aid in selection candidate decisions, enable you to build speed and accuracy into your process. A battery of assessments is used to evaluate candidates across multiple competencies that are relevant to and predictive of success on the job. The results from these assessments are combined into one score to help recruiters make efficient and objective decisions about candidates.

You can effectively identify which candidates to move forward in the recruitment process and which candidates are likely not going to be successful on the job and therefore should not be interviewed.

Basically, matching technology does the hard work for you so all you need to do is evaluate the candidate's score to see how well they fit your open role. Matching technology enables you to make consistently stronger hiring decisions across your entire organization and reduce bias in your recruitment process.

Because matching technology uses assessments and skills to determine who is best for each open position (rather than a resume or how well you did during an interview), you're evaluating all your candidates based on job-related criteria defined through a thorough job analysis.

Matching technology is also documented and data-driven, helping you remove any bias from the hiring process. You can revisit the results and check if there's been any adverse impact, allowing you to then make adjustments to further remove bias from future recruitment and hiring processes.

This allows for more diversity and inclusion in your recruitment process and workforce. Although matching technology might not be right for every single hiring situation, the skills and assessment-based approach can make your recruitment processes overall more efficient.

### **Psychometric Testing**

This is a very crucial step of the selection process because the information revealed from this assessment will help you know if your potential employees will perform and stay productive in the long haul. This screening is absolutely unbiased yet an important eliminator that efficiently identifies the right fit for any job. Psychometric tests can be your reference model for any given position because these tests specify the complete personality profile, behavior, flexibility, aptitude, creativity, communication and problem-solving skills that are required to perform in a given position.

## **Evaluation and Offer of Employment**

This is the final stage of the recruitment process. You should never take it for granted that the candidate will accept your offer. However, if your candidate has patiently completed all the paperwork and waited through the selection process, the odds of accepting the offer are high.

### **Things you Should do Once you Zero in on a Candidate**

The recruitment process is not easy, so if you have a structured format to follow, you wind up with more time to stay focused on finding the right fit for your organization.

#### **Checking the References**



Once the final selection for a position is done, check the candidate's professional references and verify all the employment details.

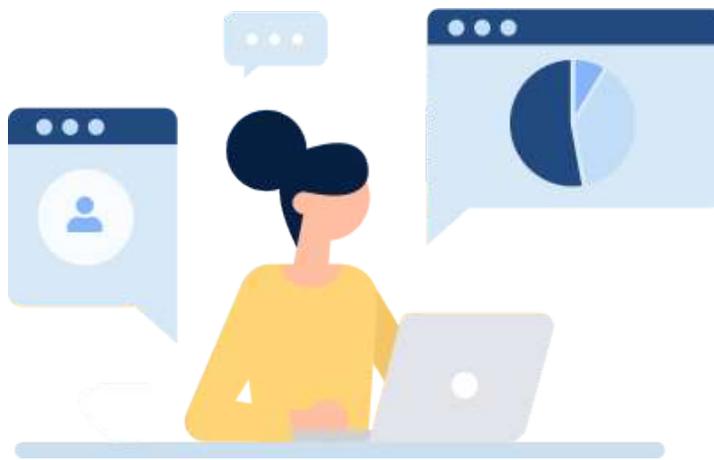
#### **Making the Job Offer**

The offer letter should include everything from the start date and the conditions of employment to the work hours and the compensation while ensuring that every detail is clear and unambiguous.

## Evaluation and Optimization of the Recruitment Process

Given the considerable amount of time, effort, cost and resources involved in the recruitment process, evaluation becomes imperative. While it may not be humanely possible for you to stay on top of everything at every stage of the recruitment process, having an ATS with real-time dashboards and analytics reporting will keep you organized with all your mission-critical data. Recruiting metrics reveal valuable insights into how well your recruitment process is working and also help you identify areas of improvement.

## Benefits of an Effective and Comprehensive Recruitment Process



### Time-Saving

Instead of putting candidates through a lengthy and complicated application process followed by every test practically possible, recruiters are now customizing the recruitment process for a personalized, positive candidate experience with an ATS. An applicant tracking system allows recruiters to accomplish their day-to-day recruitment tasks while staying focused on more important things. It also keeps you on top of bottlenecks that allow bad hires to get through the process so you can fix issues at the source and save tremendous time.

### Proactive Recruiting

A recruitment process that is designed to identify gaps ahead of time allows for a proactive approach. The key takeaway here is that while evaluating the recruitment and selection process, it is important to identify the factors that interest and influence new hires. This will reveal what's hurting your recruitment process and which benefits can make you more attractive as an employer.

## Improved Performance

Any applicant proactively seeking a change in job is definitely not in jeopardy of losing his/her current job due to poor performance. An extensive selection process sheds light on the candidate's competence and skills that determine job performance. Skilful recruiters use the interview process to elicit responses that reveal the candidate's strengths, limitations as well as areas of improvement - which is the very first step in predicting that employee's future productivity.

## Orientation and Onboarding

Onboarding is a new employees' first experience as a member of your organization. Digital onboarding helps ease the transition from applicant to employee and ensures candidates aren't left hanging as soon as they sign their offer. Quickly answering their questions and providing them with the information they need will only make your recruitment process more successful.

Post-pandemic, almost three-quarters of companies intend to shift at least part of their workforce to permanent remote work. This is on top of the thousands of companies who already have fully remote teams.

Bringing on new team members when your entire organization isn't in the office can pose some risks. It's just not possible to follow the same steps as you would for onboarding a new hire in person. However, that doesn't mean that remote onboarding is not possible or can't be done effectively.

### 1. Pre-boarding

One way to help new hires feel welcomed and less overwhelmed is to send them a pre-onboarding package. This might include everything from a welcome email to some company swag. Let them know who their team members are, who they will be reporting to, and who they should reach out to if they have any questions.

Giving them this information before they get started can keep the onboarding process running smoothly. They'll know what is expected of them over the first few days and who they should turn to if they're feeling lost.

### Share Important Documents and Information

Create digital versions of the common employee documents you might share with new hires on their first day, including employee handbooks, policies, documents with systems that your company uses, culture decks, or mission and vision statements.

Having these resources can help your new hire better understand the company and what is expected of them as employees. It can also help lay a foundation for fitting in with the rest of the team.

Creating onboarding videos, using virtual tools, such as Zoom Microsoft Teams, etc., can create a more personal connection with your new hire. When they're able to get familiar with your team and your business, they can feel more connected to the work they're doing—something that can feel challenging the first few days on a remote job.

## **2. Employee Setup**

Find out what exactly your new hire needs. Are you providing them just with a laptop, or do they also need a screen, keyboard, mouse, cables, and other equipment? Have a checklist ready to ensure that you don't forget anything. If your new hire doesn't have the appropriate equipment to start their job, it can delay their onboarding and create a frazzled start to their time with the company, and that is something that you need to avoid.

Also, give them thorough instructions on what apps they will need to download, what tools they should plan on using, and how they can learn each one. Create their email or other important business accounts and make sure they're running properly before the new hire needs them.

Finally, make sure to add them to any email chains, mailing lists, or other communication channels so they never miss an important message.

## **3. Provide a Personalized Onboarding Plan**

It can be difficult to create a personal connection with a remote hire. If you're not meeting that individual face-to-face, it can be hard for both you and the team to get to know that new individual. It can also leave your new hire feeling lost and uncomfortable in their new position.

HR onboarding should be one of the pillars of your remote onboarding process. Give your new hires insights into the company culture, especially things like internal communication.

## **4. Training Plan**

Having a firm training plan ready to go can help new hires stay on task and ensure you're not missing any important steps while onboarding. It also helps you stay on top of expectations so both you and your new hire can make sure you're on the right path.

## **5. Set Onboarding Goals and Expectations**

When you're all working in an office, it's easy to check in with a new hire to see how they're doing. Likewise, it's easy for them to ask if they're meeting expectations or where they can improve. But when you're working remotely, these opportunities are rare.

During the onboarding process, establish clear onboarding goals and expectations. What should be accomplished by the end of the first week? What about at the end of the first month? The first 90 days?

However, you also want to be sure you're creating opportunities for feedback. See what your new hire might need from you to better perform their duties and give them tips on what they can do to more efficiently reach their expectations.

## **6. Introduce them to the Team**

Creating a strong company culture means giving your team opportunities to connect outside of a traditional work environment. In the office, this might mean catered lunches or company-wide happy hours or events.

Unfortunately, with everyone working remotely, these moments can be harder to come by. You often need to work a bit harder to get your team to connect. Schedule some digital events that will allow the new hire to get to know the people they're working with and vice versa. This could be a quick introductory call with different teams and departments or even a recurring happy hour or virtual watercooler channel in your communication app.

Encourage new hires to participate and make it easy for them to get involved. But also reach out to some existing team members to see if they'd be willing to take new hires under their wing. The first few days can be intimidating, so having someone to help them through can be a lot of weight off their shoulders. Working remotely makes it tough to socialize, that's why you need to promote proactive behavior from all sides.

## **7. Schedule Frequent Check-ins**

When working remotely, especially when just starting out, it's better to overcommunicate than undercommunicate. Find a balance between efficiently checking in with your new hire and avoiding micromanaging. If it seems like they're doing well and you can do with fewer check-ins, tone them back.

## **8. Make Onboarding Materials Always Accessible**

When onboarding is over, your new hire might still have some questions or they may want to refer back to the materials they were given during the training process so make sure resources are easily accessible.

# **The Outcome**

Fully digital recruitment and selection transforms a time consuming, heavily manual process into a smooth, repeatable experience that is easy and enjoyable for candidates and recruiters.

Every recruitment process is different, and the exact results will vary depending on the nature of your current process and how drastic your transformation.

## End Notes

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