

Member's Quarterly

Summer 2017 Edition

Feature

An Employer's Guide to Looking Good Out There: Respect the Candidate

Step up your recruitment process

We all know that recruitment can't be conducted in a bubble. Attracting, sourcing, recruiting and securing a great candidate require everyone's involvement. Hiring managers, recruiters, sales professionals – we all play a key role and we need to partner together for the best possible result.

To that end, here's an important tip: *Respect the Candidate!*

One of the greatest challenges of recruitment professionals is to get feedback from hiring managers after submitting qualified candidate profiles or after candidate interviews. The hiring manager was originally in a rush to hire, the recruiter has worked hard to put great candidates across the plate and now the process has stalled. It's the 'hurry up and wait' syndrome. The recruiter is stuck 'keeping the candidate warm' until the hiring manager makes a decision while this qualified candidate is interviewing with other companies. Hiring managers, you are on the clock! You are literally creating a space of time for other organizations to court, sell and hire your candidates.

At the same time, organizations spend excessive amounts on branding to promote their products and services and at least partly to attract a stellar workforce. I wonder if these organizations consider the damage that 'not making hiring decisions,' 'keeping candidates hanging,' and 'not following up' with candidates can cause in the marketplace. Facilitating a positive candidate experience can distinguish an organization as an 'Employer of Choice'. Getting back to candidates quickly to provide them with meaningful feedback minimizes the time and cost to hire.

Can your organization make decisions? It doesn't look that way to job seekers when you take a month to make a decision. You would be surprised to see how quickly the word spreads in the job market if you take too long to react after interviews or if you never get back to the candidate. It's a major turnoff. Whether they realize it or not, organizations really 'wear' their bad behaviour during the recruitment process and candidates never forget when they've been treated disrespectfully. Great candidates are hard to find – don't keep them hanging!

Another issue is the amount of 'hoops' that organizations insist that candidates jump through. Three, four or even five interviews should not be the norm. If you were a candidate, would you not find it challenging to get away from work to travel and interview multiple times? It used to be that organizations used a high-volume interview approach to demonstrate how 'sought after' a position was. "Not so," say candidates in droves. Candidates wish that hiring managers and organizations would make decisions and act quickly. Lack of communication and follow-up can determine if candidates accept the position in the end. Beyond that, how they are treated during the recruitment process can impact employee retention.

As 'The War on Talent' heats up, recruitment professionals and hiring managers will need to step up their game to enhance the candidate experience while minimizing the 'hoops' that candidates must jump through. If you haven't already done so, you should start now. From your online application, to recruiter prescreens and prepping of candidates, to closing candidates, your recruitment process should be as candidate-centric and relationship-focused as you can make it. Your online process should have the least amount of fields and 'clicks,' while gathering the information that recruiters absolutely must have.



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Organizations should get their major decision-makers together to execute the minimum amount of interviews possible – ideally one interview and never more than two.

Recruiters can help by managing hiring manager expectations up front in the first conversation or intake session with hiring managers. As trusted advisors, we can help our valued clients to understand beneficial timelines and 'best practices.' We must make every opportunity to educate them on what the best possible recruitment process looks like with the least 'time to hire.'

So hiring managers, know that in order to look good out there, you must look good during the recruitment process!

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