

PBC



## Best Practice Selection and Onboarding Strategies

What do Industry Leaders have to say?

2013

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In early 2013, PBC conducted qualitative research to identify best practice recruitment, selection and engagement strategies across a variety of organisations and industries. To do so, a Consulting Psychologist at PBC interviewed 8 subject matter experts in Australia who were knowledgeable in the areas of recruitment, selection and onboarding, and who have experienced success in mass recruitment and retention. A structured interview approach was adopted where both closed and open-ended questions were asked. In doing so, we endeavoured to formulate a summary of the responses by key themes, which are presented in the pages that follow.

## Respondent Demographics

A total of 4 women and 4 men participated in the study. The job roles of respondents ranged from Senior HR Managers to Managing Directors with the following experience:

- Recruiters who have operational experience in ASX companies where their day to day job requires them to work on processes to provide high volume recruitment.
- A former General Manager who has over 25 years of experience in HR recruitment and training with a global workforce of over 8,500 employees.
- An HR Manager responsible for the recruitment of employees from the frontline to managers in Australian capital cities and regional areas.
- A former Managing Director and current Board member of a recruitment and search firm who has over 20 years of experience. This respondent has held various roles in the industry including HR Director, CEO and Managing Director. These businesses have been responsible for the recruitment of frontline employees through to CEOs across various industries with exposure in Sydney, Brisbane, Adelaide, Melbourne and Perth.
- CEO of an executive recruitment and search firm with extensive experience in start-ups and outsourced labour. This respondent's experience includes work within Australia and globally. Having previously worked with organisations to provide outsourced labour, this respondent has experience in ensuring suppliers are managed to provide organisations with the highest level of candidates including providing in-house services to organisations.

## Recruitment and Selection Interviews with SMEs

The below findings have been separated into two sections: what respondents identified as (1) current best practice and (2) ideal best practice. Current best practice refers to what the respondents are currently able to conduct whereas ideal best practice refers to what respondents would change if there were no time or budget constraints.

### *Recruitment and Selection: Current Best Practice*

#### Job Analysis

If there is no well-established job description, a job analysis is conducted to develop an accurate job description for the target position. A job analysis can include a competency analysis, focus group sessions with incumbents, observations etc.

#### Advertise

The contents of the job description are then used to market the position, e.g., on the company's career website/Seek/newspapers. This will ensure that there is an alignment between what is advertised and the actual job's tasks and duties (especially if the job description was accurately developed using a job analysis).

#### Psychometrics

Psychometric assessments (including personality inventories and cognitive abilities tests) are used to screen candidates (especially for high volume recruitment) as well as to select candidates who are likely to be high performers in the future. Resumes and application forms are generally used to screen candidates for lower volume recruitment projects.

#### 1st Interview

In the first structured interview, candidates are interviewed either individually or as a group (such as in an assessment centre). The main focus of this interview is to assess a candidate's skillset and to judge a candidate's motivation and fit with the organisation's culture. Questions should reflect the organisation's values and business objectives.

#### 2nd Interview

In the second semi-structured interview, candidates are interviewed individually and are generally assessed with a panel of interviewers. Required competencies are assessed further and follow up items are addressed (e.g., red flags from personality results).

#### Final Checks

The final stages of the selection process tend to include referee checks, security checks and sometimes medical checks.

## Recruitment and Selection: Ideal Practice

Employee Value Proposition	<ul style="list-style-type: none"><li>•Employee Value Proposition, which is broadly defined as the unique company benefits that are received by employees in return for their performance at work, is a fast-growing organisational consideration. Employer/employee brand and the organisation's culture should be consulted as starting points for generating the job description for the target position as well as to inform sourcing strategies.</li></ul>
Competency Framework	<ul style="list-style-type: none"><li>•If there is no well-established job description, or if it does not reflect the organisational design and brand, then a job analysis should be conducted to form an outcome-based competency framework. These competencies should be used as the basis for job descriptions and structured interviews.</li></ul>
Social Media	<ul style="list-style-type: none"><li>•Social media may be used to promote/establish the employer brand in order to attract the “right” candidates (i.e. increasing “fit”)</li></ul>
Notify All Applicants	<ul style="list-style-type: none"><li>•Successful and unsuccessful candidates should be notified in a timely manner to enhance the candidate experience and so that all candidates will maintain a position impression of the company. If successful, an overview of training, induction/orientation should be provided before the start date.</li></ul>
Candidate Experience	<ul style="list-style-type: none"><li>•Assigning a point of contact for candidates during the whole process will ensure effective and up-to-date communication as well as a positive relationship between the organisation and candidates. As such, all candidates will feel that they have had an excellent candidate experience regardless of the outcome.</li></ul>
Technology	<ul style="list-style-type: none"><li>•Depending on the type and size of the organisation, it should evaluate whether recent advancements in technology can be utilised, for example, <i>Applicant Tracking Systems</i> can improve the candidate experience by enhancing the efficiency of selection processes.</li></ul>

## On-boarding Interviews with SMEs

Respondents identified the key components that should be included in onboarding initiatives. The main findings are summarised below.

Key Content	Learning and Onsite Training	Performance Goals
<ul style="list-style-type: none"><li>•Expectations (e.g., on-the-job behaviours)</li><li>•Code of conduct</li><li>•Core values</li><li>•Business objectives</li><li>•History of the organisation</li><li>•Compliance with legislations</li><li>•Policies and practices</li><li>•OHS/Safety</li></ul>	<ul style="list-style-type: none"><li>•A number of informative/training sessions should be held during the first 6 months</li><li>•New employees should be supported with on-the-job learning as well as access to relevant and useful learning materials</li><li>•Refresher courses should be held as needed</li></ul>	<ul style="list-style-type: none"><li>•Performance goals should be reviewed after 30, 60 and 90 days of the new employee's start date, and then assessed every 6 months after to ensure that standards are met.</li></ul>

## Closing Remarks

Every organisation should seek to implement recruitment and onboarding initiatives that are tailored to its specific requirements. Importantly, the effectiveness of any recruitment, selection and onboarding initiative should be assessed by collecting and analysing data such as turnover statistics, employee opinion and engagement surveys, pulse surveys and exit interview data for the organisation as a whole as well as by division. Other relevant data include absenteeism rates and performance appraisal scores. Examining these objective organisational metrics will allow organisations to more confidently and accurately determine the efficacy of recruitment, selection and onboarding initiatives.

**For information on how *Peter Berry Consultancy* can enhance your selection processes to ensure that you are hiring the best candidates, contact us now.**

Confidential Information

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Level 5 221 Miller Street North Sydney NSW 2060 | T +61 2 8918 0888 F +61 2 9929 5582 |

[www.peterberry.com.au](http://www.peterberry.com.au)