

## Recruitment and Selection Process

### Introduction

The aim of this document is to overview the various stages of the recruitment and selection process. The processes listed in this document are not exhaustive and many recruitment companies often develop their own unique process that is designed to provide added-value service to their clients & candidates.

### Identifying a vacancy

Recruitment companies are notified by their client companies of a vacancy. During this process, the recruitment company should receive a comprehensive job specification that outlines, amongst other things:

- Job Title
- Key Performance Indicators (KPI)
- Working environment details
- Remuneration package information
- Core Competencies required
- Employment Equity requirements
- Culture “fit” requirements
- Recruitment process (i.e. assessments, interviews etc)

Some agencies offer an added service in that they assist their client company in developing job specifications. It is also important to fully understand the soft skills aspect of the position and company so as to make a successful technical and “cultural fit”.

### Advertising a vacancy

In most instances, recruitment agencies would choose to advertise the vacancy to source interested candidates. Depending on the nature of the position, the recruitment agency will determine which mode of advertising would be most suitable.

Typical recruitment advertising takes place in the following formats:

- Print adverts in local, regional or national newspapers
- Print adverts in specialist publications
- Radio adverts
- Job Portals
- Recruitment agencies own website

### Sourcing Candidates

In a scarce skills market, recruitment agencies often need to utilize alternative sourcing strategies rather than solely relying on advertising. These sourcing strategies will vary depending on the nature of the position being recruited and could include:

- Networking
- Search (headhunting)
- Referrals
- Database search (checking on existing candidates within agency system)

## **Ad Response**

Recruitment agencies will take applications resulting from the job adverts. These applications have to be screened to determine whether the applicants meet the minimum requirements for the vacancy.

Once a shortlist of potential applicants has been determined, the recruitment agency must go through each CV individually to assess the applicant's qualification and experience against the vacancy requirements.

Those applicants that are suitable should be contacted so that a further screening can take place.

Applicants who do not meet the requirements should ideally be regretted. It makes sense to utilize technology and send a standard email response indicating that their application has been unsuccessful.

## **Managing the response**

Applicants should be captured into the recruitment agency database, irrespective of their suitability to this particular vacancy. The recruitment agency is then able to develop and build a database of candidates who may be suitable for future vacancies.

This database of candidates should be searched each time a new vacancy arises to minimise the cost of advertising and increase turnaround times for the client.

## **Telephonic Screening**

In order to further determine the applicants' suitability, the recruitment agency will contact each applicant telephonically.

Before commencing with the telephonic screening, the recruitment agency should develop a series of questions that focus on the key competencies/inherent requirements of the position.

These questions should be posed to each applicant and the answers recorded. Applicants who meet the minimum requirements for the post can be invited for an interview. Those who don't meet the requirements should be regretted at this stage.

## **Interviews**

Applicants who are suitable for the position should be invited to attend an interview with the recruitment agency. During this face-to-face interview, the recruitment agent will be able to further determine the applicant's suitability and interest in the vacancy.

Interviews should be conducted in a confidential manner so as to preserve the applicant's confidentiality and anonymity.

The purpose of the interview is to:

- Assess the applicant's experience relative to the vacancy
- Assess the applicant's qualification and knowledge relative to the vacancy
- Determine the applicant's requirements in terms of career progression, working environment, remuneration expectation
- Provide the applicant with more information about the client, the vacancy and get their permission to be submitted as a candidate

At the end of the interview process, the recruitment agency would generally shortlist, determining which the best candidates for the role are.

Applicants who have not been successful in being shortlisted for submission to the client should now be regretted.

The shortlisted applicants should be asked to give permission to the agency to be represented by the agency for the specific vacancy at the specific client. At this point, the recruitment agency will prepare to submit the shortlisted applicants to the client for consideration.

## **Verification**

Most recruitment agencies will verify candidate information and depending on the nature of the position, this could include criminal checks, qualification checks and/or credit checks.

Recruitment agencies are advised to ensure that their verification process is in accordance with applicable legislation and carried out only with the permission of the candidate.

Verification results should be provided to the client, if this is part of your service offering. Some recruitment agencies offer this service as part of that standard fee whilst others charge additionally to cover the extra costs.

## **Reference Checking**

An integral part of the recruitment process is reference checking. Usually recruitment agencies would take at least two work references to verify the candidate's work history, core competencies and previous work performance.

The transcripts of these telephonic references should be kept on the candidate's file and are generally provided to the client as part of the recruitment & selection process.

Recruitment agencies are advised to ensure that they take references in a confidential manner, only with referees provided by the candidate and ensure that they do not jeopardise the candidate's current employment.

## **Preparation of CVs**

The recruitment agency usually prepares the CV, on their letterhead/template, for submission to the client. These CVs are generated to ensure consistency of information, layout and to allow the recruitment agency the opportunity to provide motivation on why they believe that candidate is suitable for the position.

CVs are most often submitted via email. Some recruitment agencies choose to deliver their CVs so that they are able to discuss the candidates with the client and motivate for interviews.

## **Coordination of client interviews**

Recruitment agencies will assist the client in coordinating interviews with suitable candidates. These interviews usually take place at the client's office but the recruitment agency will make the necessary arrangements and assist in preparing both the client and the candidate.

Some recruitment agencies offer an additional service where they assist the client in generating standard questions for use during the interview process. They can further advise the client in respect to interview methodologies like competency-based, behavioural based etc.

Clients should be provided with a confirmed list of interviews including candidate details and time allocations.

Candidates that have not been successful in securing an interview with the client should be regretted at this stage.

## **Candidate Preparation**

Recruitment agencies often assist candidates in preparing for the client interview. This takes a variety of forms but generally includes the agency providing the candidate with the following information ahead of the interview:

- Time & venue confirmation details
- Standard interviewing tips
- Briefing on the interview format, the interviewers and the dress appropriate
- Briefing on the vacancy – perhaps even a copy of the job specification
- Information on where to get more background on the client company (website etc)

Candidates should be reminded 24 hours ahead of the interview to ensure that they arrive, on time as agreed. Recruitment agencies should request that the candidate give them feedback post-interview.

## **Client & Candidate De-brief**

After the conclusion of the interviews, the recruitment agency should contact the client to get feedback on the candidates and way forward. Ideally the recruitment agency should get specific information on the success/failure of the candidates to better understand why they were successful or unsuccessful so as to improve the matching for future vacancies.

Candidates should be given the opportunity to provide their feedback after the interview and to provide the recruitment agency with an indication of whether or not they wish to pursue the vacancy.

Candidates that have not been successful in the first round of client interviews should be regretted at this stage.

## **Assisting with offer/negotiation**

Recruitment agencies may be called upon by the client to assist in extending an offer of employment to a candidate. During this process it may be necessary for the recruitment agency to act as a negotiator to ensure that both the client and the candidate are comfortable with the employment offer.

The recruitment agent will generally ensure that the offer is accepted, even if only telephonically, and then assist in coordinating the signing of the employment contracts etc.

## **Assisting candidates with resignation**

Some recruitment agencies offer their candidate's assistance in managing the emotional process of resigning from their current employer. This may take many forms including providing them with a resignation letter template, moral support and guidance on how to actually speak to their boss etc.

It is important that recruitment agencies manage this process and remain in contact with candidates during their notice period. This is particularly important when dealing with scarce skills candidates who are likely to get a counter-offer.

## **Assisting with induction of the new employee**

Recruitment companies often assist the candidate in starting at the new company and could provide a link between the new employer (client) and the candidate during the notice period. This may be to arrange business cards, set up email addresses or attend induction training.

Because recruitment fees only become payable once the candidate has started the new job, it is important that the recruitment agency maintains contact with both client and candidate in this stage.

## **Invoicing the client**

In contingency recruitment, agencies only earn a commission (fee) once the candidate has successfully been placed. As a result, most agencies only generate the fee invoice on the day the candidate starts. Depending on the agencies' terms of business, this invoice is usually to be settled within 14 days of the candidate's start date.

Payment of invoices is often linked to validation of guarantee periods but this should be clearly communicated to the client.

## **Monitoring performance through the guarantee period**

Because recruitment agencies offer a guarantee period (usually 3 months), it is important that the recruitment agency remain in contact with both the client and the candidate in this period. If issues crop up, the recruitment agency could attempt to assist in resolving these issues to avoid the likelihood of the candidate leaving in the guarantee period.