

Help Wanted?

Ten Commandments

On his website, recruiter Patrick Ropella describes what he calls the 10 commandments of the hiring process, steps that can greatly reduce the time, effort, and expense of the recruiting process while simultaneously increasing the success of the project (3).

Define the job. Rather than simply try to replace the missing employee with a clone, Ropella suggests that managers take a close look at exactly what actions the job entails. This analysis should include the job description and the expected standards of performance. In addition, he recommends that managers identify any desired auxiliary functions, which will help to distinguish between otherwise identical candidates.

Define the candidate attributes. Ropella suggests that most managers put too much focus on the personality of the candidate (e.g., honest,



gregarious) rather than on the qualities needed to perform the job (e.g., ability to multitask, having an advanced degree).

Be realistic about compensation.

Recruitment should not be seen as a way to cut costs, because the hiring market is becoming increasingly competitive. If the job requires someone with senior qualifications or abilities, don't try to hire someone with junior qualities just to save a few dollars. In the long run, you will be dissatisfied with their performance, and they will be unhappy in the position.

Choose the appropriate recruiting

sources. Newspapers, agencies, and executive search firms each have something to offer to the process, depending on the specific hiring objectives. To be most efficient, the method should match the position.

Conduct interviews promptly and professionally.

If a manager delays the interview process for weeks after the close date, this signals to the applicant that the position—and their time—

is not very important. Similarly, it is important to remember that the interview is about the job and the applicant, not about the importance of the hiring manager.

Make decisions promptly.

As the hiring market becomes more competitive, delays in making a decision will result in an increasing number of dissatisfied or lost candidates. As Ropella says, "A candidate wants you to be as interested as you want him/her to be." Check references. According to Ropella, the chances of a successful hire improve 20% by simply checking the candidate's references.

Don't overnegotiate.

For most job applicants, haggling over a job offer is uncomfortable, so it is critical that your initial offer be fair. If the candidate develops the impression that you are looking to hire for bottom dollar, this is another signal of their importance to the company and their future expectations for promotions and raises. Stay in touch. Even after the offer has been accepted, it is critical that the hiring manager maintain contact with the new employee before his or her first day. This interaction is the foundation of a longterm relationship and helps to offset the likelihood of second-guessing or accepting counter-offers.

Ensure a positive start. Ropella suggests that the manager's job does not end with the signing of the offer sheet. Rather, a manager should ensure that the new employee starts the first day with all of the tools



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needed to perform the job—phone, computer, desk, and office.

Retention

But even if you're on top of your recruiting process, one of your competitors' best sources of talent is your staff, and like your intellectual property, inventory, and infrastructure, it is critical that your company retain and protect your staff from poaching. Accord According to Nobel Prize-winning economist Gary Becker, "The most successful companies and the most successful countries will be those that manage human capital in the most effective and efficient fashion."