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Add value to recruiting with post-placement interviews

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Interviewing your candidates after they start work can help identify - and fix - any impediment to their longevity in the job, according to HR and recruitment consultant, Greg Smith.

Smith, from [The Clarity Group](#), says that what a new starter experiences in their first weeks in a new job is largely out of your control as a recruiter, but, "in our currently tight labour

market the last thing we need is for a potential star to fall out of their new role in their first few weeks. This puts a significant strain on working relationships between HR, line managers and recruiters."

A rigorous recruitment process helps to reduce the risk of fall-out, he says, but a further way to increase the likelihood of a new starter's long-term success is to conduct a post-recruitment interview.

Smith says this should take place about six to eight weeks after placement, and should be structured like a performance review, "though a little less formal to minimise anxiety". Each question should be designed to collect and gather information to improve your recruitment process and to improve your new starter's transition into the business.

Smith says the six-to-eight-week timeframe is preferable because most companies conduct a probation performance review after three or as many as six months after starting and "a lot of preventable things can happen during that time".

By the six-to-eight-week mark, the employee has most likely completed induction training and the honeymoon period is over, so "they are settling into the role and learning the company way".

What to ask

Smith says that one style of post-recruitment interview won't suit all companies, but core questions to consider are:

- **After six weeks with Company X, in what way has this role met your expectations?**

The employee's answer to this question will show you whether they have unrealistic expectations that may lead to performance or retention problems in the near future. As a recruiter, you can bring any issues to the employer's attention.

- **Are those expectations in line with how this role was communicated to you throughout the recruitment process?**

This answer will highlight any problems or communication issues in the way you 'sold' the role to the candidate that you can use to help improve your technique.

Smith says post-recruitment interviews can also be used to identify any training and development needs (before bad habits develop and mistakes occur) and to indicate the employee's level of engagement and



commitment to the company.

(He says this is especially important given that recent research suggests nearly 25 per cent of new starters decide by the end of the first week how long they will stay, and over 50 per cent have made that decision by the end of the first month.)

The results can be compared with performance reviews at the six- and 12-month mark.

Smith says that when conducted by an internal recruiter or HR manager, this sort of holistic approach to closing the recruitment process loop can also indicate to new starters a healthy 'open' culture - as long as any information obtained is followed up on appropriately and in a timely manner.

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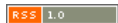
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