

The Importance of Robust Recruitment Strategies

By Elizabeth Davis, Organisational Psychologist, The Clarity Group.

There is consistent agreement throughout industry that a businesses most important resource is its people. Training, processes, equipment and money does not in itself guarantee an effective organisation. The results from these resources depend on the quality of people who use them to achieve the businesses goals.

Staff selection is a critical management function. The best supervision, training and methods cannot overcome deficiencies by poor staff selection. Therefore the attraction and selection of staff is a critical and ongoing challenge for all businesses. It can also represent an expensive burden to businesses which do not plan effectively for this management function. A recent article in the industry magazine "Human Resources" looked at the increased cost of hiring a new employee due to poorly defined recruitment strategies. The reported estimated increase cost to a business of between \$7,000 to \$10,000 per hire compared to businesses that plan for this function. Using recruitment as a reactive process or a "distress purchase" without a detailed recruitment strategy in place results in this increase cost.

With recruitment costs therefore impacting on the profitability of a business it is therefore a process that needs to be factored into the wider business planning. This means ensuring recruitment processes and policies are clearly defined and understood by all stakeholders in the business. The competency of managers responsible for recruitment must be addressed through adequate training in behavioural interviewing techniques. In a candidate short market innovative systems for attracting the right staff to your business need to be established to provide a number of channels of candidates into the business in addition to traditional recruitment processes.

In addition, the ongoing development of effective recruitment strategies requires the measurement of outcomes. Processes need to track retention, quality of hire; cost and time frame. This will provide valuable information regarding the cost of recruitment to the business and the effectiveness of new strategies.

Understanding the need for businesses to minimise recruitment costs, The Clarity Group can assist businesses with the development and implementation of robust and innovative recruitment strategies. Whether you are considering a broad strategic review of your current recruitment practices, or assistance with already identified weaknesses in your process we welcome the opportunity to provide support through our Human Resources Consultancy service.

Elizabeth Davis is an Organisational Psychologist at The Clarity Group, an organisation which provides HR Consulting and Recruitment services to businesses and Career Coaching services to individuals.

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