

Successful organizations build a plan before they build their business. The elements of this plan lay the foundation for future sales and ultimately lead to the success of the company and its employees. In most cases, advance research and asking the right questions are necessary to ensure there is a market and an adequate customer base for a product or service. Similarly, building a recruitment plan in order to acquire the right employees for a successful business also requires advanced research, planning and asking questions such as: What skills and experience are required by our employees to meet our business goals and objectives?; and, What personality-type is the ideal fit for our company culture to ensure the best work experience for both the company and the new hire?

What is Foundational Discovery?

Foundational discovery, or the process of gathering this type of pre-hire information allows employers to determine the ideal qualities and traits needed to build a recruitment plan for a successful, productive workforce.

Understanding the Qualifications

Basic skills and requirements may seem like a given, but many times, these minimum expectations are not pre-determined or properly communicated during the hiring process. Determine early on, the necessary skills, education, and years of experience required for candidates to succeed in this position. Encourage hiring managers to define what is required compared to what is desired and clearly articulate the difference between the two. Desired skills or experience may give one candidate preference over another during the process.

Determine the Ideal Fit

The ideal fit goes beyond the basic requirements and previous work experience. Ask the question, "What does it take for an employee to be successful in this role?" Talk to the team, work with the department hiring manager and determine what personality fits best within the group or team this new hire will be working. Do high-energy, extroverted team members succeed in the department or would a soft-spoken, meticulous planner be a better match?

What work styles have allowed employees to thrive in this role in the past? Gain insight into the individual leadership style of the candidate's potential supervisor. While some supervisors are great mentors, others are hands off. Some team leaders simply direct while others solicit feedback from team members. A candidate who is eager to share ideas and opinions may not be compatible with a supervisor who prefers to assign tasks according to a set protocol.

What's in it for Them?

More than likely your favorite candidate is also considering working for other companies too. In order to win over your preferred candidate, your organization must stand out from the rest. Beyond a competitive compensation package, what are the intangible perks that attract and keep the best people around? Ask current employees what they like about working for your organization and what motivates them to do well in their role. Are there individual or team recognition programs? What about flexible hours or telecommuting options? Get specific

with your hiring managers and develop a profile of both tangible and intangible selling points for candidates. Be sure to confirm these benefits and keep different profiles for each hiring manager, team and/or department. You'll also want to make sure all job postings, classified ads, etc. include these selling points.

Every organization, big or small, has a culture. Accurately communicating and describing what your organization represents is critical to recruiting top-notch employees. Organizations who display integrity and communicate openly who they are will attract, hire and retain the employees they are looking for. Is there a company mission or purpose for the greater good summarizing what your company stands for? For example, healthcare facility employees are often motivated by helping people achieve wellness. Values that pertain to this should be included in any materials used to recruit these types of professionals. A common culture can hold a company together, drive a forward focus and attract like-minded individuals.

Continued education and professional growth opportunities are also key. In-house examples include onboarding programs, ongoing training sessions, webinars, and mentor/mentee relationships. Other learning and development initiatives might include memberships to professional organizations, access to seminars, conferences and networking events, scholarship opportunities and tuition reimbursement. Additionally, is there room for advancement? What growth or promotion opportunities are available for the potential candidate and how does the ideal employee move forward along that path?

The Impact of the Role

How does the role for which you are recruiting impact your company's overall operation? Create a list of both the daily and long-term responsibilities of the position and then determine how many levels of the organization those tasks impact. For example, the responsiveness of a customer service representative will affect not only sales and lead generation, but also customer retention and accounts receivable. Not only is this vitally important in determining the caliber of candidate desired, but also in marketing the position to the ideal candidate. Communicate how meaningful the responsibilities of this particular role are to the overall success of the company.

Create a Recruiting Plan

Using foundational discovery will strengthen your recruitment plan by providing insight on the profile of the ideal candidate. As you lay your foundation for the talent acquisition process – from sourcing to screening to eventual placement – you'll have a clearer picture of the specific qualifications, desires and personality of the ideal candidate.

Pro Staff can create and execute a recruiting plan for you by applying more than 25 years of talent acquisition expertise with both temporary and permanent hires. A strategically managed program will ultimately allow you to choose ideal candidates quickly and efficiently.