CREATING THE POSITION

Your Step-by-Step Guide to Exemplary Recruiting & Hiring Practices

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VOLUME 1

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Hello! You have found the most comprehensive guide to hiring employees. This 3-volume eBook is designed for business owners, Human Resources professionals and talent acquisition specialists. It is organized as follows:

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SECTION 1

How to create a job requisition approval process

Human Resources professionals understand the importance of standardization. Formalizing and documenting is vital for end-to-end processes and all the sub-steps.

The job requisition process is no different. And the fact that it comes first is not insignificant. Any multi-step operation needs to start on the right foot. Otherwise, you'll need to fix it down the line. At that point, you've wasted time and money.

What is a Job Requisition?

A job requisition is a formal request to fill an open position. In most companies, a hiring manager must get the job req approved before initiating the hiring process.

If you are starting a business from scratch, it may seem unnecessary to create a process at first. You only need to fill a couple of positions, right? You're busy getting your company going. Who has time to outline a recruitment process?

Consider this: you hope your business grows rapidly. If you are fortunate and that happens, you aren't going to have any more time down the road.

A lack of process becomes the de facto norm. It contributes to a haphazard, disorganized company culture. Most importantly, it won't be effective in finding the employees you need. Model a process after established companies 50 times your size. That's what you're aiming for, right? Begin with the end in mind.

Few things are as important as the quality of the employees on your team. Formalization ensures the process is done correctly. It sets expectations for everyone involved. And you can't improve a process until you identify exactly what is going on.

Create a Job Requisition Form

The Human Resources director (or business owner if there is no HR team yet) creates a job requisition form. A job requisition form allows the hiring manager to outline the specifics of the opening. It should indicate whether the job position is a new one, or if it is an existing position that needs to be filled because the previous employee was terminated or quit. The requisition form should indicate what type of position such as full-time salaried, part-time hourly, temporary or intern. Include the salary range and the desired date to fill the position.

Determine who needs to approve each job requisition. In the early stages, it may simply be the owner(s) because there isn't yet a management hierarchy. As a company grows, leadership can change the approval process as necessary. In a large company, for example, a hiring manager may need to get approval from the person in upper management to whom they report.

Sample job requisition approval process

1. The hiring manager accesses the job requisition form from the company HRMS and completes it.

2. The hiring manager obtains approval from the appropriate person(s).

3. The hiring manager submits the requisition form to HR.

4. HR reviews the requisition to verify that the specifics are consistent with the job role. If there are problems with the requisition, such as missing information, HR will ask the hiring manager to correct it. If necessary, the hiring manager will obtain a second round of approval(s).

5. When the job requisition has been approved by the HR recruitment director, he/she will email the hiring manager to confirm the open req. When the job description is posted, the recruitment director will email the hiring manager with the link to the published job description. The hiring manager should verify that the job description is accurate.

6. The recruitment director and hiring manager will schedule a time to meet to plan the hiring process for the particular position.

SECTION 2

How to create a job description

Once the job requisition process has been approved, it's time to write the job description. The job description is your first opportunity to attract qualified candidates. It's also the first step in your filtering process. A good job description will filter out applicants who aren't qualified. That way, you won't waste time on unqualified applicants.

A well written job description will:

- Help attract the right candidates
- Be a template for writing outside job postings and advertisements
- Serve as a guide for formulating your interview questions and candidate evaluation
- Set realistic expectations for the new hire
- Assist managers/supervisors in conducting performance reviews and identifying areas for training or development
- Prevent future legal problems with federal agencies in the event of a discrimination allegation

Jobs are subject to change due to personal growth, organizational development, and/or the evolution of new technologies. Flexible job descriptions will encourage your employees to grow within their positions and learn how to make larger contributions to your company. Your organization's job descriptions should be concise, clear, but also flexible. When writing a job description, keep in mind that the job description will serve as a basis for outlining job training or conducting future job evaluations. Review your job descriptions periodically to make sure they accurately reflect what the employee is doing and your expectations of results from the employee.

Steps to writing an effective job description

1 Gather the appropriate people for the task

The manager to whom the position will report might be the best person to take the lead in developing the job description. If there are other employees performing similar jobs, they can also contribute. Additionally, if the position is new and will relieve current employees of work load, they should be part of the discussion.

2 Perform a job analysis

You need as much data as possible to develop a job description. The job analysis may include the job responsibilities of current employees, internet research and sample job descriptions highlighting similar jobs, an analysis of the work duties, tasks, and responsibilities, and articulation of the most important outcomes or contributions needed from the position.

3 Write a job description

The format and style for writing job descriptions might be different from any other type of writing that you do in your job. Writing job descriptions is not a complex process, but you should follow a basic format including specific components. The basic components should include:

- Job title
- Title of the individual the job reports to
- Job summary
- Key responsibilities
- Minimum job requirements
- Physical requirements and environment
- Introduction to the company
- Disclaimer

Job Title

The job title should accurately reflect the type of work performed. For example- “clerk,” “processor,” or “analyst”. It should also indicate the level of work being performed; “senior analyst”, or “lead accountant”.

Job Summary

The job summary describes the primary function of the job. It also provides an overview of the job and introduces the job responsibilities section. The job summary should describe the job without detailed task descriptions. Its length should range from one sentence to a paragraph, depending on the complexity of the job. It is sometimes easier to write the summary once you have completed the more detailed information.

Key Responsibilities

Begin each job responsibility with a present tense action verb and describe the area of responsibility in action terms. Normally, there will be 7 to 10 responsibilities, depending on the job. Examples:

- Develops marketing programs directed at increasing product sales and awareness.
- Writes programming code to develop various features and functionality for commercial software products.
- Designs and develops user interfaces for commercial software products.
- Supervises technical support employees in providing technical support to organization clients.
- Manages development of advertising and various marketing collateral materials.

Minimum Job Requirements

This section describes the minimum knowledge, skills, and abilities that are required to perform the job. This information helps determine if the candidates are minimally qualified. Avoid arbitrary requirements that are difficult to validate. Include only the minimally acceptable requirements. Do not inflate requirements.

Be specific and realistic about the necessary requirements. Do not consider the particular education, experience, or skill level of current jobholders. Include only what the job actually requires.

Requirements should include:

- **Education** —the type and minimum level, such as high school diploma and/or bachelor’s degree.
- **Experience** —the type and minimum level, such as three to five years of supervisory experience, five years of editing experience, and two years of experience with content management systems.
- **Special skills** — such as languages spoken and computer software proficiencies.
- **Certifications and licenses** — such as industry certifications and practitioners’ licenses.

Physical Requirements

This section describes the physical demands and environment of the job and lists the basic physical abilities needed to perform the job. This section should list specific physical requirements such as lifting heavy objects and standing for long periods of time. Examples include:

- Requires ability to lift large and heavy packages
- Must be physically capable of safely lifting a minimum of 50 lbs. without assistance
- Requires the ability to work flexible shifts

- Must be able to travel 50% to other job sites
- Able to meet tight deadlines in a fast-paced work environment

Disclaimer

All job descriptions should include a disclaimer that clearly states that the description is only a summary of the typical functions of the job, not an exhaustive or comprehensive list of all possible job responsibilities, tasks, and duties. Disclaimers should also state that the responsibilities, tasks, and duties of the jobholder might differ from those outlined in the job description and that other duties, as assigned, might be part of the job. This disclaimer is most important in a labor union environment where the document can be literally interpreted.

SECTION 3

How to advertise your job

Use internal recruiting first

Internal recruiting is often overlooked. There are many benefits to internal recruiting:

- Financial savings–When an existing employee assumes another position, you save time and money.
- Minimizes hiring risk–If you make a hiring mistake, you may be able to move them back to their original team.
- Career development opportunities–Most employees want to advance along a career path. This is only possible with promotions—a type of internal recruiting.
- Faster hiring–Internal recruits don't need to be onboarded. They require less training. Plus, they often accept a job offer more quickly than an outside applicant. In addition, it's less common for an internal recruit to ask for an extended interim before starting the new position.
- Employee engagement and productivity–Companies that promote from within have a more engaged and productive team. When employees see their company investing in its workforce, they feel better about their career advancement potential.
- Employee retention–There is a higher retention rate for internal recruits in many industries.

When not to use internal recruiting

- Do you need fresh ideas in a department? If there is stagnation, an internal recruit may not be the best person for the job.
- Want to increase diversity in your organization? Internal recruiting may reinforce the status quo.
- Have you created a new department? Are you planning to develop a new product? If you don't have the necessary skills and/or experience on your staff, you'll need to go outside your company.

Employee referrals

Many companies have learned how to find employees who are a great fit; they look to their top performers. High achievers know others like them. (We generally hang out with people like ourselves.) In one sense, they have performed a first-level screening. Use a formal process for referral communications.

Commercial job boards

Free and paid job boards are essential for today's job hiring environment for several reasons:

- People seeking jobs routinely visit these sites.
- Your posting is on equal footing with other postings, making small and mid-size companies more competitive for job applicants.
- Filters and search criteria may identify your company as the best match for a qualified applicant who otherwise may not have thought to consider your position.

Job boards provide an easy mechanism to connect you with more job seekers. Job boards will also reduce the time it takes to find a candidate. This is critical in today's competitive job environment.

Now comes the complicated part: choosing the job boards that are right for you and the job at hand.

You may find that paid listings are worthwhile when there is a lot of competition for applicants. Paid listings get a higher profile on the site. You may also find that for some jobs, you have better success with niche job boards.

Free listings are a no-brainer. Post your job to as many free job boards as possible. Paid job boards are essential if you are competing with other national companies, have specific skill requirements that are unique, or have highly specialized requirements. Paid job boards can be important, too, if you are hiring for a highly competitive job role or need a candidate fast.

Paid job boards will highlight your listing based on a higher level of criteria. They will also use featured tools to match your job description with candidate skills. For a highly specialized position, a niche job board may be the best advertising channel.

You may also consider a job distribution platform (also called a job aggregator). Job distribution platforms allow you to pick from thousands of job boards. Plus, they use algorithms that identify which job boards are the best match for your job description. And they track the performance of job boards for you. JobTarget, for example, has an extensive job marketplace with 25,000+ sites. From a JobTarget account, you can post to the most popular job boards like Indeed, CareerBuilder, Monster, StackOverflow, and LinkedIn. Plus diversity sites, college job sites, state job banks, and more. Consequently, you can post by industry, job title, candidate demographic or location.

> **Job boards and job aggregators are central to the recruiting ecosystem because direct applicants make up 48% of all hires.**
>
> HR TECHNOLOGY NEWS

Tracking your job applicants

Whichever you choose, or if you choose all the above, be sure to track the source of all applicants so you can tell which ones are delivering good candidates. Remember that results may vary based on the particulars of the job description, so track that too.

Variables that might affect the quantity and quality of responses from any given job board and posting include job location, job type, education level, years of experience, hours, and physical requirements.

Of course, time is the gating factor in doing this kind of analysis. If you are doing all this by hand, you may find that you are quickly overwhelmed. An applicant tracking system (ATS) can be very handy in reducing the amount of effort you have to apply to track applicants. Applicant tracking software will also help you generate important data that can make your next hire even more competitive, quick and easy.

Setting up your job boards

Each job board has its own setup requirements. Try to keep your company and contact information similar across the boards. This will help you minimize maintenance activities. Keep your login information secure but easily accessible for when you do your posting. Schedule time to post each job to the boards you choose. Be ready on the receiving side to field the applications as they come in. If you are doing this by hand, you'll need to plan time to watch for email notifications or login to view new applications. Respond to them as quickly as you can.

Post to social media sites

Remember that social media can be an effective channel for job posting as well. Create company accounts for Facebook, Twitter, and LinkedIn to cover the major bases. Make posting to these channels part of your regular job posting routine.

It's easy to forget your social networks. You'll want to plan time each day to check each social network for new applications, comments, shares and likes. Don't forget to check your inbox for questions or private messages; social networks offer a wide range of communication options. You need to keep an eye on each of them.

Applicant tracking software can help

An applicant tracking system (ATS) can be a big help in the job posting process. Doing all this by hand is possible, but applicant tracking software will reduce the time required by a significant amount. It can also help you find that job candidate a lot quicker. You'll beat the competition to the better candidate and fill your job needs faster.

Applicant tracking software can provide many efficiencies:

- Collect and track hundreds of applications and resumes in a centralized location
- Automate screening of candidates based on your criteria
- Create branded templates for job descriptions, questionnaires, emails
- Post to job boards, careers page, and social media with a single signon
- Track applicants through each hiring stage
- Use stage change triggers (i.e. emails, background check, etc.)
- Candidates can schedule interviews with a self-service interface
- Hiring team members access cloud-based ATS from any mobile device—manage recruiting anytime, anywhere
- Generate unique links for posting to niche job boards or email

THANK YOU

To learn how to optimize the entire hiring workflow, see our companion eBooks:

The Interview - Your Step-by-Step Guide to Exemplary Recruiting & Hiring Practices

1. Candidate Prescreening
2. Schedule Interviews
3. Structured Interviewing Scripts
4. Avoid Hiring Bias

Hiring the Ideal Candidate - Your Step-by-Step Guide to Exemplary Recruiting & Hiring Practices

1. Candidate Scorecards For Interview Evaluation
2. Background and Reference Checks
3. Extend the Job Offer

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