

Checklist: Recruiting Quality Hires

Quality of hire can be a subjective metric and one that differs among employers. This checklist is meant as a list of suggested actions a recruiter might take to source and attract quality hires to the organization in general. Employers should incorporate their own internal quality of hire metrics to ensure a successful recruiting strategy.

Position-specific:

- Compile a list of success factors for the job. Profile current and former employees who have been successful in the role and note similar characteristics, skills and attributes. Match candidates against this profile.
- Determine and articulate why a top performer would want the job. If he or she wouldn't, consider expanding the job and/or responsibilities to better suit such a candidate.
- Create job postings that focus on what needs to be done on the job, versus just a listing of skills and years of experience. Tell the story of why a top performer would want the job and list 3-5 objectives to accomplish in the first year. Avoid "unicorn" job postings that demand arbitrary years of experience or skills in specific technologies or industries, versus demonstrated abilities that match what you need the position to accomplish.
- Make your application process easy to access and complete. Top performers are often passive job seekers who are happy in their current positions and have little time to spend on cumbersome application processes. Use mobile recruiting applications to increase applicant convenience.
- Seek out passive job seekers. A high percentage of quality hires will be successful in their current job and not actively seeking employment. Use employee referral programs, social media networking/searching and conferences to source candidates.
- Use valid assessment tests that will reveal traits that match your position profile. Many tests will indicate characteristics and attributes you are searching for, such as outgoing and competitive candidates for a sales position.

Overall Strategy:

- Build relationships with passive candidates over time. Don't hurry or pressure them to move quickly. Engage them in the discussion of their career goals over time, keep in touch and keep them engaged through personalized contacts until appropriate job openings become available.
- Shift your staffing strategy from a reactive one that fills vacancies to one that can access a pipeline of talent with skills and traits you will need in the future, either for replacement positions or new growth.
- Develop and maintain robust employee referral programs.
- Use campus recruiting and university networks, along with vigorous intern-to-hire programs.

Understand and promote the employer brand. Convey why employees want to work for the company using social media, employee testimonials and videos.

Develop your careers page online to provide potential applicants researching your company with the information they need. Include information on company values, the culture, products and services, and general benefits information. Consider building an online talent community.