RECRUITMENT 101 FOR START-UPS

BIG COMPANY HIRING STRATEGY ON A START-UP BUDGET

"PRODUCTIVITY + EFFICIENCY"

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DIRECTOR, LUKA GLOBAL GROUP

Pillars of a Successful Start-up

Concept

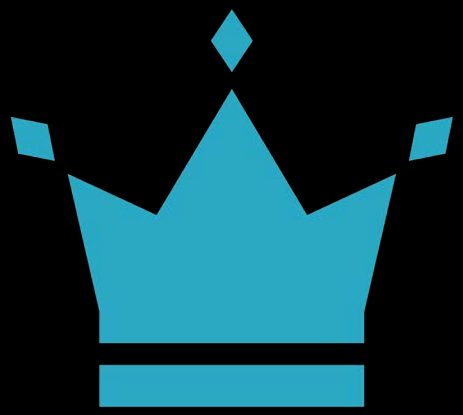
Money

People

FIRST, YOUR TO-DO LIST

1. Appoint a recruitment lead
2. Define your employment brand
3. Use recruitment software
4. Define your process & workflow
5. Build a template library

APPOINT YOUR RECRUITMENT LEAD



- DRIVES RECRUITMENT STRATEGY
- RESPONSIBLE FOR RECRUITMENT PROCESSES & SYSTEMS
- NOT FOR DOING ALL RECRUITMENT !!!
- 'ACTING' HR & TALENT MANAGER

DEFINE YOUR EMPLOYMENT BRAND

Answers the question - "Why should I work for your company?"

Product

- Interest
- Pride
- Challenge

Purpose

- Meaning
- Mission
- Career

People

- Mentors
- Team
- Community

EMPLOYMENT BRAND ACTION POINTS

- Create a careers page & culture deck
- State your Vision, Mission & Values
- Explain your recruitment process
- Highlight perks & unique selling points
- Add employee testimonials

USE RECRUITMENT SOFTWARE

- It can be cheap (from €20/job)
- It can be easy to implement
- It helps you scale
- It drives efficiency & productivity
- It teaches you how to recruit
- It shows candidates (& investors) that you mean business

SOME RECRUITMENT SOFTWARE OPTIONS

Cheap & Easy

workable

breezy

HOMERUN

JazzHR

Scalable

LEVER

Teamtailor

Ashby

recruitee

Recruitment + HR

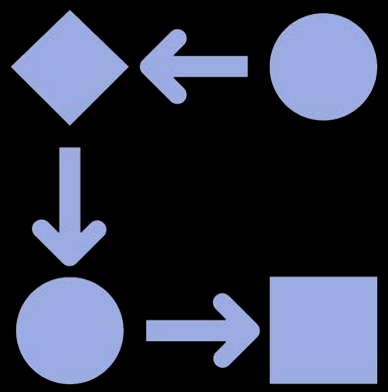
ZOHO

peopleforce

Personio
The HR Operating System

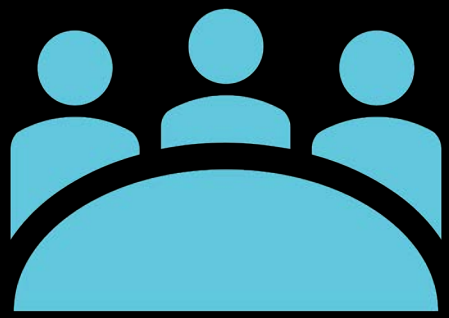
bamboohr™

DEFINE YOUR RECRUITMENT PROCESS



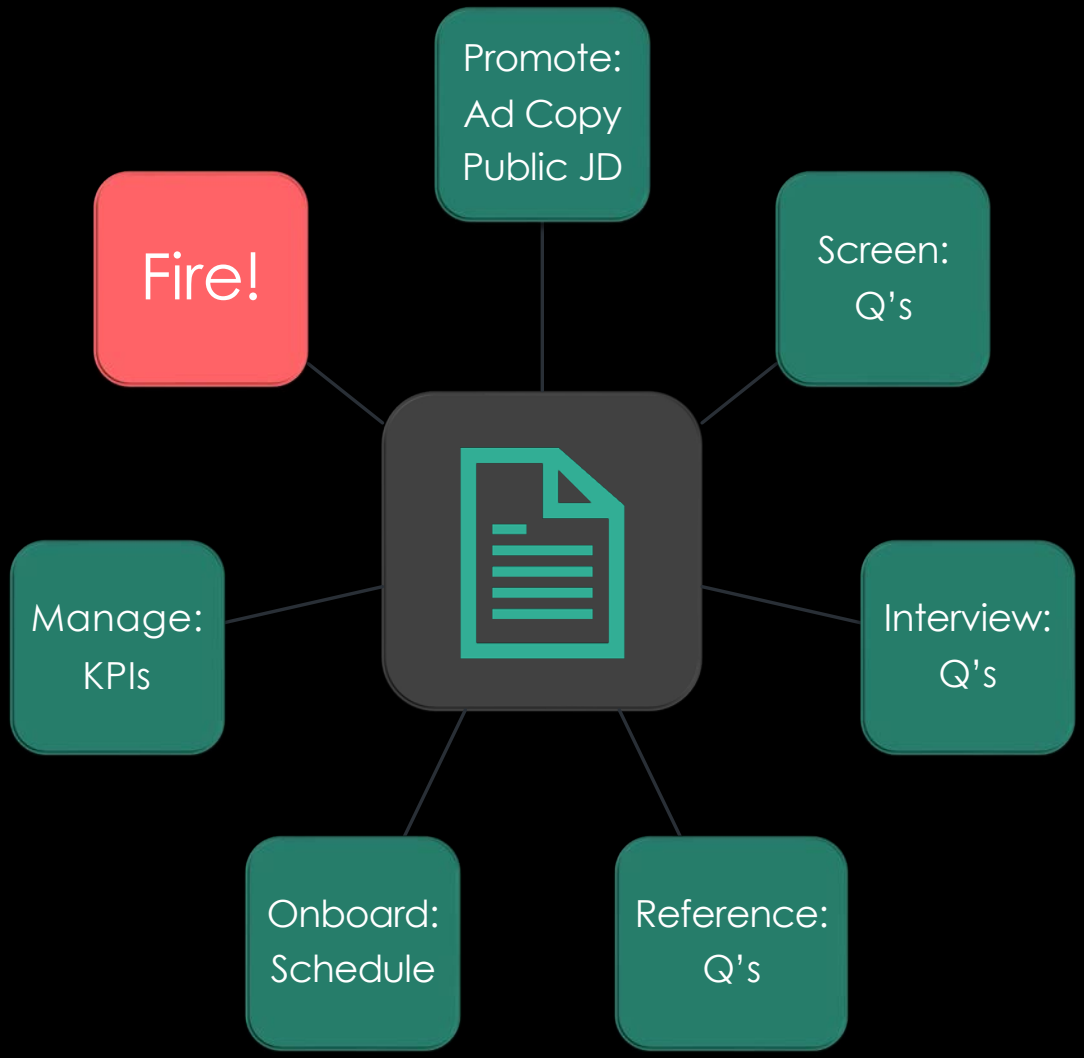
- RECRUITMENT IS A PROJECT
- DEFINE WORKFLOW
- SOFTWARE HAS PROCESS EMBEDDED
- USE AUTOMATION
- USE TEMPLATES

RECRUITMENT IS A PROJECT



- Plan
  - Job Spec
  - Database
  - Ad Copy
- Promote
  - Advertise
  - Network
  - Social
- Select
  - Screen
  - Shortlist
  - Interview
- Verify
  - Reference
  - Psych Test
  - Credential
- Negotiate
  - Offer
  - Negotiate
  - Hire

START WITH A GREAT **'INTERNAL' JOB DESCRIPTION**



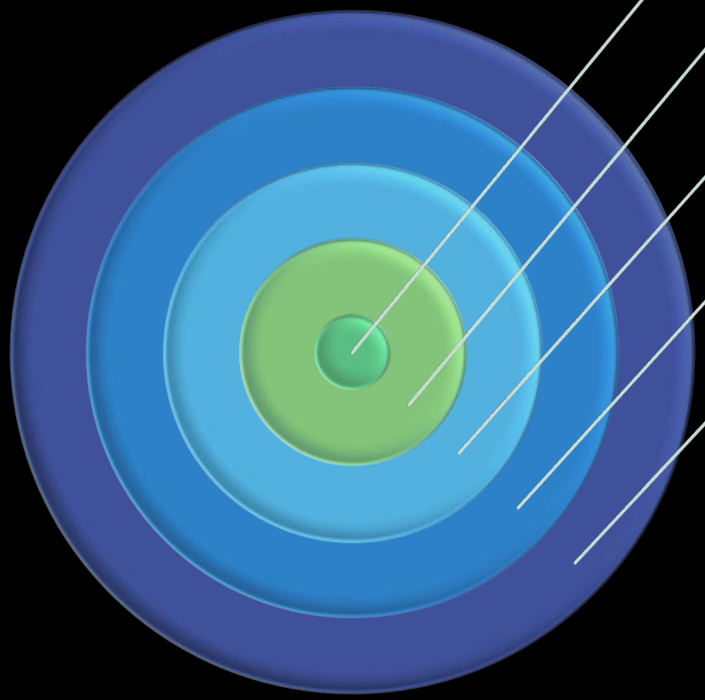
JOB DESCRIPTION:
USE THESE HEADINGS

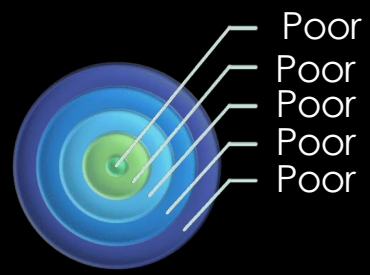
- Main Objective
- Reporting Line
- Internal Relationships
- External Relationships
- Main Tasks (5-10)
- Qualifications
- Skills
- Experience
- Attributes
- Conditions ($ & Perks)

AD WRITING

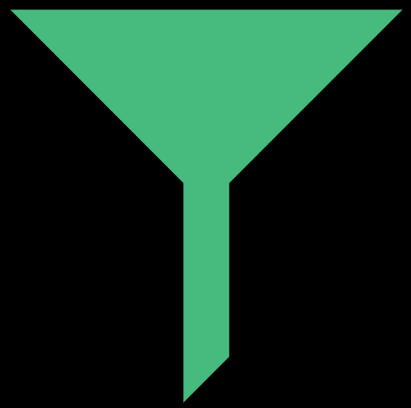
- **A Job Ad is NOT a Job Description**
- It has **ONE OBJECTIVE** – to trigger an application
- Less is more – keep it tight
- Compelling Title !! – unique & specific. **MAKE IT STAND OUT**
  - Describe yourself *"Our company is…"*
  - Describe the role *"You will be working as…"*
  - Describe them *"You are a…"*
  - *Criteria (Bullet Points) Quals * Experience * Skills * Attributes*
  - Sell the role *"This is a great role because…"*

JOB AD SUCCESS FACTORS



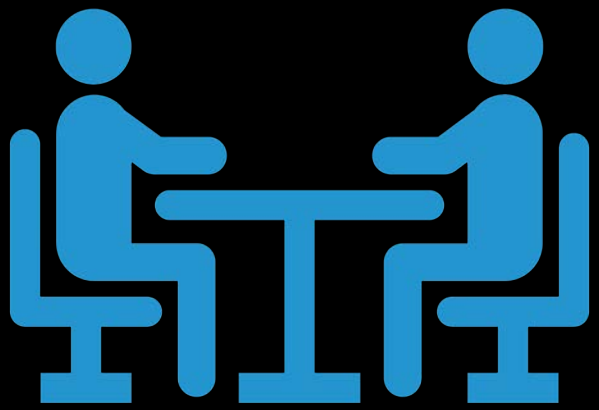


INITIAL SCREENING



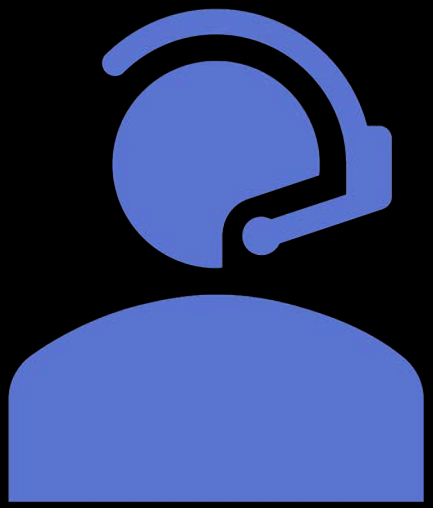
- Funnel all applications into your ATS
- Triage daily - Progress * Acknowledge * Unsure * Reject
- Written pre-screen – 4-5 key criteria / direct questions
- telephone screen longlist (5-10 mins)
- Build an interview shortlist (3-5 max)
- Reject as you go – good karma & good housekeeping

HOW TO INTERVIEW



- Two interviewers ideal (1talks – 1 listens)
- Be consistent - ask same questions to benchmark
- Look for past behaviours (Competency Based Qs)
- Ask questions to test values fit (CBQs)
- Check earning expectations, timing & other offers
- Invite questions & pitch your employment brand

REFERENCE CHECKING



- ALWAYS VERBALLY REFERENCE CHECK !!!
- ASK *"WOULD YOU RE-EMPLOY THEM?"*
- ASK *"IS THERE ANYTHING ELSE I SHOULD KNOW?"*
- ASK *"WHAT IS THE BEST WAY TO MANAGE THEM?"*
- ASK DIRECTLY ABOUT PERFORMANCE, DISCIPLINE & INTEGRITY ISSUES
- BEWARE THE *LONG PAUSE* OR *EVASIVE ANSWER*
- **REFERENCES ARE A BRANDING & NETWORKING OPPORTUNITY**

OFFER & NEGOTIATION

- KNOW THEIR MINIMUM SALARY EXPECTATIONS
- VERBAL OFFER TO GAUGE RESPONSE – FOLLOW UP WITH EMAIL
- LEAVE ROOM FOR NEGOTIATION
- **LIMIT** TIME TO DECIDE (2 DAYS MAX.)
- BEWARE THE COUNTER-OFFER!
- BE PREPARED TO WALK AWAY
- ALWAYS HAVE A BACKUP CANDIDATE

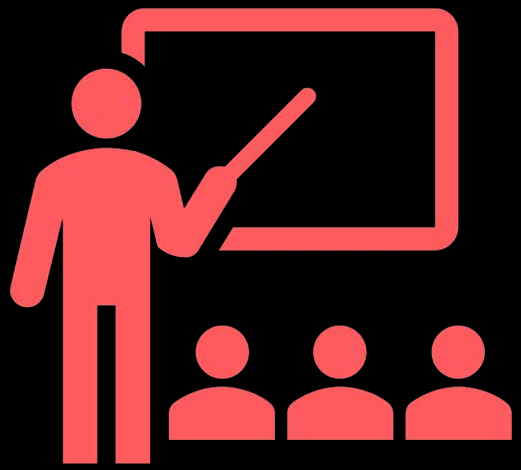
REJECTING WELL

- REJECT EVERYONE THAT DOES NOT GET THE JOB
- *"THOSE **** NEVER GOT BACK TO ME!!"*
- BE RESPECTFUL AND COMPASSIONATE
- REJECT ANYONE YOU MET IN PERSON BY PHONE
- GIVE ADVICE, FEEDBACK OR REFERRAL IF YOU CAN
- **REJECTION IS A BRANDING OPPORTUNITY**

‘MUST HAVE’ TEMPLATES

- Job description (use headings as prompts)
- Job Ad (company info is ubiquitous)
- Rejections - one for each stage
- Acknowledge & Hold - “thanks for applying”
- Interview Template (CBQ bank)
- Reference Check
- Offer Letter & Contract

OTHER TRAINING MODULES



- **Recruitment Ready (8-12 week Course)**
- **Choosing & Implementing the right ATS**
- DIY Head Hunting for Start-Ups
- Finding Co-Founders – How to get it Right
- Careers in Start-Up for Postdocs and PhDs
- Onboarding & Setting KPIs for new Starters

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