

3 STEPS TO
**SECURING
A CANDIDATE**

reo+group

Advice

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In a candidate short market the proportion of candidates declining job offers is higher than it usually is.

Multiple opportunities in the pipeline and counter offers all place your offer at risk, so it's essential you remain competitive and that your job stands head and shoulders above the rest.

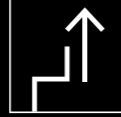
So what can you do to maximise your chances of securing your preferred candidate?

We have broken this down into three main steps:

- Developing a compelling offer
- Understanding your candidate's decision to move roles
- Refining your pitch and your process

1 DEVELOP A COMPELLING OFFERING

This can include, but is in no means limited to, the following:



OPPORTUNITY TO ADD VALUE

High on the list of factors currently most important to employees are being valued by your manager and by the organisation. Feeling valued in the true sense doesn't come from praise or reward, it comes from creating value. Make creating value an option from day one so they are empowered to make the job theirs and they have opportunity to start adding value from the beginning. It's important to share this in an interview, the lack of feeling valued could be one of the key drivers to leaving their current role.



IMPACT ON THE BUSINESS

Where will the candidate have biggest impact? How does this weave into the strategy of the business? Make sure they understand what their purpose will be.



FLEXIBILITY AND BALANCE

Most businesses now offer a hybrid working model combining home and office working. This is high on the agenda with most candidates so make sure you have a clear and attractive position on this.



STRUCTURED L&D

Development is a top priority for many candidates. Make it clear what external courses are available, what in-house learning is provided. Go beyond the onboarding for this role to how you will help prepare them for future opportunities.



SECURITY

We operate in uncertain times. Whilst many candidates are now looking for change, novelty and enjoyment in their jobs over security and predictability, it's still important to be honest and open about how you have adapted to the pandemic to show that your business is agile and can flex to external influences. Provide a degree of reassurance that they will have some job security if they accept the role.



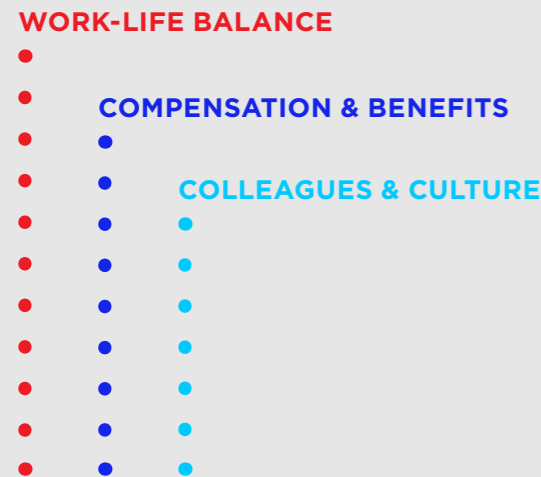
MENTOR PROGRAM

Investing in people also makes them feel valued. Having someone to learn from promotes growth and development. Resilience and stress management, both identified by the World Economic Forum in the top 10 skills that will be in demand by 2025, are just two skills that can be passed on effectively through the right mentor program.

2 UNDERSTAND YOUR CANDIDATE'S MOTIVATIONS

Asking plenty of specific questions during the interview process will help to determine what is most important to your candidate, allowing you to ensure you address that in the information you provide and the offer you put on the table.

CURRENT PRIORITIES FOR CANDIDATES*



FASTEST GROWING PRIORITIES SINCE COVID*

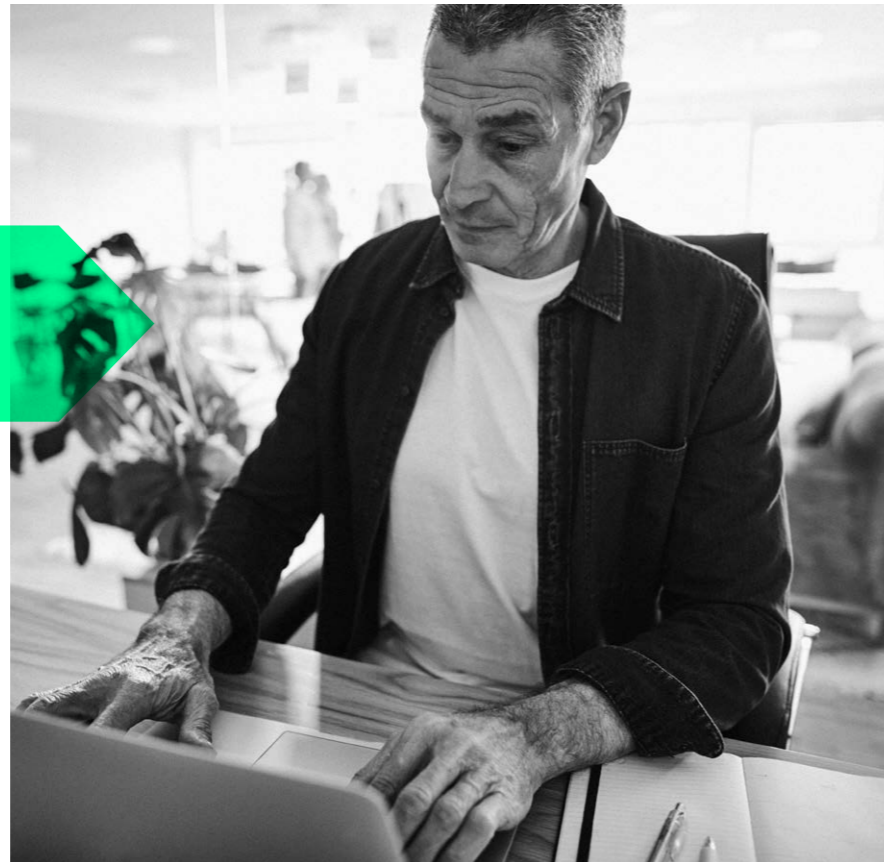


“ WE HAVE THREE INNATE PSYCHOLOGICAL NEEDS—COMPETENCE, AUTONOMY, AND RELATEDNESS. WHEN THOSE NEEDS ARE SATISFIED, WE’RE MOTIVATED, PRODUCTIVE, AND HAPPY. ”

Daniel H. Pink, Drive: The Surprising Truth About What Motivates Us

Insights from LinkedIn Talent Drivers Survey 2021

3 THE PITCH AND THE PROCESS



BUILD A PICTURE FOR THE CANDIDATE:

You need a strong sales pitch, particularly in a competitive job market. Here's what to include at a minimum to make your opportunity a compelling proposition:

ORGANISATION & STRATEGY

- Share the vision for your business
- Explain how this role fits into that vision
- Detail your company values and behaviours and how they play out day to day
- Share your short and long-term strategy
- Be ready to share your DE&I policy

ROLE & FUNCTION

- Outline the parameters of the role
- Explain which teams and individuals they will work alongside and how they fit together

CULTURE

- Convey how your team socialise, celebrate and support one another
- Explain measures that are in place to ensure staff wellbeing at work
- Highlight bonus offerings such as birthday leave, leave for voluntarily work etc.
- If you have a giving story or chosen charity, tell them all about it

COMMUNICATE THE SELECTION PROCESS:

A high-quality candidate might have up to three live roles open to them. It's important to maintain momentum in the interview and selection process so as not to lose your candidate to someone who has made decisions quicker.

HERE ARE SOME TIPS:

- Don't delay on making decisions. Once you've interviewed, discuss and review and then push successful candidates through to the next stage as soon as possible.
- Communicate the process clearly at the start by explaining all interview stages and a rough timeline from first interview to a final decision.
- Seek to understand the other opportunities a candidate might have open to them if possible. Understand what attracts them to each role so you can balance your offering if required.

A WORD ABOUT SALARY:

Whilst not always the top priority for every candidate, the right financial package can be the deciding factor if you have a candidate with multiple job offers or a compelling counteroffer from their current company.

CONSIDER THIS:

- Are you offering the market rate?
- Have you built in a performance related bonus to the package?
- Have you been clear on other incentives such as bonus leave days as part of the offer?

DON'T NEGLECT THE NOTICE PERIOD:

Once you've found the right candidate don't risk losing them. The recruitment process doesn't stop at the offer stage, the notice period is critical and to ensure you maintain engagement and don't lose your candidate to another business or to a counter offer it's imperative to stay in contact.

HERE ARE A FEW IDEAS:

- Check in weekly with them in some form
- Take them out for a celebratory coffee or lunch to get to know them better
- Find an opportunity to introduce them to other relevant team members to start integrating them
- Put a date in the diary for a team lunch or welcome drinks in week one

FINAL WORD:

Be clear on your pitch, offer the right mix of supportive culture and development, provide the all-important work/life balance, show your candidate how they can create value and be part of your company culture. Combine this with a clear, streamlined, well-paced interview process and you'll be well on your way to securing your ideal candidate.

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