

INTRODUCTION

The most successful recruiting organizations approach the hiring process like executive search firms. Their HR recruiting specialists:


- Engage their “clients” aggressively in the beginning of the process
- Capture information required in a streamlined way (minimizing manager time, while maximizing the value of their input)
- Document their understanding of key requirements
- Set expectations regarding time and resources required
- Look for ways to add value in the process using creative and cost effective tools and techniques
- Keep the clients informed throughout the process
- Measure success in meeting client requirements and expectations
- Refine the processes to reflect client evaluations and feedback

That is what the Extreme Hiring Makeover Teams aspire to: Setting new standings for strategic recruiting. This creates exciting opportunities and challenges for the HR professionals that lead recruiting in their organizations. Perhaps the most exciting element of this effort is the chance to reshape the relationship between HR professionals and their leader and manager “clients.”

The redefined hiring efforts for all three of our pilot teams include a new “front-end,” process that looks more like an executive search firm. In this model, HR recruiting experts conduct a comprehensive interview with managers about their hiring needs and quickly respond with a comprehensive service package. They lead managers through the right strategic thinking about the positions, targeting, marketing and assessment approaches.

Nothing is left to chance, and opportunities for misunderstandings are minimized. Once this step is concluded, the HR teams can launch a much more timely and successful recruiting process. A summary of the key process steps is on the next page.

A Strategic Approach to Hiring

TASK	Primary Accountability	
Launch the Process <ul style="list-style-type: none"> Conduct an interview with the hiring manager, executive or administrative officer, and other team members as appropriate 	HR Specialist/Hiring Manager	
Evaluate the Opportunity <ul style="list-style-type: none"> Clean up interview notes and exhibits Determine whether additional information or steps are required <ul style="list-style-type: none"> Additional job analysis effort Classification Internal approvals Targeting/marketing research Other Work with Hiring Manager to complete package with due speed Involve other experts as required 	HR Specialist leads with assistance from hiring teams and other experts as required	
Prepare a package for the hiring manager that includes: <ul style="list-style-type: none"> Summary of manager interview notes Position description Proposed vacancy announcement Sourcing/targeting strategies Marketing/sales pitches for the position Assessment approach Manager team resource commitments Timeline Special recruitment cost considerations 	HR Specialist	
Review, Approve, or Provide Revisions for the Manager Package	Hiring Manager team	
Create job posting <ul style="list-style-type: none"> Vacancy announcement Automated application and assessment process <ul style="list-style-type: none"> Screening process and questions SME scorecard and process, as appropriate Use of flexibilities – category ranking 	HR Specialist	
Recruit candidates through targeted approaches	HR Spec/ Hiring Team	
Close position and complete screening/selection process <ul style="list-style-type: none"> Pre-screen candidates Perform additional screens or assessments Engage Subject Matter Experts Consolidate rating information Produce Certification 	HR Spec/Hiring Team, as appropriate	
Notify candidates about progress	HR Spec/Hiring Team, as appropriate	
Conduct interview process/make selection	Hiring Manager Team	
Prepare hiring package and extend offer	HR Specialist	
Continuous Improvement - Assessment of Success of Hire <ul style="list-style-type: none"> Feedback from Managers, New Hires, HR, and Applicants <ul style="list-style-type: none"> Immediate 90 days Incorporate Feedback into process improvement 	HR Spec/Hiring Team,	