

# Developing the High Performance Workforce Series

## Article #2: Recruitment and the Cost of Hiring

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### **Recruitment is..**

..the process of creating a pool of talent from which to select new workers. The goal is to find the right employee, with the right skills, at the right time, for the right amount of money.

Try these steps in the recruitment process:

1. Make sure you know the reason for hiring
2. Gather all related information used to describe the job
3. Assess the availability of good workers in your area
4. Plan the method of announcing a vacancy
5. Create the ads or flyers
6. Plan the selection process

### **Common Recruitment Methods**

**Print ads:** Potential to reach large audiences through newspapers. For selective hiring, consider specialized publications such as professional and trades journals.

**Internet:** Website services such as [www.jobshark.com](http://www.jobshark.com), [www.monster.com](http://www.monster.com), [www.workopolis.com](http://www.workopolis.com) provide job posting and matching services, which are free to jobseekers with employers paying. Also consider dedicating part of your own website to market your company to potential employees and post job opportunities.

**Educational Institutions:** Schools, colleges and universities are a source of young candidates with formal education and training but little experience. Talk to your local schools or consider participating in work-study programs and internships.

**Employee referrals:** Ask current employees for referrals. Employees are generally hesitant to recommend others who don't perform well. Consider incentives for employees for successful recruits.

**Unsolicited applications and resumes:** Review applications on file, or better yet, develop a process for categorizing applications and resumes as they come in.

**Professional** Many organizations and societies offer a placement service to members.

**organizations:**

**Employment agencies:**

For a fee, private agencies specialize in matching employees to jobs. Take the time to find a recruiter who is knowledgeable, experienced and professional.

## Thoughts About Your Recruitment Strategy

As you plan for recruitment ask yourself the following questions:

- Why am I hiring? Knowing what you need can help you be clear about the exact skills, knowledge and experience you require and what you are willing to pay the right candidate.
- How tight is the labour market in relation to my hiring needs? A competitive market for skills and experience may require you to undertake a broader search or look for very specific ways to reach your ideal candidate.
- Do I have all the information and tools in place? You will need a current job description that accurately reflects position responsibilities and activities as well as the level of skills and knowledge required.
- Is this position for contract, full time or part time? Ask yourself how much flexibility you have as to work arrangements.

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## Developing the Job Ad

Well-written job postings highlight the major aspects of the position while showing the responsiveness of the organization to the job and career needs of the right applicant. With today's increasing skills and labour shortages it is becoming very important to connect the job information with realistic descriptions of employment expectations and potential for career development.

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<b>Core Elements</b>	<b>Make sure the job posting...</b>
<b>Organization description</b>	Briefly describes the organization's business, corporate culture and core values.
<b>Job description</b>	Provides a brief overview of the job – main responsibilities, key activities and reporting relationships.
<b>Knowledge, skills, educational requirements</b>	Clearly identifies the skills and the level of skills required for the job. List any certification and licensing requirements.

**Potential for career advancement**

Describes opportunities, including training, for employee development.

**Working conditions**

Identifies any unusual work requirements – i.e. physical labour, travel, irregular hours, etc.

Includes some reference to compensation. If unwilling to list salary ranges, make a general statement that salary and benefits are comparable to industry standards

**Details of the recruitment process**

Lists whether the application should include a resume and references, the closing date and contact information, including name, email and/or fax.

## Sample Job Posting:

### **SALES ASSISTANT**

***This is a junior position with much growth potential***

My Company: A young and growing company My Company, specializes in small to medium sized building renovations and maintenance. With a staff of 12, we are looking to expand our quality, timely services. Our expertise lies in combining quality construction work with superior customer service.

The Position: This is a new position focused on expanding our sales and developing superior customer relations. As Sales Assistant, the successful candidate will:

- support the marketing manager in expanding our customer base
- manage customer inquiries and complaints by phone, email and on-site
- attend trade shows throughout the region

The Candidate: Preference will be given to the candidate who:

- has a proven understanding of marketing and customer relations
- demonstrates superior communication and interpersonal skills
- has either a Marketing diploma from a recognized educational institution or Grade 12 plus 2 years sales experience.

My Company is prepared to provide training in technical areas. Travel is required. A valid driver's license is required. Successful applicant will supply his or her own vehicle.

My Company is a team environment and the ability to work as part of our team is essential.

Applications: Please submit a resume with a cover letter and two references by June 15 2025. Contact us anytime at: [HR@mycompany.com](mailto:HR@mycompany.com) or by fax at (222) 555-5555.

*Thank you for choosing My Company. We will contact you only if chosen for an interview.*

## The Cost of Hiring

Today's employers are faced with increasing skill shortages in a tight labour market. And today, the cost of hiring is only escalating.

Recruiters estimate hiring costs to include:

- Creating specifications for the position
- Preparing classified ads
- Reviewing resumes from ad responses
- Telephoning and screening candidates
- Scheduling, preparing for, and conducting interviews
- Conducting assessment testing for selected candidates
- Reference checks for the selected candidates
- Management time for interviewing
- Salary, benefits, and overhead
- Trainer's and manager's time used in responding to questions by new employee
- Compensation for sub-standard performance (negative effect on co-workers productivity and morale)
- Lost business and opportunities due to mishandling by the employee
- Unemployment compensation, severance pay, or legal fees
- Recruitment and training costs which you may incur again if you replace the employee

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## Cutting Hiring Costs

Employees are a big investment. While it's important to not rush the hiring process, it is also important to get employees on board quickly. Tips to consider include:

- Shorten the deadline for applications. Ten days should be sufficient.
- Schedule your interview time when you post or advertise the job – set aside the days.
- Limit the number of people you interview. Select for an interview only those who meet all the basic qualifications.
- Add a line at the bottom for your ad that says “We thank all applicants for your interest in our company. Only those candidates selected for an interview will be contacted.” This saves time and money in preparing rejection letters.
- Seek out candidates from all the applications you may have on file over the last year. You might not need to advertise.
- Find candidates through existing resume posting services and placement agencies.
- Hire candidates who are unemployed. They are available for work immediately.
- Negotiate the starting date of the person you hire. If the person is working, they will probably have to give a minimum of 2 weeks notice. Offer a few days off down the road if that can speed up the start date.

Also consider:

- Hiring less experienced people and investing in training.
- Check with your local Employment Centre for current programs for hiring.
- Compensating your employees for bringing in new recruits.
- Advertise and interview local candidates.
- Check for common wage and salary rates in your area.
- Hiring less than full-time. Many quality candidates want to work a shorter workweek and are willing to give up some salary for that flexibility.