**Hire Right!**

 **Dos and don’ts of hiring employees**

Before you begin the recruitment process ask yourself the following questions:

* ***What*** do I need the employee to do? (clearly define the deliverables)
* ***How many hours*** per week is necessary to achieve the deliverables? (Is part/flexi time or outsourcing a possibility?)
* ***Can my business afford*** such a job function / can my business afford not to have this function?
* What is the market ***paying*** for such work?
* ***How much time*** will I need to spend recruiting, training and coaching the employee?

If after answering these questions, you still wish to recruit, then use the dos & don’ts checklist below to help you find the right person in the right way.

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| **Do** | **Check** | **Don’t** | **Check** |
| * Write a clear & complete job description (replacement or new role; purpose of the job; what needs to be done on a day to day basis and in the next 12 – 18 months; main deliverables & difficulty; skills & attributes; hours & place of work)
 |  | * Be tempted to make-do with a weak applicant just because s/he is cheaper
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| * Be clear as to must have skills/attributes vs nice-to-haves
 |  | * Go for numbers over quality
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| * Check online & in papers to see what is the market rate for such a person
 |  | * Don’t ask the candidate any personal questions e.g. about age, race, gender, family or health. This is illegal.
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| * Write an attractive job advertisement
 |  | * Treat applicants badly e.g. not replying to applications or leaving people waiting. This reflects poorly on the company image
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| * Target who is your potential recruitment pool and make sure you advertise in a way that will appeal to them
 |  | * Underestimate the power of telephonic / Skype interviews as a means of screening. This can save a lot of time
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| * Be consistent & legally compliant with labour recruitment laws (BEE, gender neutrality etc.) when screening & selecting
 |  | * Hide the salary range and package… emphasise benefits if the actual salary is not very competitive. This is a screening tool and it helps the applicant to decide if this is a position they are genuinely interested in
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| * Plan & prepare for the interviews – use an interview form so that each candidate is asked the same questions and comparisons are fair
 |  | * Forget to look internally first and to ask employees to help you recruit. If you have a top performer, then bring that person into the recruitment process
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| * Hold interviews in private and in a quiet area. Allow sufficient time for the interview and in between interviews.
 |  | * Ignore the opinions and reactions of the other team members. They have to work with this person – is there a good fit?
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| * Reference checks and if necessary, police or credit background checks. Ensure that certificates are valid
 |  | * Be afraid to ask candidates back for a second interview or to spend time with the team as part of the selection process
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| * Request evidence of previous work or abilities e.g. if good telephone manner is a requirement, then ask the person to handle a mock situation
 |  | * Inform your shortlisted applicants of the decision until your first choice has actually accepted and signed the written offer
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| * Make the offer verbally to gauge the candidate’s interest and follow up quickly with a written offer of employment
 |  | * Be rigid – if the candidate has the right attitude and some of the qualifications, but not all – consider future benefit
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| * Hire for attitude – skills can be learned
 |  | * Forget to thank people for applying or for referrals
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