Recruitment and Selection Strategies for Senior Level Employees

Student Name:

Institution:

**Par A: Memo**

TO: CEO, Human Solutions Software, Inc. (HSS)

FROM: Human Resource Director

DATE: 20th April 20, 2017

SUBJECT: New Recruitment and Selection Strategies of Senior Level Employees

Following the initial meeting and presentation regarding human resource challenges in the company, I have developed strategies to be used in the hiring process, especially that of senior level employees. Upon your approval, my team and I did extensive research on the human resource situation in the company and consulted other sources to elaborate relevant strategies to be implemented in the hiring process of senior level employees in the company. The strategies have been streamlined to go in tandem with the HSS vision, mission, and objectives. An overview of the strategies includes:

* Adopting new Recruitment Approaches, such as headhunting, referrals, executive professional job boards, and LinkedIn.
* Selection approaches agreed to include a focus on the organization needs assessment, position requirements, and candidate requirements.
* Metrics used to measure the effectiveness of the hiring process, which includes time taken to fill the vacancy, interview-to-offer ratio, and offer acceptance rate.

I am looking forward to a scheduled meeting to further expound on the new strategies we formulated. Thank you

**Part B: Review of Recruitment and Selection of Senior Employees**

Recruitment is a step in the hiring process which involves broadcasting to different platforms, looking for qualified persons to apply for a vacant position in the organization. The selection process follows and entails scrutinizing to find the right employees. It involves interviewing and undergoing other tests to choose an A-level employee for the organization. The hiring process of a senior executive becomes more challenging to the recruiters, owing to the skills and experience a candidate needs to have. It is difficult for the organization to assess an individual’s skills unless robust human resource strategies are crafted to choose the best among the pool of candidates.

**Recruitment**

Senior executive recruitment is different from that for the general staff because candidates have specific objectives they want to achieve in the company. For the most senior level employees, the company can head successful executives from other organizations.

**Headhunting**

Headhunting is a highly personalized approach toward an individual with high stature in a certain field or company and who can duplicate the same success in the approaching organization. The recruitment technique is most effective for a candidate with a proven track record and who continues to produce results on the current place of work (Guthridge et al., 2008, p. 26). Headhunting means there should be a motivating factor to warrant the employee to leave a successful organization. Some of the factors include improved remuneration package, and additional benefits, such guaranteed insurance coverage, among others.

**Referrals**

Referral is one of the sure ways to get qualified candidates, especially for the executive role. It entails a recommendation from the company employee and streamlines the hiring process. Referrals at times can be misused by hiring managers to recruit friends and family members (Croteau, 2012). There should be a high stake in the referral process and only qualified candidates need to be selected to the next level of the hiring process.

**Executive Professional Job Boards**

The company can use professional job boards tailored for the executive position postings. Job sites like Monster.com cover a wider view and are not effective. Executive job boards are likely to attract the right candidates based on experience and skills.

**LinkedIn**

LinkedIn is the professional social network gaining traction as the favorite recruitment platform for most companies (Caswell, 2015). LinkedIn is effective because of its networking algorithms that promote exchange among executives. Its search engine is also effective in specifying the year of experience and skills required for a suitable candidate.

**Selection**

Executive selection is the most critical part of the hiring process as it determines the most suitable employees. Human resource managers should formulate a working strategy on the selection framework to be used in the selection of candidates within the organization. Some of the things to consider when selection process includes:

***Organizational Needs***. The organizational needs assessment should be conducted on the candidate to gauge the work environment and factors such as strengths, strategy, needs, and long-term goals should be considered. It entails the understanding of the internal and external environment of the organization (Sessa et al., 1998, p.2). Understanding the organization's culture will drive the goals, core values, and beliefs of the company. The executive's knowledge, skills, and expertise can also be matched to the organization's context.

***Position Requirements***. Job analysis is essential in the selection process as it defines the job in terms of activities and tasks (Sessa et al., 1998, p.3). The tool is a guidance to determine and predict the success of a candidate; it does not necessarily mean the perfect candidate but one that fits the specified requirements of the position.

***Candidate Requirements***. Other than the requisite skills and experience, the candidate must fulfill the interpersonal characteristics and soft skills, such as communication, leadership, and team building. Of consideration are the executive’s activities, interpersonal contacts, and their approach to accomplishing work (Sessa et al., 1998, p.4).

**Evaluation of the Recruitment and Selection Process**

Any process undertaken needs evaluation to trace its success or failure. The hiring process in an organization is a daunting task as research shows that on average, 25% of new hires leave their company within the first year of coming onboard (Sexton, 2015). The new hire turnover can be normal in a competitive environment but should be of concern if the employees are leaving to competitors. It is essential to evaluate the hiring process and the metrics of concern include:

***Time to Fill a Vacancy***. The metric measures the average amount of time it takes for the company to get the vacancy filled. The rationale is that vacant positions cost money and the faster it is filled, the more the company saves. It is also a critical indicator for the hiring manager satisfaction (Sexton, 2015). By measuring the average time needed for slate (three qualified candidates for a job) and the percentage presented within the target period, it can be identified whether the team is meeting the hiring manager’s expectation and requirements on the filling speed. If targets are regularly missed, the root issues, such as recruiter efficiency, advertising effectiveness, and proactive sourcing capabilities, must be reviewed.

***Interview-to-Offer Ratio***. The interview-to-offer ratio measures the number of candidates a hiring manager needs to interview to hire. Ideally, it should be a ratio of 3:1: for every three candidates one is hired. When the ratio is higher, the recruiter should be concerned on whether they present poor candidates (Caswell, 2015). It is a waste of time and resources for the company and the hiring manager to conduct many interviews without success.

***Offer Acceptance Rate***. The offer acceptance ratio is the percentage of offers made to candidates that have been accepted. The ideal percentage for the case of HSS, which is technically oriented at dealing with software, is 80%, but less competitive fields, such as finance, can be up to 95%. Tracking of the offers on a monthly basis by talent acquisition managers provides a baseline to identify the attractiveness and competitiveness of their offers to market and provides the opportunity to adjust accordingly. Measuring and tracking the efficiency of any talent acquisition offers great value to gauge the hiring process of the company (Caswell, 2015). Human resource department should maximize the talent value and contribute to the overall company’s strategy.

**Part C: Summary**

Hiring senior level executives are associated with daunting tasks for many organizations, including HSS. Retention is another challenge as top level executives follow their demands and objectives, and HSS should be willing to implement the talent acquisition strategies proposed above. The recruitment approach chosen is essential to the success of the hiring process. Headhunting is not only the best option but the most reliable one because of the proven track record of the candidate in a similar field of expertise (Croteau, 2012). It reduces the risk of getting an unqualified candidate for the executive position. Referrals and use of professional job boards are effective for the executive recruitment because of the proximity to reliance. Referrals have an advantage since they come from reliable company employees while job boards narrow the search to the executive. With the dynamic world of technology, the most reliable source of qualified candidates is LinkedIn.

In the selection strategy, organization needs are important as they connect to the goals, objectives, and mission of the company. It measures the candidate's knowledge of the organizational culture and how they will blend within. It is essential for the candidate to be fully conversant with the position requirements to predict their success. Other than the skills and experience, interpersonal skills need to be taken into consideration in the candidate requirements. All the company employees should be involved in the case of any major change to be undertaken by the company. The move boosts employees' trust and participation in the company decisions. The human resource strategy should align with the company's mission and contribute to the success of the organization.

References

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