



Determining your people needs

Whether you do your own recruiting or utilise a recruitment partner, the secret to achieving the optimum result in the most efficient way is to clearly define your needs up front. And this means going well beyond a list of responsibilities.

Many organisations spend substantial advertising dollars over many months trying to find a new person for their finance team, only to see no result for their efforts. On analysis of their requirements, we often find that insufficient time has been spent building a complete profile of the person they are targeting.

Here are 5 simple tips to help ensure you set off down the right path the first time.

1. Develop a full position description

This lays the foundation for a complete profile and should cover each of the key performance areas and responsibilities for the position. Include specific measurements where possible. Differentiate between critical success factors and other responsibilities by focusing on what outcomes a person would need to achieve to be successful in the role.

2. Identify key skills and characteristics

Next, list out the skills (technical) and characteristics (personal) a person would require to achieve those outcomes and fit with your team and corporate culture. Divide skills into 'critical' and 'preferred' and come up with examples of where someone could have developed those skills. Characteristics are perhaps the most critical for long-term success. Think about why some people have blossomed in your team and why others haven't

3. Determine acceptable skill gaps

One of the most common reasons for failure in the recruitment process is trying to find someone who has 'done it all before'. There are very few good people who will move to, and stay in, a similar position that doesn't allow them to develop new skills. Determine which skills you could do without and/or could train someone in. It is this 'gap' that will be the attraction for high quality people.

4. Develop specific 'target profiles'

Before you can determine how to find the ideal person, you need to identify precisely who you are targeting. Where is this person sitting right now and why would they be excited about this opportunity? Are they in a lower level position looking for a step up? Are they at a similar level but looking to diversify their skills? Are they simply wanting to work closer to home? You will probably come up with multiple profiles.

5. Devise search strategies for each profile

Consider how to reach each of the targeted people. Where will they be looking and what will catch their eye? This will help determine the method of your search (e.g. paper, internet, local news), the content (headline and other messages) and even the title of the position. Avoid using standard descriptive ads which go into great detail about the role. Like any advertising, have a clear message that appeals to your target audience.