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**FINAL RECRUITMENT DECISION MAKING AND OFFER OF EMPLOYMENT GUIDELINES**

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**Introduction**

How clear is you decision making process for hiring? Whether you are selecting a chief executive officer or a cashier, the decision must be made carefully.

While many people go with their "gut feelings", there is more to the process. Holding the fate of someone’s job in your hands in not an easy task. You must make sure that both the Organisation and the employee are well served. But why do we have such hard time deciding who to hire?

As with the rest of the hiring process, it helps to revisit the original criteria for the best candidate. Chances are, you have not found the perfect match. Your option at this time can be to reopen the search for candidates who better match the position’s needs. If you have done a good job recruiting, however, the next group will not be any closer.

The better strategy, in most cases, is to compare the job description to your best two of three candidates. Flexibility is the key to making the hiring decision successful. Not only is searching for the perfect match unrealistic, it does not serve your Organisation well.

Employers who make a practice of hiring someone who can complete 80 percent of the job find that these new employees stay longer and feel more stimulated in the position. With proper training and support, these new employees can excel in the position.

**Decision making procedures**

Procedures for making the decision can vary widely according to your needs and the type of hire. Here are a few parameters to guide your selection:

* In making decisions, you have two options: comparing the candidates with each other or comparing each candidate against the stated criteria. Some maintain that comparing the candidates to each other is the better way to go since likening them to a standard may be unrealistic. Others maintain that comparing candidates may lower the standards you desire.

If no one meet the standards, are you going to re-open the search, or settle for someone in the original group. There is no right solution to this dilemma. But remain consistent with whatever decision you make.

Keep in mind that when compromise is necessary, you must examine your priorities:

* Develop a simple form including job criteria, list of candidates and perhaps a weighted scale (such as 5=excellent to 1=poor), to allow comparison.
* Recognize that strict job criteria should not be the only consideration. Every decision maker must allow for a little "gut feeling". The new employee must be able to thrive in the environment and get along with others on the team. These factors are sometimes not clearly defined or demonstrated in job descriptions and interviews.
* Be able to explain your decision. Chances are you will be asked to justify your pick by a supervisor, co-workers, or even unsuccessful job applicants. Your ability to clearly delineate your reasons will put to rest any uncertainty about the decision.
* For clerical and labour positions, one decision maker is optimal. This person should be the position’s immediate supervisor. For managerial jobs, a maximum of three persons should be involved. This should include the immediate supervisor and two other individuals with whom the person will work.

**CANDIDATE SELECTION**

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| Position:  |
| Start date |
| Supervisor  |
| Applicant’s name |
| Phone  |

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| --- | --- | --- |
|  **Qualifications required** |  **Comments** | **Rating**  |
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|  **Qualifications desired** |  **Comments** |  **Rating** |
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**Securing the BEST**

As competition grows for skilled employees, you must develop effective strategies for landing your best candidates. While you might be used to taking your time deciding on offers, that luxury will no longer be available. Here are a few hints to enhance your hiring success.

* Share as much information as you can with your top applicants. It will give those people the opportunity to get to know your Organisation in depth.

* Establish a common interest. Ask about their desires, goals and aspirations. Discover their values and what they consider important. The more you are able to match their needs with yours, the better the match will appear.
* Organize your negotiating stand ahead of time. Consider all aspects of the package: vacation, salary, benefits, perks, budget control, influence on their destiny in the company and so on. Be prepared at all times to discuss the compensation and role that person will play in the Organisation.
* Use your intuition. If something does not feel right with a candidate, investigate. Better to uncover unpleasant facts now, rather than later.
* Use your sales pitch! Be prepared to persuade your top candidate. Don’t go overboard and overwhelm. But try and convince this person that this is a good match, if you believe it.
* Don’t make promises you can’t deliver. No candidate is worth enough to exceed the bounds of common sense. If you are being asked for something you truly can’t deliver, say so. Look for alternatives to satisfy the candidate’s desires.
* **Act quickly! The best candidate wait for no one**. Keep the selection process moving, and keep your top candidate informed. The more they are involved in the process, the more they will be invested.

**Notification**

Notifying candidates is one of the most crucial parts of the selection process. Just as your are examining them, they are examining you! Timely execution of the decision reassures your top applicants of your interest and renews their interest in the position.

One of the best ways to keep the process efficient is to announce a schedule to all candidates. This discourages the procrastination sometimes associated with selection. The entire process for any candidate should take no longer than three weeks.

Try to sell those involved on how productivity will increase and their time commitments will decrease once the new employee is employed. This should serve as an effective motivator. Keep them abreast of the process. If there is a delay in the process, a quick phone call to the finalists, to let them know they are still being considered is desirable.

All applicants should be notified in a consisted manner. If one candidate is informed by phone that they were not selected, all candidates should be called. Everyone should be treated the same to avoid the appearance of bias of unfair treatment, and treating finalists consistently and openly leaves a good impression. You never know when your paths may cross again.

Every applicant who has been interviewed should receive a response. If eliminated, candidates should be notified within a week. Notification should take the form of a letter. Using post cards, as some employers do, is embarrassing and insensitive.

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**Rejection Letter**

Dear \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Thank you for your interest in the position of \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ with our Organisation.

We received a great number of applications from qualified individuals and at this point we have made a decision.

We will keep your application on file for six months in the event other vacancies arise. Thank you for your understanding. We wish you the best in your job search.

Sincerely

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**Making the offer**

Timing is a very important part of making an offer. Once the decision has been made on a top candidate, contact that person immediately. More than one opportunity has been missed by delaying a day or two due to company bureaucracy.

Once you have made the offer, confirm it in writing. Be careful not to include language in the letter that implies permanence or a guarantee of lifetime employment. All employees should be referred to as current of full-time not permanent employees. In the letter, state the starting date, compensation, where to report and other specifics. Once again, welcome the candidate into the Organisation.

With highly skilled candidates and upper management you will probably negotiate at least a portion of the agreement.

Here are a few tips:

* Know your parameters before discussing the offer with the candidate. Develop a list of possible offering points and stick to your plan. Don’t "wing" the negotiations. It will cost you money and maybe the candidate.
* Use incentives as bargaining points. There are a host of options from which to choose. In addition you may try compensation based on performance, enabling the candidate to earn significantly more.
* Consider non-monetary perks. These might include a larger office, more control over vacation and other days off, latitude in project selection, and influence in decision making.
* Get the candidate to commit before making the offer. Your posting may have asked for a salary history or requirements, in which case you have a rough idea of expectation. A second strategy is to ask the candidate. "What do you think you’re worth?" The response to this question will provide insight into how well the person has researched his or her own worth and how realistic the expectations are.

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**LETTER OF OFFER**

Dear \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

We enjoyed the opportunity to meet you on \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_. We are pleased to offer you the position of \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.

This offer is contingent upon the following:

* a satisfactory physical exam
* satisfactory references from your present employer
* proof of authorization to work in South Africa (Aliens only) ( Please bring these documents with you on your firs day of work, work permit, residence permit or ID Book)

Accepting this offer means that you will be performing the following duties and be responsible for \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.

Your salary will be R \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ monthly.

I hope you will accept this offer. We feel our Organisation provides excellent opportunities and working conditions along with comprehensive benefits package.

I would like to have your decision by \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_. If you have any questions, feel free to call me at \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_. I look forward to your reply.

Sincerely

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**Refusals**

Refusals despite of how hard you try, are part of the recruitment process, on occasion your top candidate will refuse the offer. If you have not received a response within two days of the offer, phone the candidate again to answer any questions he may have, and to confirm your offer of employment terms and conditions.

If the candidate holds out for more compensation, you will have to negotiate. Be prepared before making this follow up call. If more than one candidate is declining you might want to reconsider your package and compensation. Ask candidates why they declined, and you may receive some useful information.