



HOW TO GUIDE

Business Readiness Checklist |

So, you're thinking about hiring?








Introduction to the Business Readiness Checklist

Regardless of whether you are replacing a departing employee or creating a role in response to a business need, bringing new talent into your organisation has the potential to be transformational.

It can however be a challenging and at times disruptive process. What you may be surprised to learn is that the key driver to success lies in the foundational work that is done before you even go to market with a role vacancy.

In this business readiness checklist, we're sharing top tips on what you should be thinking about before commencing a recruitment process, as well as how to avoid common mistakes when doing so.

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Signs that it is time to hire

Sometimes, even if they are glaringly obvious, we may overlook the tell-tale signs that it is time for your organisation to hire new talent.

Or, perhaps the thought of hiring can seem like a bigger burden than a simple solution.

At this point it is important to reflect on the fact that growing your team means you are either contributing to building your **competitive advantage**, working towards realising **strategic priorities** or solving an **organisational pain point**.

Still on the fence? Here are some signs to look out for:

- The overall quality of work is declining or you're seeing an increase in customer complaints.
- You're experiencing a higher than usual employee turnover rate, due to frustrated or stressed people.

- Patterns of a prolonged increase in overtime costs, which can be a red flag leading to overworked employees.
- Growing expense associated with freelancers, contractors and consultants, in an attempt to meet resourcing demands.
- Inability to expand the business, take on more clients or enter new markets, primarily as a result of resourcing challenges.
- Obvious gap, either due to a departing employee or organisational need, for example a specialised skill set that currently doesn't exist in your business.
- Inability to realise organisational strategy, goals and objectives, particularly new priorities.

TIPS & POINTERS | Succession Planning

Succession planning is an intentional process that gives you the confidence to effectively deal with personnel changes in your organisation – either key leadership roles, mission critical roles, or those with specialised skills. Having a plan in place means your organisation can continue to operate with minimal disruption, by preparing employees to assume new roles when they become available. From planned talent transitions through to sudden leadership departures, succession planning enables you to stay ahead of the curve. It is also an effective tool to identify and nurture your high potential employees, by introducing development programmes to enable them to reach their potential.

BLOG | High attrition rate? How to deal with employee complaints.

Take heed of the top drivers of high employee churn and start retaining your company's top staff for longer.

[read more](#)



02

What to consider when creating a role

Every role in your organisation serves a purpose, with specific accountabilities and capabilities required that collectively are the drivers of overall business performance.

Creating new roles or backfilling existing vacancies isn't a task to take lightly or completed in an ad hoc manner with disregard for your overall people strategy.

When hiring decisions are made in isolation, over time the result will be a complicated and unwieldy organisational structure that limits or prevents performance and growth.

Good **Organisational Design** takes your business strategy and translates it into a list of what you need to succeed. It is a strategic process that involves the creation of roles, processes and structures to ensure that an organisation's goals can be realised.

Think beyond shifting lines and boxes in an organisational chart and look objectively at the fundamental building blocks of an organisation - the processes people follow, how people are managed, the recruitment of talent, performance and the development of skills, how people make decisions and connect with one another - and review whether they support the strategic priorities and other growth areas of your organisation.

Of course, not every new role or hire necessitates a dramatic change to your organisational design. However, there are some operational HR aspects that may need to be considered. For example, does the business have the right structure in place to accommodate a new role? Are there changes that need to be made to other roles and/or business units, including position descriptions, IEAs, reporting lines etc?

TIPS & POINTERS | Scenarios to avoid when creating a role

There's a cost associated with bringing new people into your business, both financially and the time commitment required. Equally important is the impact on organisational culture and your reputation as an employer of choice. Here are some common issues to consider when you are creating a new role.

Longevity of position

If you need a resource for a temporary need or demand doesn't necessitate a permanent position, consider a more creative approach to resourcing. For example, outsourcing or upskilling existing teams could be a better solution versus creating a full-time position.

Every role needs purpose

Creating a new role is not a solution for managing performance. If you are having challenges with a particular employee, constructing a new role specifically to relocate them, is never a long-term solution. Deal with the problem, don't create a new one.

Making decisions in isolation

The people on the coal face, doing the work, are best placed to help you craft a role that has meaning and purpose. Team job crafting is a process that matches the aspirations and capabilities required in a functioning team, with the requirements of the broader organisation. Excluding teams from decision-making will have long-term impacts; without wider team and organisational support, you're basically setting up a new hire to fail.

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Best practice approach to role design

Once you've determined role purpose, and where the role 'sits' in your organisational structure, it's time to hone in on the specific responsibilities and accountabilities of the role.

Role Charters are an effective tool to help in the ideation of a role, as well as setting responsibilities. At its most basic, a role charter is defining a role in a one pager, covering*:

- Individual and shared accountabilities, or responsibilities for the completion of tasks.
- KPIs for measuring the execution and performance of these accountabilities.
- Decision rights needed for carrying out the accountabilities.
- Leadership behaviour's deemed critical to the success of the enterprise.

Using the role charter as your base document you can then create a position description.

A **Position Description** outlines the key responsibilities, duties and objectives of a role, the salary and benefits on offer and reporting lines. It explains why this job is required by the business and how it fits into the team and existing organisational structure.

Traditionally, positions descriptions have become bland documents with an exhaustive list of responsibilities. It's time to rethink how we craft position descriptions. For example, role responsibilities should be defined more in terms of the 'what' rather than the 'how'.

Remember that reading a position description is the first impression a prospective employee will have of your business. So they need to promote the company's values and the benefits of working in your team.

TIPS & POINTERS |

Role title | Job titles matter. Role titles are often criticised for being too rigid and even stale, but there's a lot to be said for having a succinct and clear approach to defining a job function that communicates the basics of a role and makes sense to employees, current and prospective.

Some role functions give little flexibility when it comes to creative job titles. However there is a natural evolution of titles, for example 'people' is increasingly outstripping the traditional title of 'human resources'.

Remuneration | Setting the level of remuneration for a role including salary, incentives and non-monetary benefits, needs to be done within the context of an organisation's existing remuneration approach. This needs to recognise employee effort, be closely aligned with business objectives (and budgets) while also reflecting industry averages and competitor rates.

Consider completing a **remuneration review** for a role, which provides insights on salary benchmarking, based on recent market intelligence.



Role Charter describes roles as they should be, within the context of the organisation.



Position Description reflect roles and responsibilities as they exist.

Trends to watch



Globally, many companies have adopted pay transparency policies and practices, with some governments also implementing mandatory reporting requirements, for example listing salary ranges when advertising a role vacancy. The decision to include salary on a job posting depends on the individual circumstances of the organisation. However what we are going to see is that organisations who are more transparent about their salaries will increasingly attract the best (and most diverse) applicants.

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Clarity on who would succeed in a role

There's more to hiring well than simply crafting the right role, you also need to have clarity on the experience, technical skills, soft skills, cultural fit - including values, beliefs and outlook - as well as potential of the right person for the role.

This is typically 'covered' by including in the position description, a **person specification** which outlines the skills, experience, qualifications and behaviours required to perform the role.

Gaining consensus on the type of person who would succeed in a role can be challenging. A useful approach, widely used by professional recruiters, is to create a **Candidate Profile**. While a job description focuses on describing the job, a candidate profile is all about defining the ideal candidate for a specific position. Armed with this knowledge, you will be better

positioned to find candidates possessing the right characteristics.

Think beyond the key capabilities required for fulfilling the purpose of the role and consider desired attributes for the role - the values, characteristics, and 'style' best suited to the role.

This is also a perfect opportunity to invite others to engage in the process by including a wider group of perspectives in crafting the profile, based on their knowledge and experience within the company. Developing awareness, sharing knowledge, and engaging team members can ease in the transition of a change process.

Creating a candidate profile will also give you a solid framework for candidate assessment during the recruitment process. When assessing candidates, it is important to follow a structured and consistent approach.

TIPS & POINTERS | Internal Talent Marketplace

Career Mobility - the movement of an employee between roles in a company - is a key motivator when people are considering a career change. Organisations where internal upward mobility is high, are more likely to have employees stay with them. It creates a sense of security that results in your people being more invested in the company's success.

Before embarking on a recruitment process, it is important to have an approach for dealing with possible internal candidates. You may argue that you wouldn't go to market for a role if the talent already existed in the company. But that's simply not the case. A robust recruitment process casts the net wide and considers all qualified candidates for a role, assessing their 'fit' in a structured and consistent way.

Organisations with a strong employer brand engage internal talent in role vacancies, signaling that they can make a move either sideways or upwards.

BLOG | Internal talent: why can't they be the next CEO?

What is stopping our boards from taking on internal talent and how do we turn the tide?

[read more](#)



05

Talent market insights

Globally, there has seen significant flux in the talent market. Employees are reconsidering where they work and why, while employers are recalibrating their talent needs and culture.

The hiring landscape in 2021-22 underwent a massive shift with **talent shortages** causing workforce planning headaches for many businesses. While the experts are predicting a "softening" of the candidate-driven talent landscape in 2023, savvy businesses are **increasing their employee retention efforts**. Why? With predictions of upcoming economic uncertainty, employers know that they need to retain as much of their existing workforce as possible.

Focusing on your **employer brand** is also being signalled as a strategic imperative. It's a big topic that covers everything your company can offer as an employer.

If your aim is to **attract, recruit and retain** the best talent then employer brand will be firmly on your radar, with particular emphasis on talent mobility and building capability, employee health and wellbeing, and creating a positive candidate experience.

Keep ahead of the competitive talent environment with actionable, insightful **Market Maps**. This is a useful tool for organisations that are looking to recruit, particularly for a newly created role. It is a process that identifies the skill level and expectation of candidates for a specific role, as well as illustrating the geographical spread of talent. This helps better prepare your business for a recruitment project.

Insights | Industries where salaries are on the rise

- Manufacturing, Transport & Logistics **33% ↑**
- Retail & Consumer Products **30% ↑**
- Accounting **28% ↑**
- Construction **28% ↑**
- Healthcare & Medical **28% ↑**
- Hospitality & Tourism **26% ↑**

Source: SEEK

Insights | Most in-demand skills



Source: LinkedIn

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Introduction to the recruitment process

Now that the role is defined, you need to fill it with the best candidate for the job. While a recruitment process is unique to the organisation and role, a best practice approach will include the following steps, prioritising regular and timely communication with role applicants at all stages.



THE FOUNDATION

Finalise position description and candidate brief

Determine who will be involved in the process, what they will be responsible for, and agree on a timeline

Craft a search and advertising strategy to attract the right candidates

Clarify criteria to evaluate the suitability of applicants

Consider interview or bias training for staff involved in the selection and assessment stage



SEARCH & SCREEN

Execute search and advertising strategy

Ensure ongoing communication with role applicants

Determine initial suitability (or screening) of applicants

Agree on list of candidates to proceed



ASSESSMENT

Coordinate interviews and debrief with panel

Allow for multiple interviews and site/team visits

Conduct psychometric or cognitive assessments



SELECTION

Conduct in-depth reference and probity checks

Offer negotiation with successful candidate

Pre-employment documentation



ONBOARDING

New hire onboarding, to ensure the candidate has a positive experience and can easily dive into the job you've hired them for

Outsource vs in-house recruitment

Which is better?

There are pros and cons to both recruitment options. It really comes down to determining which of the two methods would make the most sense for your business and its immediate needs.

There are some obvious considerations that may lead you down a particular path. For example, whether your organisation has an **internal HR or hiring team**. An in-house team has insider knowledge of your company culture and specific hiring needs. But that won't guarantee a successful outcome, especially if they do not have the time or resources to dedicate to the process.

In today's talent market, simply advertising a role vacancy online is unlikely to produce results – access to talent pools, connections and networks is key. External recruiters spend more time in the market, finding talent for businesses, plus they have the expertise to know what a good candidate looks like.

Outsourcing your recruitment efforts has the obvious advantage of freeing up your time as well as leveraging the professional knowledge from experts in the field. The advice and guidance of a recruiter external to your business will also help you look at things slightly differently, particularly when it comes to assessing the suitability of applicants.

From a diversity, equity and inclusion perspective, it's important to note that unconscious bias has a way of creeping into a recruitment process. Having 'professionals' assist you in your hiring efforts helps to mitigate the effects of bias. Biased hiring decisions result in less diverse teams. And less diversity hinders your business productivity.

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What else to consider

Regardless of whether you choose to manage the recruitment process internally or partner with a recruitment consultancy, there are some things you need to consider.

Who and how long

It is important to identify the key stakeholders within your business who be integral to the successful outcome of a recruitment process. This includes team members who can help construct the role brief and those who will be included in assessing candidates' suitability.

This may include:

- **Hiring Manager** (the person who has an open position and is directly hiring for that position)
- **HR lead or support**
- **Business/senior leader** (depending on the seniority of the role, this may include the CEO and/or members of the board)

- **Core team members** (the people that the new hire will work with on a day-to-day basis)
- **External support** (depending on the nature of the role, this may include someone with specialist knowledge).

Factor in the time commitment of being involved in the process; recruitment can easily become a timely and at times stressful task.

Is training required?

The selection and assessment process is a part of talent acquisition that is highly susceptible to unconscious bias, particularly for participants who are unfamiliar with objective candidate selection methods. You may want to consider training for key members of your team on how to conduct structured interviews with a specific focus on the types of unconscious bias that can occur in a recruitment process.

Change management

As well as involving key members of the team in the recruitment process, think more broadly about what work may need to be done in shifting the company culture to accommodate the new role.

You should start engaging all relevant stakeholders, including communicating intent and gaining the support of relevant people within the business, well in advance to making any hiring decisions.

Do you need an interim resource?

Depending on the situation, you may need to consider an interim role while the search is on for a permanent solution. Your focus is always on making the right hiring decisions and while you will prioritise

a timely recruitment process, you may find that the timelines stretch out and that may place pressure on workloads and teams.

Onboarding is crucial

Onboarding is a well-established, best practice approach to ensuring new hires are oriented and on the right path to success. Preparation is key. What milestones or expectations are placed on the new hire during the onboarding and induction period and beyond i.e., 90-day, 100-day plans?

Need help?

Decipher Group is an industry-leading independent, search consultancy, offering a comprehensive array of recruitment, organisational design and human resources solutions.

Our capability goes beyond what you would expect from a typical search firm.

We work with a range of businesses to help get their people, processes and structures right – we describe it as creating a **people framework for success**. Our broader experience and understanding of “what good looks like” within the people strategy space, means we deliver a more considered and robust recruitment solution for our clients. We're not just about finding people; our focus is on finding the right person, who is the right fit for the right role, that meets a need within your business.

AREAS OF EXPERTISE



GOVERNANCE :
Contribute towards best practice governance to lead business success.

STRATEGY :
Create and link people strategy with business strategy.

ORGANISATIONAL DESIGN :
Develop aligned organisational, functional and role design.

CHANGE :
Lead and support implementation of change.

TALENT ACQUISITION :
Talent identification, selection and recruitment.

OPERATIONAL HR :
Develop workable people frameworks and policies.

EMPLOYEE EXPERIENCE :
Lead teams to success through cultural development, coaching and capability enhancement.

REWARD + RECOGNITION :
Motivate, retain and align successful employees with objectives.

WHAT WE DO

How we can help align strategy and people to drive performance in your organisation.



GOVERNANCE



HUMAN RESOURCES



RECRUITMENT



SUPPORT SERVICES

SERVICE SOLUTIONS

- Board Skills and Competency Evaluation
- Governance Recruitment
- Emerging Director Programme
- Diversity of Thought Scorecard
- People Strategy Development
- Organisational Design
- People Resource Planning
- Role and Function Design
- Business Leadership Changes
- Talent Identification and Mapping
- Recruitment Selection
- Talogy Psychometric Assessment
- HR Policies and Procedures
- Culture Development
- Employment Relations Advice
- Performance Management
- Training and Development
- Executive Leadership Coaching
- Employee Retention Strategies
- Remuneration Recommendations
- Exit Process and Outplacement Support



Offices in
Christchurch + Queenstown
Recruiting across
Australasia

Christchurch Office
Deloitte House
Level 4, 151 Cambridge Terrace
Christchurch Central

www.deciphergroup.co.nz