



HOW TO HIRE AND RETAIN THE BEST PEOPLE

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EXECUTIVE SUMMARY

ASK ANY SUCCESSFUL LEADER ABOUT THE MOST IMPORTANT FACTOR FOR THE GROWTH OF THEIR ORGANISATION AND THE ANSWER IS LIKELY TO BE PEOPLE – THAT IS, THE ‘RIGHT’ PEOPLE.

Although the importance of the workforce sometimes gets buried beneath other concerns such as process improvements, growth, and project milestones, the truth is that an organisation cannot survive, let alone thrive, without attracting and retaining high-performing talent.

Whether you are focusing on hiring contractors or permanent employees, the end goal is to have the right people in the right positions, with a set of systems and a culture that keeps them in those roles and happy to be there. In this guide, we cover the following key recommendations to help you maximise your hiring and retention efforts:

- **KNOW WHAT YOU WANT IN YOUR NEW HIRE**

Take the time to assess your resourcing requirements and identify the specific skills and qualities you need.

- **UNDERSTAND WHAT TOP CANDIDATES WANT**

Focus on the right motivators to increase your chances of attracting the best talent in the market.

- **REFINE YOUR EMPLOYEE VALUE PROPOSITION (EVP)**

Your EVP should work in tandem with your employer brand to give potential team members an idea of what they can expect if they join your organisation.

- **PROVIDE A POSITIVE CANDIDATE EXPERIENCE**

Ensure your interactions with candidates throughout every touchpoint of the hiring process are positive and live up to the claims of your employer brand.

- **KEEP YOUR EXPECTATIONS ALIGNED WITH THOSE OF YOUR CANDIDATES**

While you do want to sell the organisation to top-performers, it's also essential to ensure that both you and the candidate are on the same page early on.

- **STREAMLINE YOUR INTERVIEW PROCESS**

Make sure your approach is respectful of the person's time and ask questions that are specific to the role.

- **DELIVER A STRONG ONBOARDING PROCESS**

Give your newest team members a professional, positive, and organised introduction to your organisation through a structured onboarding process.

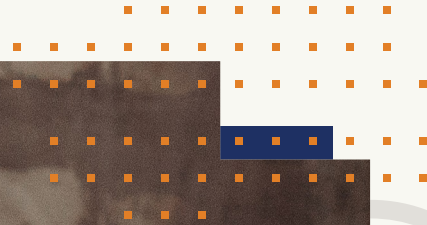
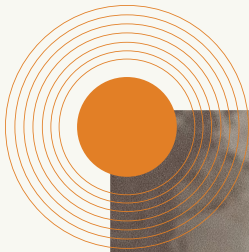
- **REGULARLY SOLICIT FEEDBACK FROM YOUR TEAM**

Ask for frequent feedback to show employees you care about their perspectives and to identify potential problems before they impact retention.



We hope you find this guide helpful and that it serves as an end-to-end roadmap for hiring, and holding onto, the best talent for your organisation. As always, if you need further recruitment and retention advice or would like to discuss how we can help you secure the market-leading talent your team needs, reach out to us today.

JOEL HIDES, FOUNDER & CEO



BEFORE YOU HIRE

The first step for getting the right people working for you is attracting them. After all, if your organisation fails to entice the best and brightest, how can you expect to hire them? By laying the groundwork to encourage your ideal candidates to apply for vacancies, you can boost your talent pool and have your pick of these top-tier professionals.

KNOW WHAT YOU'RE LOOKING FOR

It's important to remember that hiring can be a lengthy process, so being strategic and anticipating future workforce gaps will help ensure you have the people you need, when you need them. Take the time to assess your resourcing requirements for the next six to 12 months and get ready to make a move when the time is right. Focus on mission-critical and hard-to-fill roles, think about whether your requirements are long term or temporary/tied to a specific project, and consider the specific qualities and technical skills that you might need in future employees.

BUILD YOUR EMPLOYER BRAND

If you have a strong employer brand, it will not only do some of the recruiting for you but also attract individuals who reinforce your carefully built culture. Regardless of whether you have immediate plans to expand your workforce, it is a good idea to continue building your reputation in the employment market and find ways to stay connected with great people.

DEVELOPING A STRONG EMPLOYER BRAND WILL HELP YOU FILL GAPS QUICKLY AND FIND EXCEPTIONAL CANDIDATES THAT ALIGN WITH YOUR NEEDS AND VALUES.

Your online presence is central to this. Use the values you have identified to strategically craft your messaging across platforms, including social media and your careers pages.

YOU COULD ALSO CONSIDER:

1



Having executives speak at conferences

2



Entering awards

3



Showcasing projects

4



Raising up ambassadors from your team

5



Seeking testimonials from current/former staff and clients

UNDERSTAND WHAT TOP CANDIDATES WANT

One thing that never changes is that candidates with in-demand skill sets have their choice of opportunities and are clearer on what they want than ever before, so focusing on the right motivators can increase your chances of attracting these coveted people.

FOCUSING ON THE RIGHT MOTIVATORS CAN INCREASE YOUR CHANCES OF ATTRACTING THESE MARKET LEADERS.

While one of the key motivators will always be monetary, many look to a sense of purpose, good company culture, autonomy, and shared values as the keys to satisfaction in the workplace. Opportunities for training, development, and advancement are also very important, as is having access to the latest technology. Additionally, a lot of professionals will see flexible working opportunities as a highly desirable benefit for permanent roles, with these types of arrangements having become extremely popular in recent years.

Contractors: In addition to the above motivators, contractors are often particularly attracted to opportunities for ongoing work, so being open to rolling contracts where appropriate (and renewing them in a timely manner) will go a long way to helping you secure and hold onto the best contract talent.



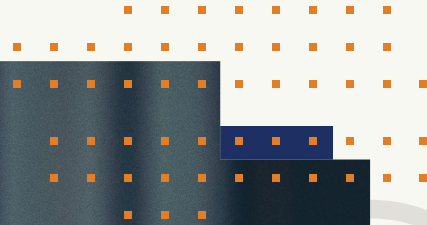
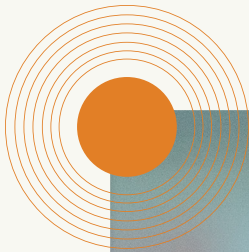


REFINE YOUR EMPLOYEE VALUE PROPOSITION

Your employee value proposition (EVP) lays out the experience, culture, benefits, and rewards employees and contractors receive in exchange for their effort, experience, time, and ideas. Your EVP will work in tandem (and should align with) your employer brand and help to give potential team members an idea of what they can expect if they join your organisation.

Having an EVP that is stronger than your competitors will increase your ability to attract and retain the best talent. However, keep in mind that your EVP shouldn't just be spin – to be most effective and avoid creating expectations you can't meet, it should be unique, targeted to your ideal candidate, and (most importantly) realistic. We advise having a tangible way to demonstrate what you provide your people, such as creating a 'Work for Us' page on your website outlining your core offerings, as well as a company overview document you can send to shortlisted candidates.

TOP TIP: TRY TO FOCUS ON WHAT IS GENUINE ABOUT YOUR BUSINESS AND HIGHLIGHT STORIES THAT BACK THIS UP.



DURING THE RECRUITMENT PROCESS

Hiring the right talent is an essential first step to creating a strong workforce, and the recruitment process itself serves as the foundation for engagement and retention later down the track, so it's important to get it right. Here's how you can refine your hiring activities to secure people who will produce the best outcomes for your organisation.

PROVIDE A POSITIVE CANDIDATE EXPERIENCE

The way candidates feel about your company will influence their decision to apply to a role, accept a contract or job offer, and become advocates for your organisation in the job market. It's vital that your interactions with people live up to the claims of your employer brand, so you need to ensure your hiring process promotes a positive candidate experience.

FACTORS THAT MAKE A GREAT CANDIDATE EXPERIENCE:

1  Writing a clear job description	2  Making it easy for candidates to apply	3  Leveraging technology in the hiring process, such as a mobile app for applications or video interviews
4  Communicating early and often	5  Providing details about any security clearances required for the role	6  Supplying information about what to expect at interviews
7  Keeping them up to date about the interview process	8  Notifying unsuccessful candidates as soon as possible	9  Being open to providing feedback

CONTRACTORS: BEING FLEXIBLE ABOUT START DATES TO ALLOW THE CANDIDATE TO FINISH AN EXISTING CONTRACT WILL GO A LONG WAY TOWARDS PROVIDING A GREAT EXPERIENCE.

Of course, the majority of this process can be simplified or even taken over entirely when you work with a recruiter. From advertising roles and communicating with candidates, to organising interviews, negotiating job offers, and providing feedback, we will be on-hand to ensure you deliver a positive and consistent candidate experience, every time.



ALIGN EXPECTATIONS

One of the most common reasons people become disengaged or decide to leave a company is that the role and/or the organisation didn't live up to their expectations. This is often the result of miscommunication during the recruitment process, such as a job description that doesn't accurately represent the realities of the role. While you do want to sell the organisation to top-performers, it's also essential to ensure that both you and the candidate are on the same page early on.



Be specific about the type of person you're looking for in the job ad and interview.

Be honest about what the role entails and what the company culture is really like.



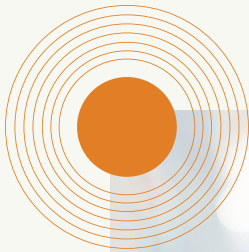
HOW TO ALIGN EXPECTATIONS WHEN HIRING



Understand what is motivating the candidate to apply for the role.

Deliver a thorough onboarding process and ensure new hires/contractors are well supported.





ONBOARDING AND BEYOND

Once you have the right people on board, the work continues with finding ways to retain them and keep them engaged in your organisation. As a manager, you want your contractors and employees to have pride in what they do and in the company they work for. Engaged people tend to feel like part of the team, put forth their best efforts, and will help lead your organisation to successful outcomes. So, how can you keep your workforce interested, motivated, and committed for the duration of their time with you?

DELIVER A STRONG ONBOARDING PROCESS

ONBOARDING PERMANENT EMPLOYEES

New hires need to understand the ins and outs of the role while also feeling welcomed and comfortable about where they fit within the company culture. That's why it's so important to ensure that your newest team members experience a professional, positive, and organised introduction to your organisation through a structured onboarding process that gets the relationship off to the best possible start.

This could include formal and informal training, checking in regularly to see how they're settling in, organising meetings and casual catchups with colleagues, and setting development goals for the future. Think about different ways to help them become part of the organisation and its culture, such as inviting them to team lunches or drinks, bringing them into key company announcements, and assigning a colleague who they can turn to if they have questions. Remember, effective onboarding isn't one-size-fits-all, so it's a good idea to tailor the process to your work environment, culture, and the specifics of the role.

ENSURE THAT YOUR NEWEST TEAM MEMBERS EXPERIENCE A PROFESSIONAL, POSITIVE AND ORGANISED INTRODUCTION TO YOUR ORGANISATION THROUGH A STRUCTURED ONBOARDING PROCESS THAT GETS THE RELATIONSHIP OFF TO THE BEST POSSIBLE START.

ONBOARDING CONTRACTORS

Although contractors may only be part of your team for a limited time, it's still necessary to give them the best opportunity to succeed in the role, just as you would a permanent employee. Many contractors are accustomed to working independently, but to get the best out of them – and the best results for the project – ensure you set clear expectations and goals from the outset. Providing context for the project as well as educating them on the overarching aims of the organisation can help to achieve that all-important buy-in.

Contractors can often feel isolated from the wider organisation and find it more challenging to get to know their permanent co-workers, especially in government organisations that are large and have many different departments. Again, it's important to find ways to include them in the team and help them connect with their colleagues, both at work, and in informal settings.

You should also organise regular check-ins to let them know exactly where they stand in terms of performance and if there are any improvement areas – ongoing feedback is not necessarily something a contractor will be used to, so it's an opportunity to cement your working relationships and optimise your contractors' output.

LOOK FOR WAYS TO INCLUDE CONTRACTORS IN THE TEAM AND HELP THEM CONNECT WITH THEIR COLLEAGUES, BOTH AT WORK AND IN INFORMAL SETTINGS.



CREATE THE RIGHT ENVIRONMENT AND PROVIDE OPPORTUNITIES FOR GROWTH

Job satisfaction is an essential aspect of the workplace experience. People who are happy at work are typically more productive, will perform better, and are more willing to stay. As such, creating an environment in which every team member, regardless of whether they are contract or permanent, can get satisfaction from their work and contribute to the wider project/organisation is one of the keys to retention.

PEOPLE WHO ARE HAPPY AT WORK ARE TYPICALLY MORE PRODUCTIVE, WILL PERFORM BETTER, AND ARE MORE WILLING TO STAY.

However, job satisfaction alone isn't enough for long-term engagement; providing opportunities for learning and progression is just as important for retaining employees or getting contractors to work with you on an ongoing basis. From training and greater autonomy to promotions, additional responsibilities, and new scope within the role/project, people who are provided with ways to grow are more likely to see their future within that organisation.

SEEK FEEDBACK

People want to know that their wellbeing matters, their unique viewpoints are valued, and that they're involved in organisational changes. Soliciting regular feedback from team members can help them feel more satisfied, loyal, and connected to the success of the organisation. It also allows you to address potential problems before they escalate and impact your long-term relationship with that individual or your reputation as an employer in the market.

This feedback can take many forms depending on what works best for your culture, including official feedback sessions, casual conversations, engagement surveys, and informal digital forums (e.g. a dedicated channel of MS Teams). Often, a combination of these avenues may be most impactful.

KEY QUESTIONS TO ASSESS ENGAGEMENT:

How happy are you with the current work environment?



To what extent do you feel that your work impacts organisational/project outcomes?



Where would you like this role/contract to go in future?



What changes (if any) would you like to see with your current work environment moving forward?





FIND THE RIGHT TALENT

ULTIMATELY, PEOPLE ARE THE LIFEBLOOD OF ANY ORGANISATION, SO IT'S IMPERATIVE THAT YOU ATTRACT, HIRE, AND RETAIN TOP TECH TALENT TO MEET YOUR RESOURCING NEEDS.

If you're looking to secure the cream of the crop and build a team that will carry your organisation to new heights, it pays to have the right support in your corner. At Emanate Technology, we provide a high-touch, consultative, and specialist service, partnering with our clients to secure the best Technology and Digital candidates on the market.

Want to know more about how we can add value to your organisation with the highest calibre talent? Speak to one of our consultants today to discuss your next steps.

