

Attitude IS EVERYTHING

Your 4-Step guide to recruiting
"Rock Star" Rookies

Career Start Specialists
www.rokierecruits.com

Rookie
RECRUITS

Contents

Click on any page below to instantly skip to that section

- Page 3** 4 Steps to Recruiting “Rock Star” Rookies
- Page 4** **Step 1:** Attracting the Right People: How do we lure the little buggers in?
- Page 5** View one of our most popular ads
- Page 7** **Step 2:** Selection Perfection - Screening Candidates
- Page 8** **Step 2:** Selection Perfection - The Interview
- Page 10** **Step 3:** Engaging your Target - Going in for the Kill
- Page 12** **Step 4:** Retention & Growth - Now you’ve trapped them, how do you keep them?

4 Steps to Recruiting “Rock Star” Rookies

How to Attract, Select, Engage & Retain the Best

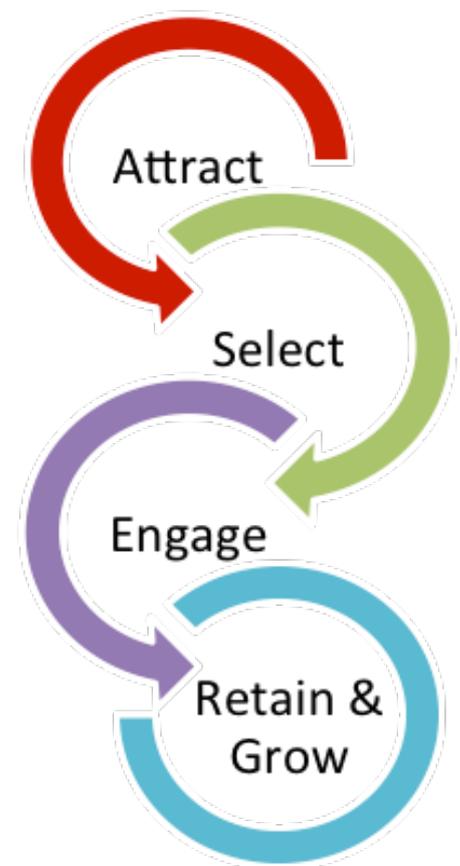
Do a Seek.com search with the key words “Entry Level” or “Junior” in Sydney, and you’re hit with 2,729 search results. That’s right, if you’re an employer on the hunt for talent in the entry level space, you are in a fiercely competitive environment. Why?

Entry level candidates are revolutionising workplaces everywhere. Full of enthusiasm and ambition, they embrace continuous learning, are highly adaptable, extremely tech savvy and resourceful. Time and time again, they are proving to be a valuable asset to any high performance team. But wait, there’s more! They also cost less in remuneration and, contrary to folklore, are one of the most loyal and hardworking generations of our time.

There is no doubt: Generation Y are shaking off their stereotype and companies everywhere are scrambling to attract and retain the best high calibre entry level candidates and grow them into future leaders.

“That’s great”, you’re thinking, “but what I really need is someone with experience, someone who has proven they can perform the tasks we need them to. We couldn’t possibly hire a junior candidate.” If performance and retention were purely down to experience, we would be able to place anyone with a strong resume and you would never let go of experienced people. As we know, that is simply not the case – a lot of our clients come to us after they’ve hired a candidate on their skills and experience and fired them for their attitude. Why is attitude important? It is synonymous with enthusiasm, work ethic, determination and is the breeding ground of fulfilled potential. Good news! Attitude is something high calibre entry level candidates have in spades – all you need to do is find them and keep them – and we want to help you do exactly that.

This 4 Step Guide is full of tips and strategies that we have success with every day. We’ve also included some points on the ones that will DEFINITELY NOT prove successful, just in case there are any bad habits that you need to change.



Step 1: Attracting the Right People: How do we lure the little buggers in?

Know exactly WHO you are looking for

Study and profile your best people to identify the traits and behaviours you'd like to replicate, and the ones you would like to avoid. Then put these things in your advertisements. Don't waste advertising word count on meaningless things like "Proficient use of Microsoft Word" and "Excellent Communication Skills". We'll give you a tip – most entry level candidates have used Microsoft Word, and communication skills are subjective – candidates without great communication are going to apply anyway.

Remember that no two roles or hiring managers are the same. We often have employers recruiting for exactly the same role who are looking for completely different types of people (traits, behaviorus, background) – so don't assume that candidates or recruiters know what you want and need. When we take on a new role, we have a detailed briefing process to make sure no implied knowledge has been missed and we spend time understanding the profile for the type of person (See Personality Profiling in next section) we think would be the best fit. Come up with a stadardised way to define all of the roles in your business, and what it is most important for the people performing those roles to have.

OMG - you should totally speak their Language!

Don't worry, that is not quite the type of language we mean. We had you there for a second... LOL!

We find the best way to attract great entry level candidates is to shelve corporate speak and use a conversational, highly communicative and audience-friendly writing style. Not only does this help us stand out in a sea of soulless, boring and meaningless content, it helps the candidate connect with what we're really saying. What you want is for candidates to be reading your ad and thinking "hey, that sounds exactly like me – I could nail this job!" and get excited about applying for a role in which they'd be valued just for being themselves.

The real beauty of this type of communication is that, in your initial conversations / phone interviews, you can ask them what attracted them about the advertisement, and see whether they really understood what you need, and based on this, why they think they would be a good fit. For example instead of writing:

"We require a hard working individual who is committed to achieving set KPIs and will be dedicated to working towards the required skill set through continuous learning and development activities."

You could say:

"If you're looking for a cruisy 9-5 job where you can fly under the radar and nothing you do day to day really matters, then this is not the job for you. BUT if you're hungry to learn and develop your skills and have a never-say-die attitude, we'd love to hear from you".



Want to see one of our ads?

We received 420 applications for this one, and from posting to placement was less than 3 weeks.



Rookie
RECRUITS



Business Support Executive - Marketing, Events, Loyalty Programs & More!

Location: Sydney CBD

Salary: \$45k - \$55k + Super, Depending on the Person

This is a well-established company who are leaders in their field. They have a great culture that is values based and purpose driven, with a real emphasis on fun, professionalism, and execution. They work with many large corporates offering a full suite of loyalty management services. This includes loyalty card programs, proprietary loyalty, analytics & more across traditional and emerging digital and mobile platforms.

Due to internal promotion, they are looking for a fresh superstar to join their team. **As a Business Support Executive**, you'll be working within a fast paced, results driven environment in a team of intelligent professionals.

Day to Day, you'll be involved in various administrative, marketing activities and projects supporting the marketing, sales & executive functions on the business. You'll also work closely with the Director of Business Development, the People & Performance Manager and the Australian CEO on different projects in admin, IT and marketing, both back office and client facing.

These managers are driven, focused and very hard workers, so if you're just looking for a cruise job where you can fly under the radar, that's cool, but this is definitely not the right role for you. BUT If you're a gun who shows intelligence and enthusiasm, they'll promote you in 18-24 months into their Client Services, Marketing, Rewards or Analytics teams. Pretty great right??

What we're looking for in YOU:

- Degree or Diploma in Business, Marketing or Similar
- Business acumen essential - you're pretty switched on
- Intelligence, maturity, and INITIATIVE - you don't wait to be told what to do
- Someone impeccably presented who will be a great ambassador
- An interest in Client Marketing both B2C and B2B
- Excellent time management skills - the ability to juggle multiple priorities

This role would suit an intelligent, hard working person who has a real interest in business and corporate environments and wants to get their foot in the door and find their niche.

If you think we wrote this Ad with you in mind, then we want to hear from you!

What are you waiting for?

Rookie Recruits are committed to helping you reach your **Career Goals**

We offer more than a job placement - we offer a career opportunity with 12 months coaching to set you up for success.

You must be an Australian Citizen or Permanent Resident to Apply

Step 1: Attracting the Right People - How do we lure the little buggers in?

"I'd Never Join a Company with a Website Like That!"

In this digital age, your website is a huge factor in the Talent War and could be costing you great people. We've had candidates actually drop out after seeing a dodgy or lacklustre website, even if the website represents the most established of businesses. Why? Gen Y are a highly critical bunch when it comes to the Web and more pointedly, often a website is the only source of information that a candidate has about a business.

A dodgy website can create doubt about the role and even make them question the stability and future of the company. Aside from that, if a candidate is not convinced, what are your potential customers thinking? Great websites attract great people – do you need to update yours? Get some friends or ex-colleagues who don't know your business to check out yours and give you feedback on how easy they found it to know what your business does.



Step 2: Selection Perfection

- Screening Candidates



Don't Judge a Book by its Cover

When you decide to hire an entry-level candidate, you made a choice to look beyond the resume and see the candidate. After viewing over 40,000 resumes per year there is one thing we are sure of: **you can't tell someone's attitude from a resume.** Contrary to popular belief, education, skill and even experience are not always the best predictors of success. We constantly place candidates with little or no direct experience who absolutely nail the role when given the chance, precisely because you've taken a chance on them and armed with natural talent and the right attitude, they've got a point to prove.

Most notably, we placed a candidate with only retail sales experience (a bicycle shop) into a high performance Media Sales role with a major online publishing house. Two years, 3 promotions and repeated similar experiences with other candidates later, this company is absolutely convinced. We've all met people who have all the education and skills they need, but who will never be considered as top performers. Education and experience will only get you so far, and they are redundant if the right attitude and natural talent for the role is absent.

This is the main reason why we speak to such a huge percentage of the candidates that apply, often it's not until you have engaged with someone that you can really gauge their level of ambition, enthusiasm and overall attitude.

Step 2: Selection Perfection - Screening Candidates

Personality Profiling - Why it Works in the Entry Level Market

Psychometric assessment has been estimated as a \$500m industry – and that was back in 2009. In the US, 80% of Fortune 500 companies use personality assessment in their selection process, and 75% of the Times Top 100 companies in the UK. Why? Because they are designed to measure a wide range of attributes like interpersonal relationship preferences, sales and leadership ability, thinking style, energy, emotions and preference for tasks – traits that even the most skilled interviewer may miss.

Personality assessments can be very useful for providing an objective basis for discussion, deeper questioning and understanding a candidate – especially if the assessment results contradict your earlier predictions or expectations. For instance, if a candidate has applied for a sales position, yet hasn't had much sales experience to date, a personality assessment can help to identify both natural talent and potential misalignment for the role. In the Bike Shop Sales example above, identifying natural talent was a key factor and indicator of success.

In Australia, assessing personality in the selection process is becoming a more popular practice and in turn the results of assessments are increasingly influencing final candidate selection. Backing yourself and your ability to teach raw, talented people how to be successful in your business can save you time and money. If you don't know how to teach, learn! Managers attract and retain the talent they deserve. If you don't have the time or resource to complete personality profiles, you can partner with someone who does, and then step in to conduct the final interviews.

We partner with a company called JobProfile, a quick 10-15 minute personality profile that is career specific and generates a PDF report instantly.

Check out their website at <http://jobprofile.com.au/>



Not sure about the type of person you need? You can even profile a job, which will give you an indication of the type of natural talent you should be looking for. Check out their website at <http://jobprofile.com.au/>

Step 2: Selection Perfection - The Interview

Don't Look for or Assess Skills Not Required for the Job

We understand that when you're looking for entry level sales super stars, it can be hard to know what questions will get you the information you need. But why interview for skills that are not required in the job they've applied for? The current trend for a lot of sales interviews is for candidates to create and deliver a presentation on the product they'll be selling. Hey, that's fine for Business Developers and Sales Executives – they'll be face-to-face doing this every day. But does it tell you if they're a great cold-caller, or does it just show you that some people are savvier with PowerPoint than others?

We've all known people who are able to nail a sales presentation but lack the drive and tenacity to book a meeting. In some cases, like for Internal Sales, role-plays might be a more relevant and appropriate way of assessing talent and potential. Plan your interview questions around the key traits and behaviours in terms of talent and attitude you see in your best – and your worst – performers.

"What do Wood and Alcohol have in Common?"

Just because all the cool companies are asking trendy questions does not mean you will get the same calibre of people they do by asking the same ones. Goldman Sachs asks "If you were shrunk to the size of a pencil and put in a blender, how would you get out?" Google poses "How many basketball[s] can you fit in this room?"

These fun questions make the interview a bit more interesting and, most importantly, we feel smart asking them. But let's face it, these companies are going to attract the best of the best, no matter what questions they ask – awesome candidates flock to the biggest and the best in the market. Unless you're a trained HR Professional or Psychologist, be wary of the inferences you make about intelligence and potential, based on the answers you receive.

Killer Questions

Some of our favourite interview questions for uncovering high calibre candidates:

- What is driving/motivating you in your life at the moment?
- How do you think your best friend would describe you as a person?
- How do you define "work ethic"? How would you describe yours?
- What did you want to be when you were a kid? How would you describe your ideal job now?
- Why did you choose the particular University / Course that you did?
- Think of someone you have had problems with in your career, as we all do, who you would NEVER use as a reference. Tell me the adjectives they might use to describe you and why they had this perception?
- What are some things your current employer could do differently to be more successful?
- What do you want for your career two jobs from now, and how does this position help you get there?

Step 3: Engaging your Target - Going in for the Kill

Don't Prolong the Interview Process

Does the sales gun you've interviewed really need to come in and meet the Managing Director in a 4th interview over a coffee to check cultural fit? While we are a big fan of having multiple points of contact with a candidate to gauge enthusiasm and attitude, unless you have a unique point of difference, a highly competitive salary offering, or a career path they could not get elsewhere, the days of playing hard to get are over.

If you're working with a recruiter, by the time a candidate gets to you, chances are they've already been through shortlisting, profiling and interviews with the recruiter. That makes their initial chat with you the fourth step in some cases. Multiply that by the amount of companies they're interviewing with, and your head will spin.

Candidates who drop out through the process are not the "wrong fit" because they didn't wait. Another employer was just faster than you at offering them what they wanted. Remember, there are 2,729 other employers looking for the same thing as you. Draw the line at two interviews and your strike rate will improve dramatically.



Step 3: Engaging your Target - Going in for the Kill

Act quickly when making an Offer

We see many companies “Um” and “Err” through their interview process, which only has the effect of allowing exceptional candidates to interview with other companies and get more offers on the table. If you’re keen, make your intentions known quickly, even if it is to communicate that you are meeting with other members of the team to discuss the way forward. Keeping candidates in the dark will force them to see light elsewhere. Communication of the process and communication during the process are absolutely critical.

What’s the hold up? Research shows that candidates who are offered a role quickly are more likely to accept it – best results are when offer is made within 12 hours. Good sales candidates usually have a minimum of 2-3 companies they are interviewing with at the same time. If you are the only one who hasn’t gotten an offer out, be warned that you’re likely to lose that person. A candidate is not a mind reader. Until they get something on paper, it doesn’t matter what verbal assurances you give them that an offer is coming their way any day now.

Don’t forget candidates are people too! While a week to get an offer out might not seem like a long time to you – you HAVE a job and an income – candidates have their own personal and financial deadlines to meet.

Salary Levels - Be Responsive to the Market you’re in

It will always be harder to find certain types of candidates than others and the entry level market is no different. We constantly see companies lose good people because they’re not paying what the market is paying.

To an entry level candidate, working for a new company is just as risky and unproven as it is for you to hire them, given that they don’t know your training and mentoring, and how likely it is that they’ll be supported to succeed. It is not unreasonable that they look for a good base salary to verify their decision; if they’re worth it, they’re worth the short term budget increase. You could look for months to find another high calibre candidate and, if the need to find someone is urgent for your business, that waiting will cost you more. If you’re unsure what to pay, visit online job boards and search for similar roles, or ask a trusted recruiter. Check out these sites if you want to get a feel for how competitive the salary you are offering is:

www.livesalary.com.au and www.payscale.com

Step 4: Retention & Growth

- Now you've trapped them, how do you keep them?

Employees don't leave companies, they leave Managers.

When it comes to talent in the current employment market, there are many theories out there on what it takes to retain the best. A common belief is that if a company has the most recognisable brand or the best product/service on the market, they will retain the best people. No one leaves Google or Facebook right? In lieu of this level of grandeur, a company would need to pay the best, be the best, have the best technology, the best culture and/or the best career path. Right? Wrong.

There is no question that these things help, have helped in the past and will probably always help, especially in attracting quality candidates. But research has shown, time and time again, they are not the main factors which drive employee retention, engagement and performance. In the largest study of over a million employees and 80,000 managers undertaken by Gallup and published in Markus Buckingham's book "First, Break All the Rules", a startling finding emerged:

Employees don't leave companies, they leave Managers

Great news! This you CAN control!

Focus on Outcome, not Process

If your expectations are focused on the steps leading to the results rather than the results themselves, there's a good chance your talented people are feeling dissatisfied, unfulfilled and demotivated. Why can't your top performer have flexible working hours or an alternate office location? If they are reaching your objectives without compromising anything tangible (this doesn't include your feelings of discomfort) – what difference does it make?

Shelve the safety blanket and see what they come up with. Maybe it means looking at approaching tasks, systems or processes in a new way, and (brace yourself) encouraging them to challenge your thinking or logic that may be archaic and in desperate need of revision. If you want to keep your top talent, be open-minded about the way in which they operate. They'll work to their strengths and may reach new heights of performance. There's every chance you might discover a better way of doing things too. Worst-case scenario, it doesn't work and you can go back to doing things the old way and repeatedly berate them with "I told you so!" at the next company meeting. I think we can both agree that both options are equally enticing.

Step 4: Retention & Growth

- Now you've trapped them, how do you keep them?

Motivate your Talent

It makes sense to motivate your talent by letting them use and develop the talents they have, rather than trying to manage their weaknesses. Sounds simple right? It is. The more tasks and projects you allow your people to be involved with that exercise their talents, the happier and more productive they'll be in your team. Make it your job to make sure they're using their talents, and don't be scared to think outside the box. Let this be clear – if you don't know what motivates your top talent, there is no point in attempting to motivate them at all.

Get to know what your talented people really want out of their time in your business, and discuss options accordingly. You can achieve this by having a regular 1 on 1 to discuss what is going on for them in their role, and in general. Don't be afraid to give feedback – high calibre entry level candidates actually crave feedback and are motivated by it. Here is an awesome framework you can use to help guide your conversations when providing constructive feedback:

• I have some feedback I'd like to share, is now a good time?

- My observation is
- My concern is . . .
- That makes me feel . . .
- PAUSE (for response)
- What I'd like to see is . . .
- Because . . .
- What do you think?

Speaking of motivation, for an exciting and fresh take on motivation theory, check out Dan Pink's Drive – the surprising truth about what motivates us available in most digital or physical libraries, and also succinctly conveyed with delightful animations at:

<http://www.youtube.com/watch?v=u6XAPnuFjJc>

– it'll be the best 10 minutes you'll spend today.



Step 4: Retention & Growth

- Now you've trapped them, how do you keep them?

Discuss career development with your Team

If you've chosen to employ talented people with great attitudes, it should be no surprise that they will be ambitious, driven and have expectations of career development. If a star performer is feeling dissatisfied with their current role and unsure about what other opportunities exist, they'll probably look externally for opportunities under the assumption that if an opportunity existed internally, their manager would have told them about it. If you keep quiet, your loss is someone else's gain.

Don't avoid having a "career conversation" because you're worried you won't be able to immediately meet their needs or expectations. They might not be looking for a promotion – they might want more training, to go on a course, to take on additional responsibility, to move sideways into a different role or into another team internally. Sure, the latter outcomes suck for you, but it's better than losing them to a competitor. With Australia's ageing workforce, these candidates will be the future leaders, so there's no point in burying your head in the sand.

Conduct quarterly goal planning sessions to understand what they want out of their role, and at your regular 1 on 1 session ensure they are on track with both your goals and theirs. If you do this religiously, not only will they feel heard, but you'll be able to gauge their level of commitment and be able avoid the pain of replacing them.

Of course, like any distinct group in the workforce, not all entry level candidates are awesome by generational definition. Some choose to live up to the negative Gen Y generalisations – entitled, disloyal and lazy – but that's why it's even more important to employ proven strategies to attract and retain only the very best.

As you hunt for your next entry level star, it is important that you view each of the 4 steps as a foundation for the subsequent step. It's simple – you simply cannot retain the best without engaging the best first. You cannot engage the best without selecting the best. And you certainly cannot select the best without first attracting the best. When you consistently nail these 4 steps, you'll already be two steps ahead of the other businesses out there trying to get their hands on the high calibre candidates you need. So what are you waiting for – your next superstar is just around the corner!

Happy Hunting.