



Graham Martin

MASTER

How To Recruit  
(**& Retain**)  
The Right Staff

Despite challenging economic times, the UK & USA currently face severe skills shortages; a recent survey stated that 85% of business said that their inability to recruit the 'right' staff was their number one challenge. The sad fact is that whilst many organisations may officially state that "our staff are our greatest asset", many employers put more time & effort into the purchase of a new company car than they do into the recruitment of new or replacement staff!

Whilst the average UK salary is approx £28,000; the overall annual cost including taxes, training and holiday cover are estimated at nearer £40,000! Add the costs associated with a recruitment campaign and the importance of getting it right first time become evident.

With only 9% of employees currently in their dream job and at any given time an estimated 42% of staff actively considering a change of job, it is clear that, in the UK at least, we're not very good at what is obviously a poorly delivered business function; effective recruitment.

Written primarily for the private sector this book aims to provide simple, yet exceptionally powerful recruiting strategies for non-HR managers. In it you will find essential advice on how to recruit more effectively, both using recruitment agencies and on your own. Tips on how to retain the right staff are provided.

Graham Martin has been at the 'sharp end' of recruitment for over 25 years and has recruited nearly 1700 people for client organisations and has sat in front of nearly 2000 managers, directors or business owners discussing their recruitment needs. This, Graham's first book is the distillation of his experience in recruitment from an employers perspective.

*"Having engaged Graham Martin to recruit office juniors to finance and marketing managers for nearly 20 years I am fully aware that he knows what he's doing! His book guides business managers through the labyrinth of recruitment in easy to understand steps. A useful little book that makes so much sense"*

Clive M Coote  
MD Vertical Leisure UK



RRP: £9.97

€10.97

\$14.97

C\$14.97

A\$16.97



# T A S T E R

Hi, here's the 'taster' of *How To Recruit (& Retain) The Right Staff*, my new book for business owners and directors. I hope you find the following chapters stimulating and will come away wanting to read the entire book! If this *is* the case then this 'taster' has done its job.

Copies are available on Amazon and via me direct:  
[Help@therecruitmentguy.com](mailto:Help@therecruitmentguy.com)

Graham Martin

Published by Graham Martin

Publishing partner: Paragon Publishing, Rothersthorpe

First published 2013

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ISBN 978-1-78222-040-4

Book design, layout and production management by Into Print

[www.intoprint.net](http://www.intoprint.net)

01604 832149

Printed and bound in UK and USA by Lightning Source

**For my dear Mum, Joyce Martin,  
Thank you for everything**

this book will help you...



SAVE  
MONEY



RECRUIT  
BETTER  
PEOPLE



RETAIN  
YOUR  
SUPER-  
STARS



SAVE  
TIME

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# Foreword

After nearly twenty five years recruiting for a huge number of businesses across a wide spectrum of sectors. I have personally helped hundreds of companies recruit thousands of staff covering many disciplines. During this time I have seen how poor preparation and follow up have meant that many deserving companies have been unable to hire suitable staff, or who, perhaps, even worse have failed to hang onto them once they have actually started!

Similarly, I have worked with many organisations who have helped fund my pension pot needlessly! Why? Not because I failed to recruit exceptional staff for them, but because they were, and often still are, dreadful at staff retention. Their lack of respect for their personnel is breathtaking; no induction, no appraisals, no training etc etc. Do I still recruit for them? No, but other agents will but willingly collude with them in a genuine waste of 'human resource'. I believe that 'good' recruiters have a duty of care to look after those coming to us for support in their job search. Changing jobs is a 'big deal', it's 'up there' with moving home, having children and choosing a life partner. I and many in my profession (yes, many of us do belong to accrediting bodies that assess our standards) enjoy getting it 'right', sourcing an outstanding candidate for a genuine organisation and seeing both parties benefit.

This book is designed for the non-HR manager who has responsibility for the recruitment process although HR professionals may also find it useful as a refresher, a source of new ideas or as a guide to help them recruit better staff, more effectively, and get the best out of their relationship with recruitment agencies.

If you are reading this book, I assume that you have either total or joint responsibility for the recruitment process and associated budgetary issues. Whilst many of the strategies discussed in this book do also apply to the public sector, there is no doubt that bureaucracy and, in my opinion, needless political correctness often mean that a different methodology and

philosophical approach is required. This book is, therefore aimed primarily at the private sector and at SME businesses in particular.

For the sake of simplicity, whenever I refer to 'him', I may also be alluding to 'her'. Likewise, 'he' could mean 'she'.

## Introduction

# Before You Start

It happens every day, but especially on Mondays! A knock on the door, or the request for a “quick word”. There they stand, shuffling from foot to foot with a white envelope in their hand .....you know what’s coming “Sorry, but I’m leaving”. Your reactions could include; despair...this person is simply irreplaceable; anger...how much time has it taken you to train this person? Betrayal...this was your protégé, don’t they realise how much you had to fight for their promotion! Or maybe, you’re relieved; they were useless and they’ve done you a real favour!

The reaction of many employers is to dig out the job specification of the person due to leave, put an advert in the local paper or the internet and wait for the phone to ring or their email box to fill up!

Alternatively, you decide you need to recruit an additional member of staff rather than a replacement. Again, many employers will simply place an advert and wait for responses to flood in.

It never ceases to amaze me how many employers spend more time and effort thinking about the purchase of a new company car or computer than they do considering the many issues relating to a new member of staff. Sure, the lease of a new company car may cost £5,000 per year. With insurance, petrol and maintenance, the costs could well double....but these pale into insignificance compared to the costs associated with hiring staff.

Assuming an annual salary of £20,000. With National Insurance Contributions, holiday cover and an on-going provision for training; you’re looking at the thick end of £30,000! Indeed, assuming an average tenure of 4 years, the recruitment of such staff equates to an investment of approx £120,000! And yet, many organisations still devote little effort in ensuring they hire the right people first time round. Heads may well roll if the wrong car or computer system is bought; but what damage will be caused by hiring the wrong member of staff? The recruitment process

itself is costly enough; time and money spent advertising, developing job descriptions, sifting through reams of applications, contacting candidates, setting up and conducting interviews, issuing offer letters and rejections, induction courses etc, etc. Of course, using recruitment agency services will reduce much of the time and effort spent on hiring staff, but if things go wrong, you could have spent between 10% and 30% of the new employee's salary with little or nothing to show for it! Ouch!!

Simply spending time considering the type of person required, how to recruit and hang on to them will pay massive dividends. Imagine asking a builder to build you a “nice family home”! He'll say “Great, show me the plans” and “What's the budget?” You wouldn't dream of saying “Well, I don't have any plans....but I know you're a great builder; just build me what you think”. What a disaster! So why should recruiting staff be treated any less seriously?

The next chapters will take you through a step-by-step process to ensure you reduce the risk of disaster to a bare minimum.

*Note: As the owner of a recruitment agency myself, I am biased! I believe that the recruitment sector has a great deal to offer and can make a huge contribution to businesses of all types. Personally, I have found it an honour to work with hundreds of enlightened, outstanding employers over the past 25 years and indeed have had the privilege of interviewing thousands of people and placing nearly 2000 candidates in permanent work. My business has also placed many thousands of people in temporary work in hundreds of companies.*

*I do, however, recognise that many organisations prefer, for many reasons, to carry out some, if not all aspects of the recruitment process in-house. This book, therefore, is designed, for the most part, for those wishing to “Do It Yourself”. For those, perhaps more “enlightened” employers who do use recruitment agencies (see, I told you I was biased), this book will help you get better levels of service from your recruiters, better value for money and reduce the risk if things do go wrong.*

## Chapter One

# Stop...Wait A Minute!

Before you start to recruit, what are you looking for? Your credit controller, (let's call her Debbie) has just resigned and you need a replacement. You need another Debbie, right? Well not necessarily. Of course Debbie's departure will leave a gaping hole in your business (and let's face it, debt collection and cash flow are vital to any organisation) but it does not always follow that you need to replace like for like.

Whilst the job function may remain broadly the same, your organisation or specific department in question may have evolved since you last recruited. The average period of employment in the UK is thirty months. If a week is a long time in politics, it is even longer in modern day business. Thirty months is an age, and so much will have changed.

Now is the perfect time to reconsider the demands of the role. Please don't be tempted to simply dust off the job description (if indeed you have one) that you used last time and instruct the individual responsible for recruitment to "find me another one of these".

Let's consider the credit control scenario again. The main responsibility may well be to chase outstanding debts, but it may well be appropriate to incorporate other duties into the role. For example, credit control may take less time than it used to because the number of clients has reduced, perhaps the additional time available could be used carrying out sales ledger maintenance duties or even sales invoicing. Alternatively, maybe the sales ledger has grown due to expansion or a wider number of clients. Maybe this is an ideal opportunity to reinforce the function by hiring a senior credit controller who would be more experienced than Debbie.

The permutations are infinite. Every role in every organisation will evolve as time passes. Do not ignore this excellent opportunity to restructure the way your organisation operates. Consider the telex operator that used to have a crucial role in many large operations...technology has moved on and those

people either retrained or are wondering what happened to their careers. Whatever happened to the typing pool, the tea lady and legions of clerks in insurance company head offices? Technology, that's what! Whilst these may well be obvious examples, the truth is that many roles do not disappear, they just evolve. Here I am, typing this book on my PC at work (slowly I might add). Ten years ago, my assistant would have transcribed this from my audio machine, or I might have dictated it to a shorthand typist. Until the last recession kicked in, I had an assistant but she was less of a secretary and more of an administrator or PA. The role of the assistant has evolved; the title may remain but the duties and demands have changed. Over time, almost every position from office junior to chairman has evolved.

Also consider the people issues; building effective teams is not the easiest of management tasks, but one of the most important. There are many exceptional books that cover this issue specifically, but briefly, consider the personalities within the department right now. Did Debbie "fit in", if not why not? If she didn't, was it because her personality did not match that of her colleagues? Having said this, remember that diversity is essential to a balanced community. If everyone was an introvert or the life and soul of the party, the organisation would be unbalanced.

## Chapter Two

# Job Descriptions & Person Specifications

Irrespective of whether you are intending to recruit your new employee through the internet, a newspaper advert, word of mouth or recruitment organisation, it is vital that you create a detailed job description and personal specification (JD/PS). This document can be used as a blueprint. Those that are “in the loop” concerning this position should have some input, and whilst I would not suggest that any job description and personal specification be the collective work of a committee, (I have seen these and they tend for the most part to be pages of compromise) it is useful to get the input of others. Ultimately, however, one person must have the final responsibility for this document. I would suggest that the individual who has this responsibility is also the person to whom the new employee will report. In the case of the relatively junior manager who is to have somebody under his wing for the first time, there is a good chance that he will not have had the opportunity of developing a JD/PS before and will need to be coached.

Similarly it is important that the manager who has responsibility/ownership of this document and to whom the new member of staff will directly report, will have had at least some input into the decision of whom to hire. I have seen many campaigns fail dramatically when an excellent new employee is “dumped on” an unsuspecting manager who then goes out of his way to jeopardise the success of this new member of staff. Whilst I fully appreciate that many larger companies employ HR professionals to co-ordinate the recruitment process, or perhaps the trusted PA of the managing director has historically placed adverts and carried out initial interviews, it is crucial that those at the sharp end have input into the creation of an up to date JD and that the new employee’s direct boss at least feels that they have been involved in the decision making process. Nobody likes to feel that they have had somebody foisted upon them and

indeed coaching a junior manager in this essential aspect of business will mean that they become increasingly more effective. And, if you buy into the philosophy behind Investors In People, such empowerment makes sense.

So, without devoting a whole book to this essential process, here are some guidelines:-

- Keep thing simple and endeavour to keep it to less than two pages of typed A4.
- Wherever possible use the previous JD as a starting point. There is no need to reinvent the wheel after all.
- Discuss the specifics of the role with existing/outgoing individuals who carry out this function. As either a director or line manager, the person who develops this JD will probably not be quite as conversant as to the specific duties involved and the proportion of time spent on that particular duty as someone who has/is actually doing the job themselves.
- Use this as an opportunity to re-consider how this role has evolved since you last recruited for it. Things change, ensure that you address developments such as the economy, technology, client needs, products etc.
- Create or update a list of the duties involved, the amount of time spent fulfilling them and their importance.

There are thousands of job titles that I could consider in creating a generic blueprint and of course one size will not fit all, however, these are the headings that I suggest you consider when developing your own JD.

- **Company profile.** Remembering that this document should be used not only for internal consumption but should also be provided to recruitment organisations that you have engaged or will be sent to prospective candidates prior to interview, it is appropriate to write a few short paragraphs about what your organisation does, for whom, ethos, culture, ownership and plans for the future.

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- **Department.** Just a few lines on the number of staff in this particular department, its staffing levels, reporting structure and how it fits in to the business.
- **Overall objectives.** What are the main (no more than three at the most) objectives of this job?
- **Duties.** Avoiding techno-babble or industry specific jargon, list the duties providing, where possible, levels of priority and an idea of how much time spent.
- **Resources controlled.** If this person will have other staff or departments reporting into them, explain what they are.
- **Equipment used.** Whether it be a JCB digger, an Apple Mac computer or state of the art medical diagnostic equipment, it is important that this be recorded. Candidates will be keen to know what they will be using.
- **Locations.** Will the employee work purely at one location or will they travel to other sites. If so, where, when and how often.
- **Prospects.** What opportunities are there for progression within this role? How would someone be able to progress?
- **Training.** What, if any, training will be provided, by whom and how often. Are there any qualifying issues such as passing probation, previous qualifications or the requirement for the new employee to study outside of work or contribute towards the training?
- **Money.** How much is offered from day one and how could the successful candidate earn more over a period of time?

The next aspect of this vital document is the person specification (PS). With so much written about sexual discrimination and equal opportunities elsewhere I am sure that I do not have to expound the virtues of a balanced view to recruiting the appropriate staff, irrespective of colour, creed or race. Whilst companies are often used to thinking about the job description, they rarely spend much time thinking about the personal specification. The result of this is that many companies recruit people with the *skills* to carry

out the role, but who for any number of reasons leave within a relatively short period of time (or who are pushed out) just because they didn't fit in. A recent survey stated that only 9% of Londoners had their "dream job". Much of this responsibility has to be laid at the feet of the employers who either misrepresent the role or who hire square pegs for round holes. Let's consider therefore, some aspects that might help us identify a suitable candidate.

- **Age.** This is a hot potato due to legislation that ensures that we do not discriminate about age. I am certainly against ageism, however, I believe it foolish not to consider how a new employee may fit in with the existing team. Imagine a department of, say, "fifty something" credit controllers. Whilst I am not suggesting that you proactively state that you will only consider applications from those of a similar age group, it is only fair that you highlight that the team is *currently* made up of such a demographic age group since some (but not all) youngsters may prefer to work with those of a similar age. On the other hand, I know of some teenagers who have wanted to work with those closer to their grandparents' age because they wish to avoid potential backbiting over dress sense and felt that they could learn more from those with decades of work experience. Do not be restrictive, simply advise applicants of the current situation and let them make up their own mind.
- **Skills and experience required.** It is vital that you establish and communicate the appropriate levels of competence for any particular role since there are positions that require a reduced or greater level of experience. This could cover any number of the thousands of careers and jobs that are on offer today. Avoid overestimating the requirement for a candidate to have a specific level of competence. For example are you really looking for a typist that has a speed of 60 words per minute, when in reality your outgoing employee is significantly slower, but more importantly, is accurate! I have often been told by employers that they require advanced levels of IT skills, but when questioning further have found that the job really only demands a basic understanding or at most intermediate. To determine what is required may demand some

research. However, this may be done without too much difficulty by benchmarking existing staff's skill levels via one of the many internet based online IT skills assessment services. Alternatively, colleges and training organisations may be able to provide this for you, either in house or externally, for minimal cost. Recruitment agencies will often do this as part of their service.

- **Achievements and Qualifications.** In addition to the above, what specific qualifications are needed, *not* just preferred? I have lost count of the number of times that I have spoken to companies demanding a degree or a specific accountancy qualification, for example, only to have them reconsider this requirement when it is pointed out that a degree does not necessarily mean that the candidate has the mental faculties or experience required. Similarly, just because a person did *not* obtain a degree does not mean that they are not intelligent or cannot make a contribution to an organisation. I know several millionaires personally, only one of who has a degree! And, no, I am not referring to illiterate Rolls Royce owning scrap metal merchants or rock musicians. I refer to articulate, well-informed, hard working professionals who *chose* to go out to work at 16 or 18 rather than pursue further education.
- **Location and Transport.** As discussed previously, what is your preferred catchment area? How far is it reasonable to expect an employee to travel? Is it vital that they have their own transport because there are no buses for example? If a company vehicle is provided are there any insurance restrictions relating to age, years' experience or a limit to the number or seriousness of driving offences they have on their licence.
- **Personality and Communication Skills.** Are you looking for someone who will deal with strangers on a first time basis and will therefore need to be fairly confident or will they be fairly isolated? Will this person be in a situation, such as a hotel front of house position where they will need to be very well spoken? Will they need a great deal of patience because they will be dealing with 'difficult' staff members or clients?

- **Personal Presentation.** If you require someone to be very well presented, possibly because they will have contact with the public or clients, then say so. On the other hand, I have one client in particular (a firm of architects) who proactively encourage a slightly more trendy image. When I found them a beautifully spoken receptionist who had several dozen facial piercings, they were thrilled! Do not assume that every one thinks that 'smartly dressed' means the same thing. Explain what you mean!
- **Flexibility.** How often (if at all) will the new employee be expected to start early or stay late? Are weekends ever worked (maybe for annual stock check)? Is it a requirement of the role that the employee attend overseas meetings or client entertainment events? Will their partner/spouse be invited?

In addition to the job description and person specification, what other elements are worth noting? Many aspects may already be covered in your company handbook or contract of employment, however the following, whilst not exhaustive, is reasonably comprehensive and should be included in any contract of employment.

- **Salary.** As discussed earlier, ensure that you are paying the market rate. It is worth quoting a salary band since you may be prepared to pay slightly more for a credit controller with experience of your client profile than a more generic credit controller with no industry experience. I would suggest that you state a range of no more than 10%. With public sector or larger private sector organisations, a specific salary or grading system may be relevant. When are salaries reviewed and upon what basis? Is a salary increased purely upon merit or is a % increase used; maybe based upon government inflation figures.
- **Probation.** Rather than confirm permanent employment from day one, it is totally appropriate to put a probationary clause into any contract of employment. Whether this period be one, three or six months depends primarily upon the seniority of the role and how long is reasonable for a new employee in that position to prove themselves.

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- **Appraisals.** Following best practice means providing regular appraisals. These may be monthly, quarterly or annually and should be taken seriously, prepared for and documented. There are many excellent management books explaining in detail the different types of appraisal; the only recommendations I have is that firstly you actually commit to the concept of appraisal and secondly that you are prepared for the process to evolve. In my experience, the best appraisal systems are bespoke to a company and have developed over a period of time.
- **Reviews.** It is important to carry out (and stick to) a regular review schedule. A review may (or may not) be connected to an appraisal process. A review does **not**, however, necessarily imply an increase in salary; simply the *opportunity* to discuss matters.
- **Hours.** What are the official hours and is there a difference between them and what is actually required to carry out the role? For example, a management role may have official hours of 9am to 5-30pm, but may have a clause requiring him to work “whatever hours are needed to carry out the demands of the job”. Is overtime paid or time off in lieu offered? Do you limit the hours worked under the 48-hour average/17 week Working Time Directive or do you require your staff to opt out?
- **Holidays.** How many days are provided? Are any required for statutory closedowns (such as at Christmas)? Do the number of days increase with service? And to how many as a maximum? Can staff carry days forward to the next year?
- **Sick, Maternity and Paternity Pay.** Do you offer the statutory or more?
- **Unions.** Is there one or more union operating at your organisation or do you state that you do not recognise membership?
- **Commissions and Bonuses.** What criteria are used? This is particularly important in the case of sales positions or executive appointments which are rewarded upon stock market performance or profitability, for example.

- **Share options.** Describe these in detail or refer to a separate document as provided by your accountants or lawyers.
- **Company cars and allowances.** If a vehicle is provided, is there a choice? What responsibility for the vehicle does the employee have? Is there a cash alternative?
- **Pension scheme.** What is on offer, is there a qualifying period? Is it part or contributory?
- **Private Health.** As above, what do you cover and what qualifying period is there? Is it fully funded?
- **Life Insurance.** Many organisations offer such insurance to a surviving spouse/partner or family member based upon a multiplier of salary.
- **Canteen, tea making, vending etc.** What do you offer and is it subsidised? If so is it treated as a benefit in kind and therefore treated as taxable income?
- **Sports Club Facilities or gym membership.** Whether it is an in-house facility or membership to a public facility or private club, is it free and if so is it a benefit in kind as above?
- **Confidentiality.** Will you require the new employee to sign such a clause?
- **Notice period.** What is required? Does it change after a period, such as after probation?
- **Internet & Email Policy.** The new ‘hot potato’. I strongly suggest that you don’t ignore this but take professional advice on how to deal with social media and email/web related issues at work.

## Chapter Eight

# The Interview Process

This is not a book about interviewing technique itself. There are currently over 12,000 books with the word 'Interview' in the title on Amazon alone (other book sellers are available!) and if you take into account web based resources and DVDs/in house trainers, the resources available are phenomenal. I would urge the employing manager/owner/Director to consider that developing their skill as an interviewer is as important as management skills. I could argue that it is actually the MORE important skill as hiring the RIGHT person should reduce your management time in practice! I digress; of the many books about interviewing, I can recommend these:-

- Winning The Talent Wars by Bruce Tulgan
- Recruiting Excellence by Geoff Grout
- Winning by Jack & Suzy Welch

As far as the interview process itself (as opposed to technique) is concerned there are many things to consider:-

- Where will the interview take place
- How long should the interview last
- How many interviews will take place in your hiring process
- Will you interview individuals on their own or adopt an 'assessment' day format for a small group
- Consider 'taster' open evenings or weekends when attracting large numbers of applicants
- Will the 'style' be relaxed or more formal
- How many people will be involved in the process

- Will you ask competency based questions or will you request a practical assessment
- How will you decide who is the successful candidate
- Will you send out application forms in advance
- Will you take up references in advance or after the interview
- Will you send out any 'welcome' literature in advance
- How quickly will you inform the candidates of your decision

As far as the interview itself is concerned; these are my 'top tips' for success:-

- Know who you are due to interview; re-read their CV
- Prepare your interview questions
- Take notes
- Ensure that you are not disturbed
- Turn off your mobile phone, close your email account and re-divert your direct telephone number
- Use an 'ice breaker' to put the candidate at ease
- Advise colleagues that you are not to be interrupted
- Offer water and the option of using the 'facilities' before the interview
- Explain the selection process including timeframes
- Explain how long the interview will take
- Advise your role in the selection process and that of others
- Do not over-run
- Do not try to be funny or too informal
- Do not discuss politics, religion or football!
- Provide the opportunity for the removal of jackets in warm weather
- After asking a question; listen to the answer and do not interrupt

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- Escort the candidate off the premises after the interview
- Always write with bad news as soon as possible
- Smile and be (relatively) nice!

## Chapter Thirteen

# Protecting Your Investment

Protecting your ‘investment’ in the recruitment of your new staff is crucial. Why would you invest time in identifying, interviewing and recruiting new staff only to have another employer ‘sneak in’ and ‘steal’ your new recruit from under your nose. Falling at the ‘final hurdle’ is painful, yet can be so easily prevented with just a little planning. If you think that they are worth hiring, so will someone else. Additionally, because the new employee has not yet joined your company, they will not have formed any sense of loyalty or bond with any colleagues.

Be aware that other recruiters might still be trying to offer the individual other opportunities and additionally, previous employers might be inclined to make a counter offer.

It is impossible to avoid such situations but you can reduce the risk of ‘your’ new member of staff ‘listening’ to such offers. Keeping in contact between offer and start date is simple and highly effective. Send the new employee company literature and invite them to a social event. Issuing the company handbook in advance is an excellent idea. After issue, call and ask if there are any queries. Above all it’s about communication.

As a side issue, I would urge employers NOT to make counter offers to employees. If they have resigned, there will be a number of reasons. Yes, more money or a promotion might change their minds; for now! Evidence shows that those who have resigned and subsequently been ‘bought back’ will leave within a year. Why? Because it is rarely ‘just’ about the money. The office is still too far away and they still don’t find the role stimulating. Let them go! Yes, it will be inconvenient; but inconvenience today is better than resentment tomorrow when they resign again.

## Conclusions

In this book I have tried to provide the reader with a ‘tool box’ of resources for owners and non-HR managers of businesses. If I have managed to convey how the ‘best companies’ really do strive to attract, develop and retain outstanding staff then my objective has been achieved. Whether you ‘DIY’ or engage a recruitment firm to assist you, the task of recruiting ‘the right’ staff is possible; it just needs some thought and planning.

The responsibility to assist a company by recruiting its staff is a true honour, whether you are an internal manager or a ‘hired hand’. If this book inspires and further educates one company to hold itself to a higher standard, then it has accomplished my aims.

I am humbled that you read this far; thank you!

### What They Say...

*“Having engaged Graham Martin to recruit office juniors to finance and marketing managers for nearly 20 years I am fully aware that he knows what he’s doing! His book guides business managers through the labyrinth of recruitment in easy to understand steps. A useful little book that makes so much sense.”*

Clive M Coote, MD, Vertical Leisure UK

*“No book can ever solve all your recruitment problems – but this one is sure to help !”*

Mike Franklin, Managing Director, Lanes New Homes, England

*“As a US based recruiter of 25 years, I know good practices when I see them. For the newbie or experienced, Graham has it in spades; his book proves it!”*

Diane Alper, Alper and Associates San Francisco

*“This is a real ‘hands-on’ guide to the subject written by a true expert”*

Norma Morris, Partner, Curwens Solicitors, England

## The Author

Born and educated in Hertfordshire, Graham Martin's earlier careers were in banking in the City of London and estate agency residential sales in North London, before opening Orchard Recruitment in 1988. Now focusing on management and accountancy appointments, he has personally recruited nearly 1700 people on behalf of client companies, from a tea lady called Ivy to Finance Directors.



Under the guise of The Recruitment Guy, Graham has also presented to and led seminars with thousands of teenage and University students covering a variety of work and career-related issues, including CV writing, interview tips and work experience. Appearing on radio and with a website designed for school and college leavers, he is arguably one of the leading 'hands on' experts in his field.

Living in North London, Graham has two children and spends his spare time indulging in his three passions: classic cars, gardening and sailing.

This is his first book for employers and is a distillation of 25 years of experience at the 'sharp end' of recruitment.