

# Pothole # 1:

## *Hiring as an Event (Versus a Consistent Hiring Philosophy)*

Bump!

Splat!

Bang!

Did you feel that? It's our first pothole down the long and winding road known as the hiring highway, and it's a doozie. But it's good we're getting it out of the way first because **Pothole # 1: *Hiring as an Event (Versus a Consistent Hiring Philosophy)*** is a good analogy for how many of us think about the recruitment process.

And make no mistake; hiring is a process.

It's even more than that; hiring is a philosophy. And not some snooty, academic philosophy you read about in Psych 101 but the true meaning of the word: an attitude, a belief system, a way of life.

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In this chapter you will hear a lot about making everyone a recruiter. No, this does not mean your HR department needs to add on another wing or break ground on some new construction. But it *does* mean that the basic job duties of your human resources division – talent searches, recruiting, hiring, retention and relationship-building – should seep out into the rest of your divisions.

Not just one day – not as an event – but every day. This “employee as recruiter” philosophy needs to be ingrained in the daily duties of all employees at all levels. The only way to make hiring a true, sincere *process* is to involve everybody, every day, all the time. If it sounds like so much self-help mumbo jumbo, well, it can’t be helped. Change is in the air and nowhere is change needed more specifically than from office to office and cubicle to cubicle.

When hiring is a process, people know about it. More specifically, *your* people know about it. When hiring is a philosophy, your people care about it. Best of all, when hiring is a way of life your people DO it. They do it with you, beside you, behind you and because of you.

Too often we treat hiring like a holiday, crisis, anniversary, emergency, or any other one-time-only, time-sensitive event. Like steam building up until the kettle finally whistles, we only start the recruitment process when some crisis-level talent drain demands a direct and frontal assault. Yet it’s just this kind of short-sighted thinking that has us facing a crisis in the first place.

If we want our new hires to buckle up and stay the course, we need to start viewing the hiring process as a marathon versus a sprint. We can’t run from office to

office and cubicle to cubicle putting out brushfires and making counteroffers and begging, cajoling or threatening our employees to stay put.

Instead, we need to start hiring long before the first interview even takes place. We need to make hiring a priority every day, for everybody. Every employee must be part of the HR department.

The quest for talent should be vigilant and ongoing.

The cost of mediocrity is simply too high.

In this section we will discuss the six basic tenets of making hiring a process, versus an event:

- 1. Career Day is Every Day**
- 2. Everyone is a Recruiter**
- 3. Assessment**
- 4. PR is HR (HR is PR)**
- 5. Talent Search: *It's Not Just for American Idol Anymore***
- 6. If You Want the Right Person, First Ask the Right Question**

These six key strategies – and, by all means, feel free to add your own – will help to keep us focused on the road ahead versus the recruiter road kill in our rearview mirror. The payoff for having a firm, committed, detailed and specific hiring commitment is increased employee retention, fierce talent loyalty and less hitchhikers along the hiring highway.

Hiring as a process rather than an event is better than some feel good buzz phrase or self-help soft sell. When you take into account the time lost – and money cost – in employee turnover ever year, it's literally money in the bank.

**Quotes from the Corner Office:**

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