

Your Recruitment Plan is Part of Your Business Strategy

By Brad Schwartz

At the recent Delaware Valley Apartment Network educational seminar, we received such a positive response to our discussion topic "Aligning Your Recruitment Plan With Your Business Strategy" that I'm focusing on it for this month's column.

What is the secret to a booming company's success? Most likely, it's their people. The most successful companies spend time (and money) acquiring and retaining the best talent. Why? Your people attract your customers, foster your imaginative product development and solve your problems. People are the most important capital of any company and are often the difference between winning and losing in today's competitive property management arena.

The procurement of a workforce is a challenging undertaking, filled with pitfalls that can cost you and your company. Getting the right people should be planned and executed just like any other business strategy, and a budget should be allocated to it.

The Recruitment Process

The recruitment process is comprised of 6 steps:

Identification of business needs

Review of company goals

Definition of job duties

Profile of role

Applicant recruitment

Review applicant qualifications

Select your hire

Here's how much of your time during the recruitment process should be allocated to each step:

20% - Identification of needs, Review of company goals

You are probably already doing this without even realizing it. At your senior or executive staff meetings, listen to the complaints. Listen to the wish lists. Listen to the tone, the excitement. This will direct you to your needs. Your company goals are the vision that you reinforce every

day and should be part of any new hire initiative. Your recruitment process should dovetail with your business strategy.

60% - Definition of job duties, Profile of role

These steps take the most time and require your participation because you are responsible for the outcome. You should perform a job analysis (see below) to develop a definition of job duties and the profile of the role. Note: This is where most companies fail. If performed improperly, you will find yourself repeating the recruitment process without being rewarded with hiring the right person.

20% - Applicant recruitment, Review applicant qualifications, Select your hire

Lastly, begin your search for applicants, have a checklist for interviews and know a fit for your culture when you see it.

How to Perform a Job Analysis

Because 60% of the recruitment processes is directly affected by a job analysis, let's focus on performing one. When recruiting, each job should be analyzed using 3 criteria: task, competency and critical incident analysis.

Task:

1. Make a list of the key tasks required by the job.
2. In side-by-side columns, measure the key tasks against a list of knowledge, skills, experience and attitude needed to complete them. You