Rethinking Recruitment for Tourism

6 stages in successful recruitment
The 6 in successful recruitment process

Depending on the size of your business there may be one person responsible for the entire process, or you may have a HR department that co-ordinates the recruitment process. In either case, it is still likely to involve you or members of your management team in different stages of the process.

Involving members of your team in the recruitment and selection process can be very positive. When done well it helps prospective candidates get a feel for the people and the culture of the organisation that they are considering becoming a part of.

A structured approach with consistent standards must be applied throughout the process, regardless of who is guiding the different steps; from defining the job role, creating the job advertisement, or choosing the channels to communicate your job opportunity in.

Consistent standards must also be applied:

- When screening prospective candidates to determine if they have the criteria you have identified, to shortlist them to invite them for interview
- As part of the interview and marketing of the position, with a back of house show around or a ‘meet the team’ for an informal chat
Prepare: In this first stage, you consider the need for the role(s) to be filled, determine the role profile, and decide on the renumeration and benefits package. This critical stage does not always get the time or consideration needed to take account of the changes in the current marketplace, or the need to appeal to different workplace segments and understand what they most value in an employment package.

Source: At this stage you will be looking to create and design your job advert and giving consideration as to the right channels to source candidates from the labour market.

Screen: This is the process of reviewing applications received to evaluate potential candidates for interview.

Select: Where you meet the candidate selected to interview, while promoting the job benefits to them. At this stage, using the right questions to learn and hear about their skills, attributes and experience while building rapport, presenting information about your business, your values and your culture as an organisation is key. In the current climate prospective employees are interviewing you as much as you are them and they want to be reassured that your business is a right fit for them, their needs, motivations, and values.

Hire: This entails clarification and acceptance of the job offer and confirming the contract.

Onboard: Through induction and onboarding; this is the time at which the candidate is integrating with your company’s cultural environment and the experience should be transparent and enjoyable in welcoming them and to their new workplace. Help them feel engaged and to be an effective member of the team as quickly as possible so they feel they are making a recognised contribution. This needs very careful management, particularly in the current climate when you are not always in the position of recruiting someone who has all the required skills of the job, so fast tracking their induction and skills development will be key to success.