



Building Strategic Recruitment Process: A Step by Step Guide

About us

Established in 2018, a merge between experienced brains and compassionate young spirits, Nairenon is a goal and solution-oriented organization that aspires to add value by supporting SMEs and Start-Ups in Human Resource matters.

With over 15 years of experience in the ITES and HR field, our consultants offer manpower planning, payroll, HR consultancy, professional and life skills training, as well as Business Process Outsourcing (BPO) services to companies across Malaysia. We also have established rapport with universities famous for their IT and engineering graduates, adding to our diverse candidate pool across Malaysia.

About this workbook

This workbook is all about helping you to set your recruitment strategy and process. There is no one-size-fits-all in recruitment (or any other HR matters really), instead of having us tell you what's important, we created this workbook to help you understand and strategize your recruitment process depending on your team's needs and culture.

Take the questions as an **opportunity to discuss** the right things with your team, and understand the teams' needs from the ground up.



The Importance of Recruitment Strategy

Recruitment process can be lengthy and challenging if not planned out strategically. You could end up with really good candidates who jump ship before projects are completed as they come across other teams who are aligned better with their personal goals; or accidentally recruiting someone who became redundant a couple of months after commencement. Having a comprehensive understanding of your teams' and company's needs or projections would help you to lay down your recruitment process for the long run.

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Stage 1: Role Modeling

Before thinking about hiring a new person you would ideally want to **start with your team**. We want to really assess whether there is any need for the additional headcount in the first place. Once this is established, we will then need to pinpoint what kind of role and responsibilities would have an optimum level of contribution to the team's performance and balance.

Let's take a look on the questions we will go through on this stage.

1. Operations Needs

We want to know if there is a gap in your team or workforce & whether there are upcoming projects that would affect your team's work distribution.

2. Job Details

Once we establish that there's a gap to be filled, take a look at what role & its responsibilities that the team needs.

3. Budget

4. Timeline

Stage 1: Role Modeling

1. Operations Needs

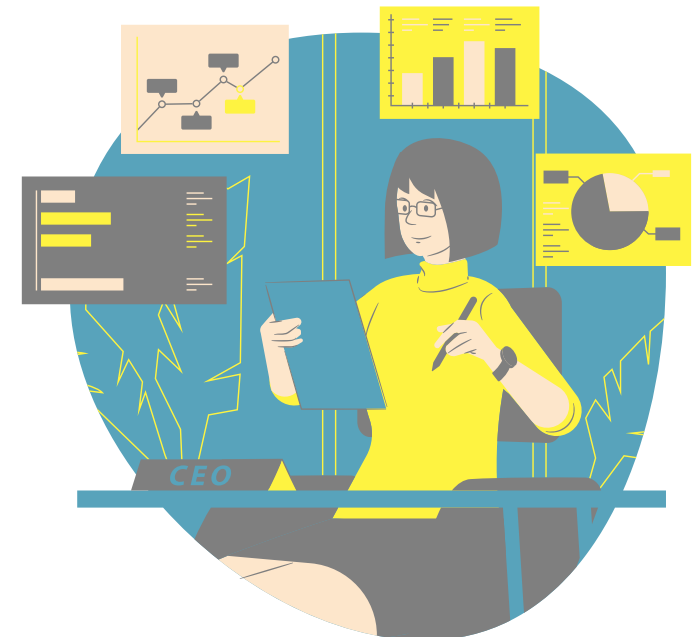
How is the projection for future projects?

How many headcounts are needed to fill the gap?

2. Job Details

What role is needed in the team?

What kind of responsibilities would the role bear?



Stage 1: Role Modeling

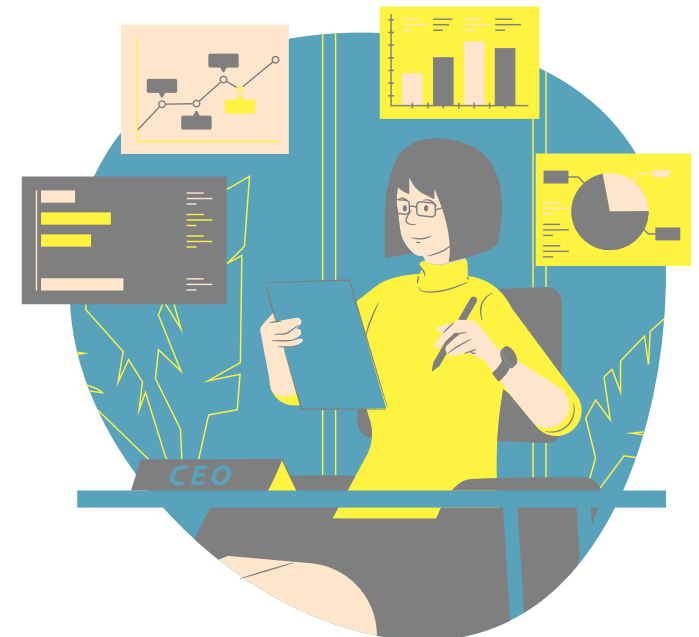
3. Budget

How much total budget do we have for the role?

4. Timeline

When do we need this vacancy filled?

How does your hiring calendar look like?



Stage 2: The "Ideal Candidate"

Once the team agrees on the missing piece(s) in the team, you should brainstorm and agree with the other stakeholders on the ideal qualities of the candidates. Having everyone on the same page would make the recruitment process smoother & efficient.

Let's take a look on the questions we will go through on this stage.

1. Knowledge

Depending on all of your answers to the previous set of questions, your team will need to agree on a range of years of experience, the kind of exposure (it could be industry/certain market, and if there are any specific skill set that would be required for the role.

2. Personality

Once we establish the knowledge be filled, take a look at the ideal personal qualities of the candidate to fulfill the said responsibilities. We would also need to consider the working style and culture to ensure a smoother work dynamic.

3. Availability

4. Budget Fit

Stage 2: The "Ideal Candidate"

1. Knowledge

What kind of skill set is needed to maximise contribution to the team?

How much experience is needed to maximise contribution to the team?

2. Personality

What kind of attitude is required for the role and the team's culture?

What kind of values is important for the candidates to possess?

Note: This is important to allow long term work relationships, retention strategies to make more sense if the core of your new recruits is aligned with the team's.



Stage 2: The "Ideal Candidate"

3. Availability

When would the candidate be available to start?

4. Budget Fit

What is the Last Drawn Package and Benefits of the candidate?

What is the Expected Package and Benefits of the candidate?



Stage 3: Attracting Talent

Now that you have an idea of what kind of candidates that you are targeting to hire, let's take a look at how we can attract the talent. Below is a brief breakdown of **practical Employer Branding** efforts that can be translated to the **company's presence and job advertisement**.

Let's take a look on the questions we will go through on this stage.

1. Your Company as an Employer

Insert quick write up on employer branding

2. Summary of the Role

3. Details of the Role

4. Additional Details

[Skip to Page 14 for a sample Job Description](#)

Stage 3: Attracting Talent

1. Your Company as an Employer

What do your company do?

What is the purpose and value that are important to the team?

What differs from your competitor?

2. Summary of the Role

What is the core responsibilities of the role?



Stage 3: Attracting Talent

2. Summary of the Role (cont.)

What kind of exposure the candidates will obtain?

What kind of person are you looking to recruit?

3. Details of the Role

What are the expectations/responsibilities of the role?

What are the requirements for the role?



Stage 3: Attracting Talent

4. Additional Details

What kind of employment type does the role have?

Note: Is it a permanent, contractual, part-time, or freelance position?

Where is the work location?

How are the package and benefits?

How are the working hours and arrangements?

Is there a designated contact person for the opening?



Stage 3: Attracting Talent

Sample Document - Job Description

Here is an example of how a culture & value-centric Job Description looks like. Job Description is one of the tools that you use to attract the candidates that you want. So, remember to create a Job Description that is reflective of your team & the interest of your preferred candidates.

Internship (Marketing)

At Nairenon, we aspire to **add value** by supporting businesses and individuals alike in Human Resource matters. Emphasizing on **compassion, cultural fit, and transparency**, we aim to deliver excellent and **highly ethical** services.

The team is growing! As part of the pioneering team looking for a team member who are **intrinsically driven, enjoy challenges, agile, and independent**. Most importantly, we are looking for someone who loves food as much as we do!

Job Details:

1. Perform market research and analysis on competition and contribute in developing engaging marketing strategy.
2. Conduct lead generation and management.
3. Assist in marketing and advertising promotional activities through social media, direct mails and incentive programs.
4. Accommodate on day-to-day operational and administration matters.
5. Assist on content curation/creation.
6. Assist in managing company database and customer relationship management system (CRM).
7. Bring in innovative, creative and fresh new marketing ideas to boost corporate brand and awareness.

Requirements:

1. Final year student in Business Studies/Administration/Marketing/Management or other relevant courses.
2. Willing to have a minimum of three (3) months of internship or longer.
3. Proficiency in conversing in English and Bahasa Malaysia.
4. Excellent communication, interpersonal, presentation and negotiation skill.
5. Exhibit analytical thinking and problem solving.
6. Passionate about marketing and enthusiastic on bringing a difference in the business market.

Job Type =: Internship
Location =: Pinnacle PJ
Contact =: hrd@nairenon.com

Stage 4: Candidate Selection

Once you have attracted the candidates, you will have to create a process to assess which candidate is most suited as the missing piece in your team. In order to do this, you might want to consider the important areas to be assessed whilst bearing in mind how many resources you would like to invest into the process. Ideally, the interview process would be a reflection of the team's culture and how the organization work as a whole. Thus, beware of the complexity and length of the interview process.

To help you streamline your processes and objectivity, you might also want to consider including assessments and ATS.

Let's take a look on the questions we will go through on this stage.

1. Deciding Factors

2. Interview Process

3. Assessment

4. Applicant Tracking System

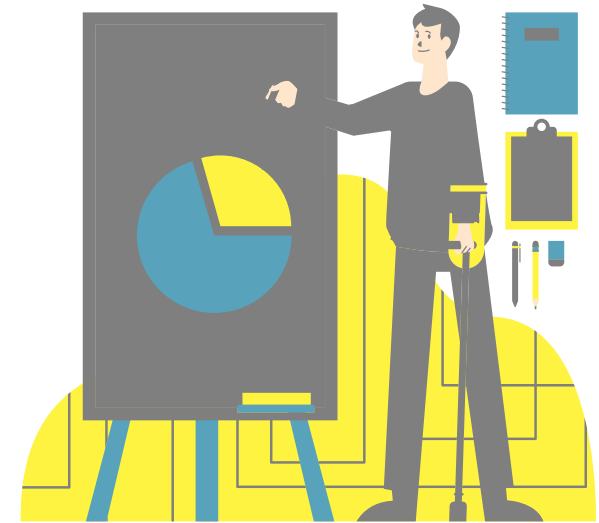
When your hiring needs are high, ATS (esp those with automation) will help your recruitment process efficiency. ATS is helpful to keep track of all of the applicants in each stage of the interview.

Stage 4: Candidate Selection

1. Deciding Factors

What are the elements to be assessed? Is it Knowledge? Culture Fit? Exposure?

Does the availability and budget match?



2. Interview Process

What are the resources that you can invest in the interview process?

What are the key deciding factors that you need to check throughout the interview process?

Note: From here, you can decide how many stages of interviews and what the interviewers can focus on each stage.

Stage 4: Candidate Selection

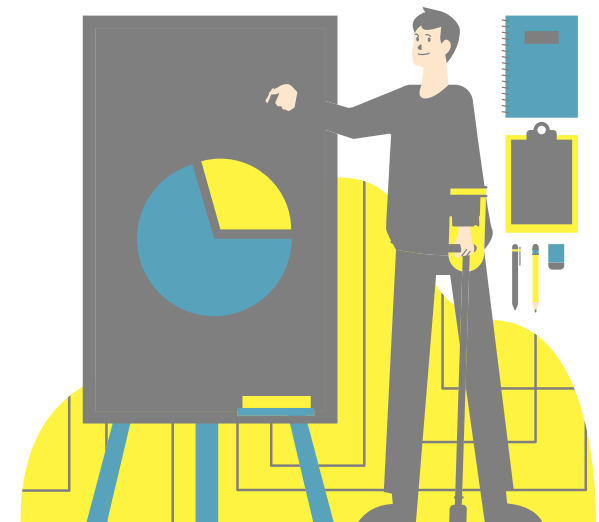
3. Assessment

Is there any available assessment that would help to assess the candidates?

4. Applicant Tracking System

Is there a high hiring volume currently and/or in the future?

Is there a budget to invest in Applicant Tracking System?



Stage 5: Hiring Decision

At this stage, you would have the interview processes set up along with different elements and/or metrics of assessments. Upon identifying the top candidate, we would suggest keeping a contingency plan in mind. Bear in mind that the recruitment cycle ends with the onboarding of the candidate.

Let's take a look on the questions we will go through on this stage.

1. Measuring Compatibility and Interview Results

2. Contingency Plans

[Skip to Page 20 for a sample Hiring Decision Matrix](#)

Stage 5: Hiring Decision

1. Measuring Compatibility and Interview Results

What are the priorities for the team? Is it Knowledge? Culture Fit? Exposure?

Does the availability and budget match?

2. Contingency Plans

How likely would the selected candidate's negotiation go smoothly?

Is there a second and third candidate (other shortlisted candidates) who fits the role?



Stage 5: Hiring Decision

Sample Document - Application Evaluation Form

Remember Stage 2 on determining your ideal candidate? Now, to make an assessment and hiring decisions clearer you can list down the qualities of candidates that you would like to have and prioritize and mark them accordingly throughout the interview process.

Here is an example of how Applicant Evaluation Form looks like, the recruitment stakeholder would have a better benchmark and direction of discussion and hiring decisions with written evaluation as such, especially if the interviews are far and wide in between.

Applicant Evaluation Form

Applicant Name:	Position:
-----------------	-----------

Rating Scale:	5. Outstanding	2. Below Average—Does not meet requirements
	4. Excellent-exceeds requirements	1. Unable to determine or not applicable to this candidate
	3. Competent—acceptable proficiency	

	Rating				
	5	4	3	2	1

Relevant Background/Special Skill Set: Candidate's knowledge and past working experiences.	X				
Experience & Comprehension: Candidate's technical comprehension on past working experiences.	X				
Motivation/Initiative: Ability to think and act independently, and goal orientation.		X			
Interpersonal/Communication Skills: English & Communication skills. Ability to express ideas and thoughts clearly.		X			
Flexibility: Candidate's responsiveness to change, tolerance for ambiguity.		X			
Organizational Fit: Applicant's potential to fit the organization and culture.		X			
Overall Evaluation:		X			

Stage 6: Onboarding

This is the last leg of your recruitment cycle! On this stage, you would need to ensure that you have a proper process to introduce the newest puzzle piece to your team. Below are the standard documents and steps that you can adopt to ensure that your newest hire understand your company, team and its dynamic.

Pro Tip: Have a designated person to go to, and if possible have one PIC from the first contact up until onboarding. This would allow a more comfortable & open dynamic that would work better for the team in the long run.

Let's take a look on the questions we will go through on this stage.

1. Team Induction

2. Welcome Kit

3. Employee Handbook

4. Onboarding Checklist

This comprises of different kinds of access and company assets that the new employee would need to conduct his/her work.

5. Designated Contact Person

Stage 6: Onboarding

1. Team Induction

What does the employee need to know about the company, its purpose, values, and directions?

What does the employee need to know about the team they will be working with?

2. Welcome Kit

Do you have a Welcome Kit available? Is it updated?

What does the employee need to know? Culture? Team Structure?



Stage 6: Onboarding

3. Employee Handbook

Do you have Employee Handbook available? Is it updated?

What does the employee need to know? SOP? Culture? KPI? HR Matters?

4. Onboarding Checklist

What are the items that are needed for the employees to work?

What is the access needed for the employees to work?



Stage 6: Onboarding

5. Designated Contact Person


Who is the PIC for the selected candidate?



**Develop a strong recruitment strategy
for your business today!**

Chat with us



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