The new rules of recruitment

The table reflects how businesses are re-designing their approach to recruitment, to tap into diverse talents latent in their community and workforce.

POOR PRACTICES	BETTER PRACTICE
• Position becomes vacant, triggering response	• Focus on ongoing and proactive analysis of future needs • Continuous evaluation of potential talent
• Hiring manager completes job requisition and sends to HR and business group for (cursory) review and approval • Reliance on generic competency models	• Jobs are reviewed and designed with realistic requirements • Focus on re-shape or re-classify roles for greater inclusivity
• Taking a scattershot, ad hoc. approach to finding candidates • Focusing only on external candidates • Publish positions on multiple jobs boards or outsource to external recruitment agency	• All job openings are posted internally, tapping the talent of existing workforce. • Focus on diversifying applicant pools and talent searches
• Assess candidates against eligibility criteria • Using unreliable filters and bureaucratic steps	• Using data science to reduce the role social bias plays in the selection process • Developing systems and process that help even the playing field
• Employing unstructured and generic interviews • Focus on charisma, likeability and track record • 'Going with your gut'	• Structured interviews allow consistent questions across candidate groups • Rigorous behavioural event interviews
• Assume the new hire is 'plug in and play' • Failure to support cultural familiarisation • Failing to review hiring practices • 'What's done is done' mentality	• Monitor whether your practices are resulting in good hires • Holding assessors accountable for the quality of evaluations