# Instructors Guide

On the following pages is a sample module from our Instructor Guide. It provides the instructor with a copy of the material and a Lesson Plans box.

The key benefit for the trainer is the Lesson Plan box. It provides a standardized set of tools to assist the instructor for each lesson. The Lesson Plan box gives an estimated time to complete the lesson, any materials that are needed for the lesson, recommended activities, and additional points to assist in delivering the lessons such as Stories to Share and Delivery Tips.
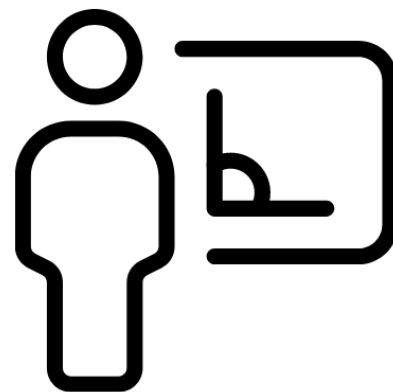
Module Two: Introduction to Recruitment

Many companies simply wait for talent to come to them. Simply advertising an open position and hoping that you find the right talent does not guarantee that you will find the best people for the jobs in your organization. Actively seeking out qualified candidates is the best way to ensure that you find the talent that you need. Recruitment is essential to the success of your business.

What is Recruitment?
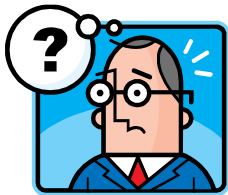
Recruitment is a process that involves actively seeking, finding, and attracting new employees. There are two sources for recruitment: internal candidates and external candidates. It should occur on a continuous basis as to fill any gaps that may occur unexpectedly. There are three needs that recruitment can help companies meet.

Needs:

- **Unexpected vacancies**: Death, illness, accidents, and family emergencies can leave unexpected vacancies. Constant recruiting will help find qualified candidates quickly and prevent companies from hiring out of necessity.

- **Anticipated vacancies**: Changes due to trends and internal promotions allow employers to anticipate what positions will soon become available.

- **Deliberate changes:** Restructuring and organizational changes will alter jobs and company needs. Consistent recruitment allows companies to fill their needs quickly and easily.

Estimated Time	10 minutes
Topic Objective	Explain recruitment.
Topic Summary	Recruitment Discuss recruitment.
Materials Required	Flipchart/Marker
Planning Checklist	None
Recommended Activity	Discuss the problems that occur when companies do not actively recruit top talent and list these on the flip chart. For example, you can list hiring less qualified people in desperation to fill gaps.
Stories to Share	Share any personal stories about a company that had trouble finding and retaining the right employees.
Delivery Tips	Encourage everyone to participate.
Review Questions	What are the two sources for recruitment?

Challenges and Trends

When recruiting, it is important to be aware of the current challenges and trends that companies face. The recent economic changes have created new trends and challenges for employee recruitment.

Trends:

- Companies are hiring more employees since the recession began.

- Small and medium-sized companies are responsible for much of this hiring.

- More companies are focusing on retaining the talent that they recruit.

- Social media is becoming a standard method for recruiting new employees.

Challenges:

- Reaching the different age groups: Fewer people are retiring as Millennials and Generation Z enter the job market.

- Differentiating between talent and experience: There are many "overqualified" candidates who should not be overlooked. Find the best fit for your company culture.

- Position changes: The recession required many companies to combine tasks from two jobs into one, and finding employees who can fulfill these new roles can be difficult.

Estimated Time	10 minutes
Topic Objective	Explore recruiting challenges and trends.
Topic Summary	Challenges and Trends Consider ways to address recruiting challenges.
Materials Required	Worksheet 1: Challenges
Planning Checklist	None
Recommended Activity	Complete the worksheet individually, and meet in a small group to discuss your ideas. Review as a large group.
Stories to Share	Make sure that you remind participants that they need to communicate to people on an individual level. Social networking and ads are not enough to draw out the best candidates.
Delivery Tips	You may skip the small group discussion to save time.
Review Questions	What is a current recruiting trend?

Sourcing Candidates

Sourcing candidates is finding the best candidates for a position. This is a bit more complicated than it seems. It is important to use every tool at your disposal in order to source the best candidates for your company.

Tips:

- Determine the skills and responsibilities of each position before sourcing.

- Do not assume that a person who does not list every skill set on a resume lacks them. Resumes are overviews, and do not always allow candidates to list every skill set.

- Combine electronic searches, job boards, social networking, referrals, and direct contacts to find the best source candidates.

- Search all resumes, not just the most current ones.

- Speak to at least 10 candidates before conducting interviews.

Estimated Time	10 minutes
Topic Objective	Explore sourcing.
Topic Summary	Sourcing Candidates Outline ways to source candidates.
Materials Required	Worksheet 2: Sourcing
Planning Checklist	None
Recommended Activity	Complete the worksheet individually. Discuss your answers with the rest of the group.
Stories to Share	Share any sourcing tips that you have found to be successful.
Delivery Tips	You may choose to implement a small group discussion.
Review Questions	What tools should you use to source candidates?

Requirements

The job requirements need to be established before recruiting. Requirements help determine the type of talent that you need along with the knowledge and skill sets necessary to do a job well.

Example:

- **Knowledge**: Education necessary to meet the requirements, such as a high school diploma or bachelor's degree.

- **Skill sets**: Experience and training transform basic knowledge into useful skills such as typing, speaking, or sales.

- **Talent:** People have natural talents that help build teams. Some are good at relationships, some are practical, some are innovative, and some are visionaries. Determine which talents an employee should have before creating a job requirement.

Estimated Time	5 minutes

Topic Objective	Outline requirements
Topic Summary	Requirements Understand what requirements are necessary to determine before recruiting.
Materials Required	Worksheet 3: Requirements
Planning Checklist	None
Recommended Activity	Complete the exercise individually. Review the concept as a class.
Stories to Share	Explain why identifying requirements is necessary for recruitment.
Delivery Tips	You may choose to have a small group discussion after the exercise.
Review Questions	What do requirements help determine?

Practical Illustration

A local magazine had a loyal staff. Most employees worked for the magazine for 10 years or more. There were hardly ever any openings. After 25 years in business, staff members began to retire. In under a year, 35 percent of the employees left. The company needed to fill certain positions immediately, and believed that qualified people would come in begging for positions. The magazine experienced unprecedented turnover that year. Half of the new hires were the wrong fit and quickly moved on. The right employees were eventually identified after a recruitment strategy was put in place.

Module Two: Review Questions

1.) What is not a need that recruitment meets?

    a) Deliberate changes
    b) Unexpected vacancies
    c) Anticipated vacancies
    d) Training issues

Training is separate from recruitment. The other answers help meet company needs.

2.) Recruitment should be _____?

    a) Done as needed
    b) Consistent
    c) Each year
    d) Each quarter

Recruitment should be done consistently. This helps keep the talent pool strong in case of unexpected vacancies.

3.) What has made finding people with the right skill sets for positions difficult?

    a) Position changes
    b) Lack of experienced candidates
    c) Poor job description
    d) Lack of education

Employers have combined the responsibilities of different positions. This makes it difficult to find experienced candidates with the right skill sets.

4.) What is trending as a standard recruitment method?

    a) Job boards
    b) Referrals
    c) Social media
    d) Pipelines

All of the answers can be used to recruit candidates. Social media is a current trend.

5.) When should the necessary skills and responsibilities for a position be determined?

    a) Before hiring
    b) Before sourcing
    c) Before making an offer
    d) After interviewing

    Job skills should be determined before sourcing candidates. This will make it easier to find the best candidates for the position.

6.) Search _____ resumes when sourcing.

    a) Current
    b) All
    c) 30 day old
    d) 6 month old

    Search all resumes when sourcing. Do not limit yourself to current ones.

7.) A bachelor's degree would fall under _____.

    a) Knowledge
    b) Skill set
    c) Description
    d) Talent

    Education is an example of the knowledge required to do a job. It should be in the list of requirements.

8.) The ability to type is part of a _____.

    a) Knowledge
    b) Skill set
    c) Description
    d) Talent

    A skill set is different than knowledge. It requires training and experience.

9.) Recruitment is a process that involves _____ new employees.

    a)   Actively seeking
    b)   Finding
    c)   Attracting
    d)   All of the above

Recruitment is a process that involves actively seeking, finding, and attracting new employees.

10.) Sourcing candidates means _____.

    a)   Researching candidates
    b)   Finding the best candidate
    c)   Supporting candidates
   d)   None of the above

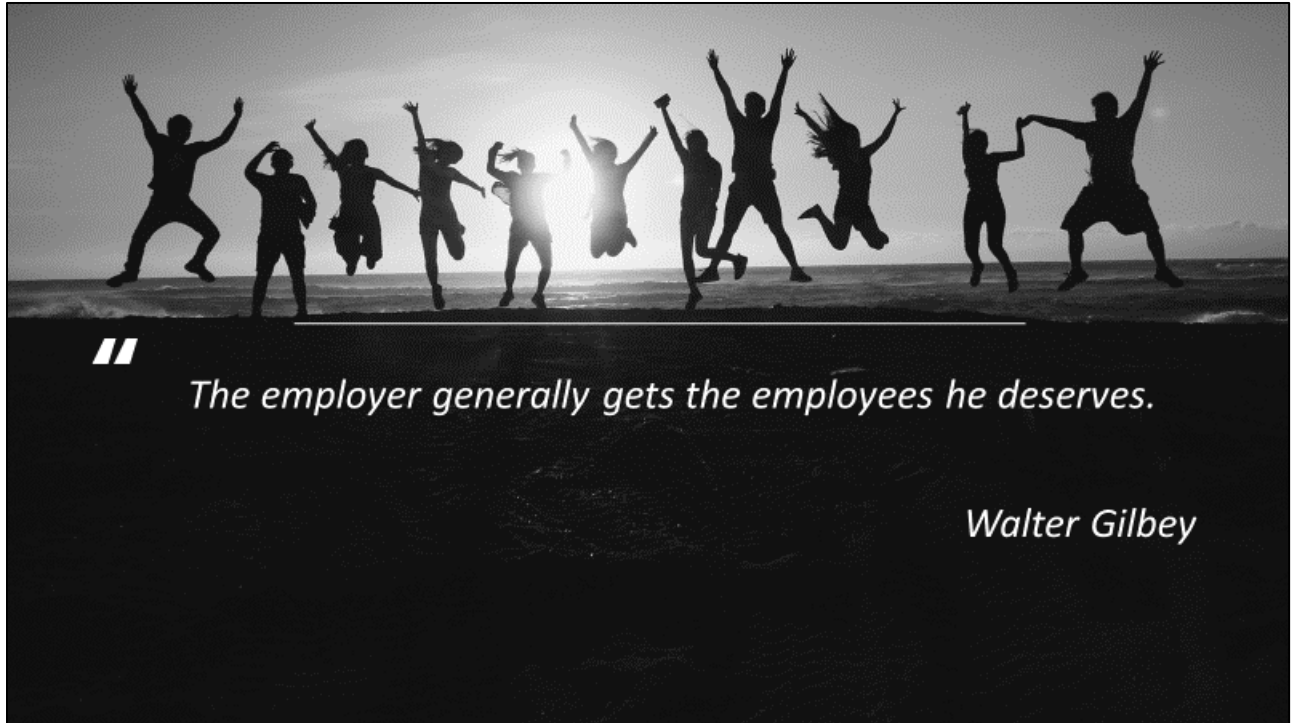Sourcing candidates is finding the best candidates for a position.

PowerPoint Slides

Below you will find the PowerPoint sample. The slides are based on and created from the Instructor Guide. PowerPoint slides are a great tool to use during the facilitation of the material; they help to focus on the important points of information presented during the training.
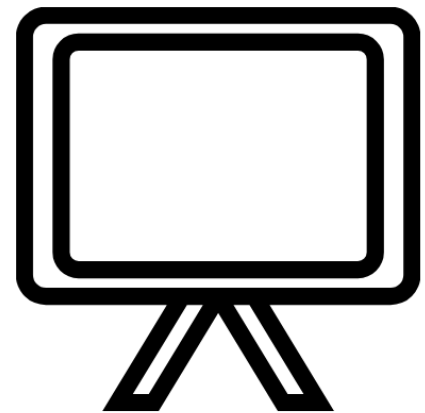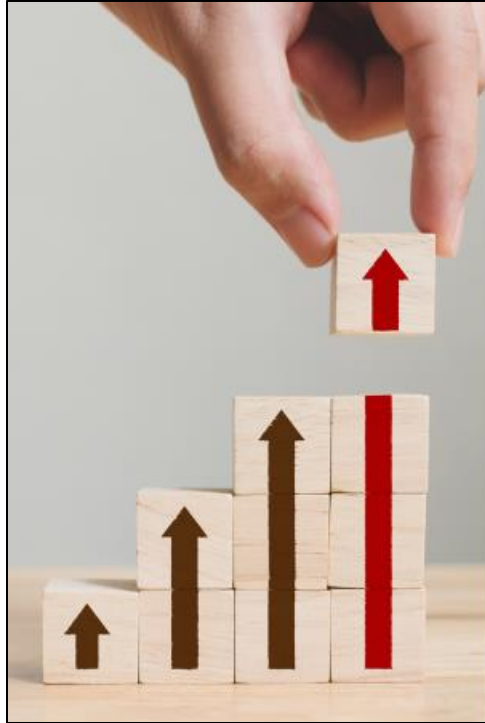
> *The employer generally gets the employees he deserves.*
>
> Walter Gilbey

Introduction to Recruitment

Many companies simply wait for talent to come to them. Actively seeking out qualified candidates is the best way to ensure that you find the talent that you need.

What is Recruitment?

- Unexpected vacancies
- Anticipated vacancies
- Deliberate changes

Challenges and Trends

- Trends: Companies are hiring more employees since the recession

- Challenges: Differentiating between talent and experience

Sourcing Candidates

- Determine skills required
- Do not assume
- Search all resumes

Requirements

- Knowledge
- Skill sets
- Talent

Practical Illustration

- What is Recruitment?
- Challenges and Trends
- Sourcing Candidates
- Requirements

Module Two: Review Questions

1. What is not a need that recruitment meets?

A. Deliberate changes

B. Unexpected vacancies

C. Anticipated vacancies

D. Training issues

Quick Reference Sheets

Below is an example of our Quick Reference Sheets. They are used to provide the participants with a quick way to reference the material after the course has been completed. They can be customized by the trainer to provide the material deemed the most important. They are a way the participants can look back and reference the material at a later date.

They are also very useful as a take-away from the workshop when branded. When a participant leaves with a Quick Reference Sheet it provides a great way to promote future business.

Employee Recognition
Quick Reference Sheet

Budget

Once you have selected the goals of your program, you will want to constitute a budget. It's important to remember that an extravagant budget is not necessarily required. Rewards can be anything from a high five to an all-expenses paid vacation. When creating a budget, make sure the rewards offered are attainable for more than just one year. You don't want to start a program, only to disassemble it the following year due to budget issues.

Talk to your management team or any department that would be in charge of allocating funds toward an employee recognition program. Decide collectively how much the company wants to spend on the program. Remember that saying, "Thank you!" is free.

Keep it Simple

Designing an employee recognition program can be likened to a snowball rolling down a hill. When the ball rolls down the hill, it collects snow. The bigger the snowball gets the more snow it collects and the faster it grows. What seems to start out small and simple can grow large and complicated very easily. When you are developing your program, make sure to keep the guidelines as clear and simple as possible. Check with your staff to see if they have questions about the program. If so, you may need to rethink some of its aspects.

Keep the guidelines simple and clear

Provide examples of what you expect

Provide tools that explain the goals or criteria

Offer training and information sessions

Setting Guidelines

According to Webster's dictionary, guideline is defined as a general rule, principle, or piece of advice. A guideline is a statement by which to determine a course of action. A guideline aims to streamline particular processes according to a set routine or sound practice.

Ensuring your guidelines are clear and simple, is imperative for success. Training management on how to draft those guidelines is paramount. Keep in mind that a good recognition and reward system provides employees with three things:

A reasonable reward for their efforts

Inspiration to sustain and improve their job performance

A clear description of what behaviors the company values

When setting guidelines, make sure that you stay within the parameters of your company policies and goals.

Handouts

Each course is provided with a wide range of worksheets. Worksheets help check your participants' understanding. If a lesson calls for a worksheet, it will be listed in the Lesson Plan box under Materials Required. All worksheets are customizable and can be found in the Appendix of the Instructor Guide and the Training Manual.

As a trainer, icebreakers give your participants the opportunity to get to know each other better or simply begin the training session on a positive note. Icebreakers promote collaboration, increase engagement, and make your training more light-hearted and fun. Below is an example from the Icebreakers folder.
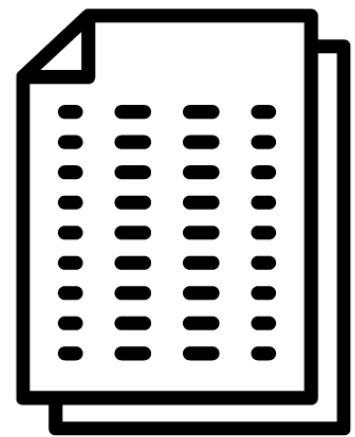
Sample Worksheet 1

Challenges

Brainstorm ways to handle recruitment challenges.

Generational Challenges:

_____

_____

_____

_____

Position Changes:

_____

_____

_____

_____

Talent and Experience:

_____

_____

_____

_____

Sample Worksheet 2

Sourcing

How would your source for your position? Write down a strategy. Remember that you can source internal and external candidates.

_____

_____

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Sample Worksheet 3

Requirements

Make a list of requirements for a personal assistant.

_____

_____

_____

_____

_____

_____

_____

_____

_____

_____

Icebreaker: A New Leader

PURPOSE

To help participants get acquainted and start talking to each other.

MATERIALS REQUIRED

1. Index cards

PREPARATION

Write the name of a different famous person on five or six index cards. Some examples: Madonna, Tiger Woods, Lance Armstrong, Nelson Mandela, Bill Gates, Angelina Jolie.

Divide participants into groups of four to six. Give each group one of the cards.

ACTIVITY

Tell participants that the president of their company (or the head of their department) has resigned and the position is now being taken over by the person on their index card. Ask each group to think of one characteristic of this person that will help them do well in this new role.

After a few minutes, ask the groups to report on what they decided.

Certificate of Completion

Every course comes with a Certificate of Completion where the participants can be recognized for completing the course. It provides a record of their attendance and to be recognized for their participation in the workshop.
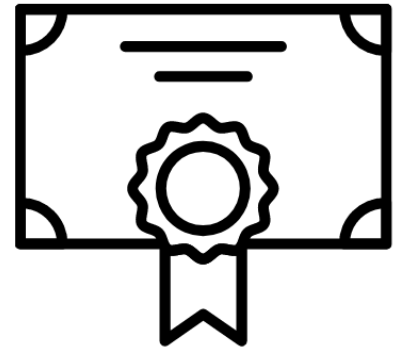
CERTIFICATE OF COMPLETION

[Name]

Has mastered the course
Employee Recruitment

Awarded this _____ day of _____ e _____, 20 _____

_____

Presenter Name and Title