

THE BROKEN JOB DESCRIPTION

AND THE ONBOARDING PERCEPTION GAP

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The Value of Effective Job Descriptions

An optimised recruitment process can benefit the business in many ways. Allegis Group recently surveyed their global audience of hiring managers and candidates and found that 80% of both hiring managers and candidates agree that an optimised recruitment process can enable the organisation to attract quality talent.

Provide regular information

Our research found, however, that there are a number of discrepancies between how a hiring manager and a candidate view the recruitment experience.

70% of candidates told us that getting regular information from employers throughout the hiring process was either somewhat of an issue or a significant issue. Recruitment is about relationship-building and as such, it is important for employers to maintain a human touch. Candidates commit time, effort and often money when seeking new employment and providing them with regular information is respectful and emphasises their value.

Keep candidates engaged

Providing a positive candidate experience keeps top talent engaged. 65% of candidates also agreed that getting a realistic, accurate and detailed picture of available jobs is also somewhat of an issue or a significant issue and a further 77% say that the position is only sometimes or never communicated consistently from all stakeholders involved in the screening process.

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Provide a detailed picture

So it is important to always give as detailed a picture of the available position as possible and to keep the candidate updated about how she or he is progressing through the process. Better and consistent communication throughout and after the application would make a very positive impact.

Competition for top talent is high. In the UK for example, the number of people in employment is at a record high of 32 million while unemployment is also at its lowest rate since 1975. At the same time, the latest figures from the Office of National Statistics Labour Force Survey also show that the number of vacancies increased year-on-year to 774,000 vacancies in 2017.

Keep in touch

Our own research found that candidates are contacted 14 times per month about available roles whilst actively seeking new employment and up to 42 times during a six month contract. This is evidence that candidates are constantly having their heads turned in different directions. It is important to keep in touch with candidates to keep them engaged throughout the process.

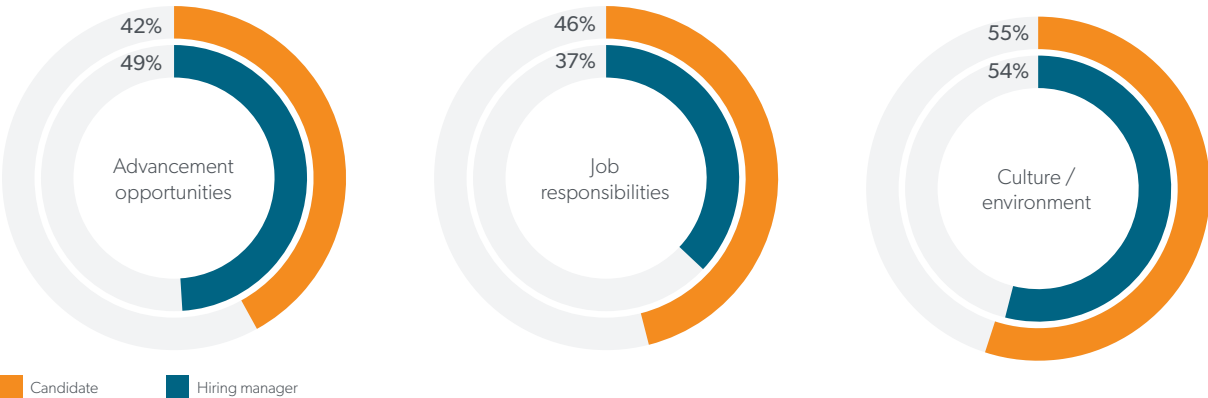
Is the Job Description Really Broken?

The job description is fundamental to the entire recruitment process. Get it wrong and the entire process could be thrown off course - causing unnecessary delays, attracting the wrong talent and worse, putting off potentially perfect candidates.

Provide clarity

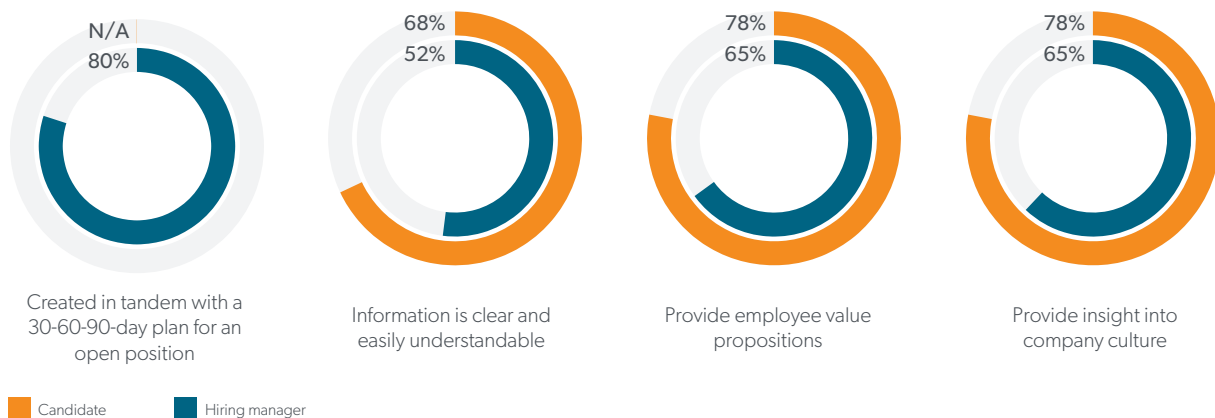
Culture and environment, job responsibilities and advancement opportunities were aspects respondents ranked as most important when it comes to looking for a new role (see Figure 1). So it is important that these are spelled out clearly in the job description.

Figure 1: The most important aspects of a job description



“Incredibly, **92%** of hiring managers say employees are not always hired with the skills required to do the job”.

Figure 2: % of respondents who agree job descriptions don't include these four best practices



Perhaps counterintuitively, only 23% of hiring managers and 12% of candidates believe that the employers' market brand is the most important aspect of a job.

Thinking about the role you are recruiting for with a view to a 30-60-90-day plan and writing the job description in tandem with that plan is the perfect way to ensure that the job description is aligned with your business needs.

And yet 80% of hiring managers told us that they don't create a 30-60-90-day plan for an open position (see *Figure 2*).

Where is it going wrong?

The consequence can be a job description that is not fit for purpose: 52% of hiring managers and 68% of candidates don't believe that the information provided in the job description is clear and accurate; 65% of hiring managers and 78% of candidates don't believe that job descriptions illustrate the employee value proposition of the business; and 62% of hiring managers and 78% of candidates say that the job description fails to provide insight into the company culture. The job description is, at worst, broken.

Our research also found differing attitudes to the necessary skills required to perform a role between hiring managers and candidates. Incredibly, 92% of hiring managers say that employees are not always hired with the skills required to do the job.

This corresponds with 93% of candidates who say that they are offered jobs for which they are not always fully qualified.

While 53% of candidates expect to come fully equipped with the necessary skills and/or experience, only 28% of hiring managers concurred. Building on this, 42% of candidates would expect to be moderately trained within the role, 63% of hiring managers are willing or expect to moderately train candidates in select skillsets.

Therefore a question the hiring manager should consider when writing the job description is: are the non-negotiable skills necessary for a candidate to perform effectively being clearly articulated?

Our research also tells us that the screening process fails to meet the expectations of both the hiring manager

and the candidate. In fact, 86% of hiring managers told us that they are not always catching out lies and exaggerations during the interview process.

By way of explanation, our research found that 58% of hiring managers do not align their screening questions with the job description requirements (73% of candidates agree) and 60% say that supervisory references are not always contacted or vetted prior to the start date (72% of candidates agree).

These trends indicate that by the time a candidate has completed an interview process, several opportunities have been missed:

- to correctly assess the appropriate skills required for the job;
- to identify if the candidate is suited to the culture and environment of the business;
- to ensure job responsibilities are sufficient for the candidate; and
- to ensure advancement opportunities are aligned to the candidate's career ambitions.

“Properly vetting references and aligning screening questions will go a long way towards helping to identify the **perfect** candidate”.

The Onboarding Perception Gap

It takes time and effort to fill a new role. For example, our research found that it can take an average of 12 weeks between first identifying a high-skill permanent position to filling it.

According to hiring managers it can take a further eight weeks for a new hire to become productive. This means the entire process takes up to five months before a new recruit starts to add value to the business.

The cost of poor onboarding

Considering the time, effort and investment that goes into making a new hire, losing someone in the early days of their new role would be a significant loss.

And yet, 54% of candidates told us that they would seek to leave an organisation if the onboarding experience is poor.

Our research found that there is a perception gap between how well hiring managers believe the onboarding

experience is delivered compared with how candidates view it (see Figure 3). 77% of hiring managers believe they are organised and prepared for their new hire’s first day as opposed to 33% of candidates.

Being organised and prepared includes introducing a new hire to teammates and key stakeholders, giving them a tour of the facilities, ensuring their IT and office resources are set up and ready, ensuring a new hire is given a background to the company and meeting with new hires frequently.

A properly thought out job description written in conjunction with a 30-60-90-day plan, which is clear and understandable, provides employee value propositions and insight into company culture and is the first step towards attracting top quality candidates for the role. Clearly differentiating between must-have skills and nice-to-have skills is a further step in the right direction. Properly vetting references and aligning screening questions will go a long way towards helping to identify the perfect candidate.

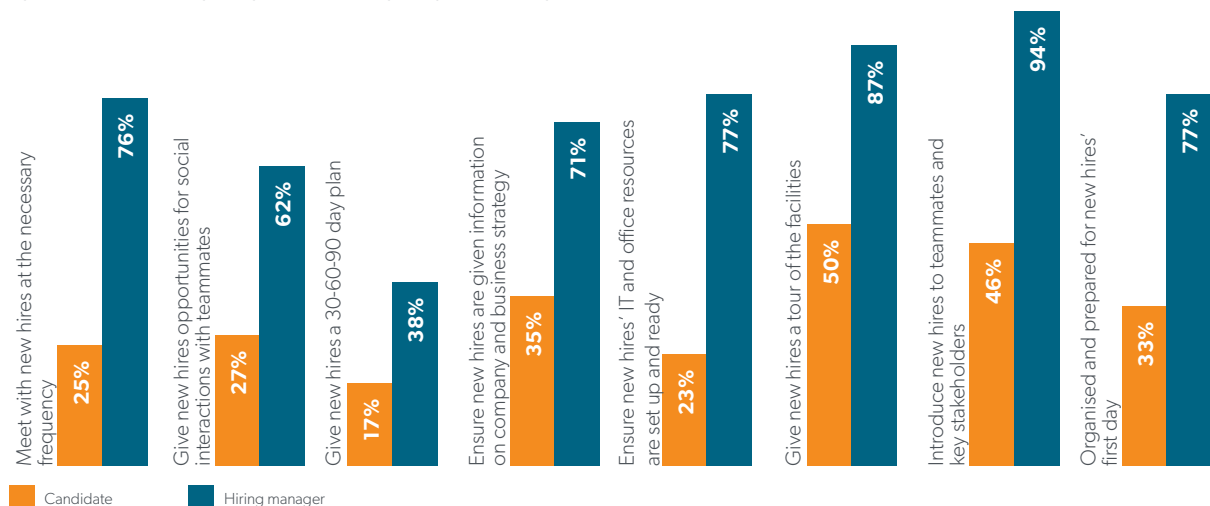
The candidate experience

It’s also vital to take the candidate experience into consideration.

Remaining in touch with the candidate during the interview process will keep them interested while a structured and well-communicated onboarding experience will ensure a candidate’s successful integration into a new organisation.



Figure 3: How often do hiring managers do the following during the onboarding process



WHITE PAPER : THE BROKEN JOB DESCRIPTION

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