

Recruitment market insights

The candidate employment market

- Unemployment rates remain at a 50-year low of 3.7%
- Diminishing skill pools – Revit, BIM, Senior/Project Architects, Stage 4&5 experience and FF&E Designers
- Fewer job applications and a more passive approach to changing jobs
- Multiple job opportunities, offers, and increasing counteroffers
- Generation 'C' (COVID, climate change, carbon footprint, choice)

What candidates want

- Work-life balance & integration
- Competitive salaries & benefits
- Career progression, promotions & regular development reviews
- Employers with a commitment to Diversity & Inclusion
- Ethical and sustainable projects
- A positive recruitment experience

What companies are doing

- Hiring for growth – restructuring, replacing and reinventing businesses
- Desire for plug and play employees who can take on projects
- Preference for permanent hires, taking a longer term view and avoiding complex IR35 processes
- Offering more flexible working, benefits, and competitive pay
- Developing their Employer Value Proposition (EVP) to remain competitive – what can we offer our current and future employees?



Winning Strategy 1

Great interviews start with great preparation

- ✓ Book time for interview preparation – reduces the chance of last minute or no preparation at all.
- ✓ Agree format and objectives for the interview – roles, timings, candidate preparation, etc.
- ✓ Read the CV/profile and review against the job description & competencies.
- ✓ Consider 'essentials' versus 'desirables' required – be realistic and flexible.
- ✓ Avoid early interview bias – keep an open mind (see winning strategy 3).
- ✓ Prepare relevant questions and consider question banks.
- ✓ Think about your company selling points for each candidate – what are their reasons for changing jobs and what can we offer them?
- ✓ Book time for your interview debrief – prompt and constructive feedback is key.

Winning Strategy 2

Great interviews are a two-way street

- ✓ Put the candidate at ease from the start – be on time and welcoming, make small talk and introductions, etc.
- ✓ Ask logical, relevant, value-adding questions – 5WH, TED (tell/explain/describe).
- ✓ Understanding your ABC's – Abilities (what they can do), Behaviours (how they do it) and Character (who they are/what they stand for).
- ✓ Challenge candidates constructively and professionally – interview vs interrogate.
- ✓ Listen to understand – good questions are the key, when people feel understood, they will open up more.
- ✓ 'Sell not tell' when talking about yourself/your business – people connect with and remember people and their stories, not facts and data.
- ✓ Allow time for the candidate's questions.
- ✓ At the end, ask candidates for initial feedback and give them an office tour.



Winning Strategy 3

Great interviews are non-bias and ensure the best person for the job gets hired

Types of interview bias

- First impression
- Non-verbal
- Cultural noise
- Affinity bias '*similar to me*'
- Inconsistent questioning
- Confirmation bias
- Recency/comparable bias
- Discriminating against any of the 9 protected characteristics - under the Equality Act 2010

Ways to avoid bias and discrimination in interviews

- Use questions banks/score-carding
- Create a diverse interview panel
- Keep factual notes (Data Protection Act 2018) and do not make decisions until after the interview
- Focus on the requirements of the job, not the protected characteristics
- Use reverse logic- be cynical with those you like and open-minded with those you don't like
- Consider 'reasonable adjustments' in the recruitment process
- Use 'equality monitoring' outside of the interview process
- Avoid direct/indirect discrimination questions eg, are you married/planning on having a family, how many sick days in your last job, etc?



Winning Strategy 4

Great interviews require great communication to elevate your brand & secure the best talent

Before the interview

- Provide prompt response and feedback on CV's, interviews, etc
- Interviewers meet to prepare for interview success
- Hiring managers to contact candidates via LinkedIn, email etc
- Clear communication and expectation setting with the candidate
- Use pre-disclosed questions
- Provide company information explaining your Employer Value Proposition (EVP)

During the interview

- Give a great first impressions of your company – be on time, welcoming, well prepared
- Asking great, valued added questions and listening to understand
- Selling yourself and your business, inline with candidates needs/wants
- Talk about people and culture as much as you talk about the job
- Communicate clear expectations in the role
- Allow time for the candidate's questions
- Ask for interview feedback and provide an office tour

After the interview / pre-boarding

- Provide prompt, detailed feedback
- Message to thank them for coming in and be available for further questions
- Make timely job offers and avoid low-balling
- Prepare ahead for other potential offers/counter-offers
- Keep in regular contact with the candidate before they start:
 - Send a welcome message
 - Provide new starter information
 - Offer project info, reading lists, etc
 - Meet the team, peer coaches, etc
 - Invite to lunches, socials, events

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