Great Western Railway

Getting the best from your Hiring Managers

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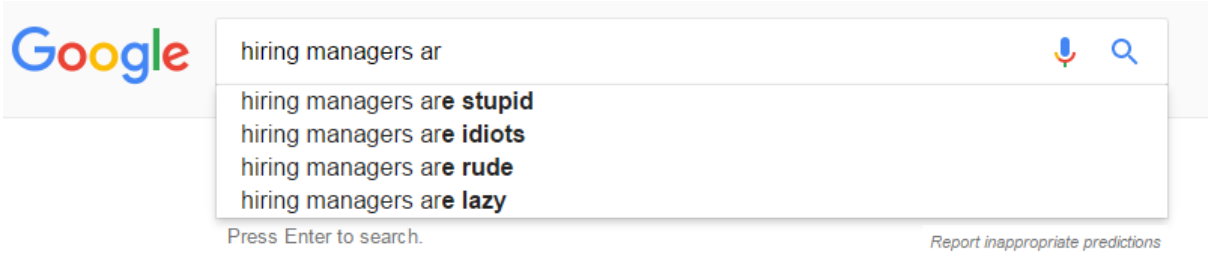
Hiring Managers – like or loath

Words to describe Hiring Mangers……

- **Necessary evil**
- **Blockers**
- **My biggest headache**



Credit - Betts Recruiting

Hiring Managers – like or loath

What if?

- Brand ambassadors
- Extension of our talent acquisition teams
- Advocates of recruitment process

It’s all about relationships

Process Police

What we hear….

- Gut feel
- You just know
- I've been doing this for years
- I'll know what I like when I see it
- I don't need HR getting in the way of my hire

Why have a policy and consistent process?

- Inconsistent approach = inconsistent results
- Minimum standards
- Candidate experience
- Continuous improvement
- Legal defensibility

Minimum standards of assessment

- Behavioural frameworks
- Company values
- Business plan
- Cultural vision

Assessment Matrix by Grade	
Mandated	√

			Tool Type					
	Business Area	Level	SJT	Skills Testing/OPQ	Telephone Interview	Shortlist	Assessment Centre	Competency Based
Operations	Drivers	Entry Level	√	√	√		√	√
	Drivers	Enhanced Level	√			√		√
	Stations	Entry Level	√		√		√	√
	Stations	Enhanced Level	√		√	√		√
	Revenue	Entry Level	√		√		√	√
	Revenue	Enhanced Level	√		√	√		√
	On Board Service	Entry Level	√		√		√	√
	On Board Service	Enhanced Level	√		√	√		√
	Guards	Enhanced Level	√		√		√	√
Engineering		Entry Level	√		√		√	√
		Enhanced Level	√			√		√
HQ & all Management		Non-volume		√		√		√

Tools and techniques – arming your Hiring Managers

Interview

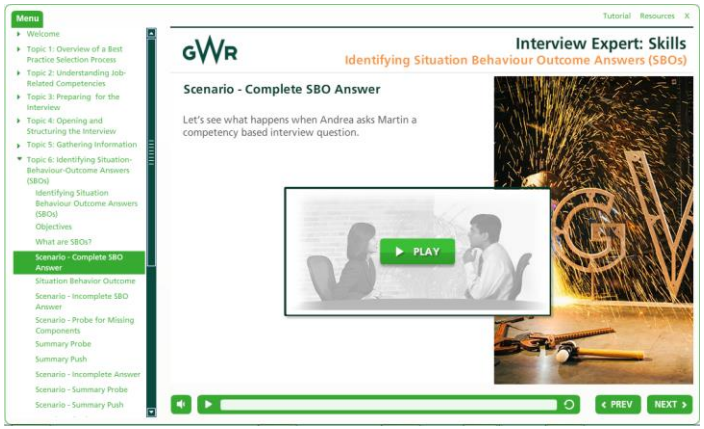
- Set your minimum standards of assessment
- Gone through shortlisting/psychometric assessments
- Ensured behaviours and values are embedded into interview
- Manager set technical competencies
- Provided interview pack?

What could go wrong?.....

BBC

Tools and techniques – arming your Hiring Managers

- Created online interview course – minimise risk and introduce tools and techniques for making correct selection decisions
- All interviewing managers to undertake course and pass assessment
- Follow up face to face role play



That looks great but what's in it for me?

- Better candidate experience
- Higher engagement = lower drop outs
- Improved employer brand

Ultimately improved:

- Time to hire
- Cost per hire
- Quality of hire

…there's no point having flair if there's no substance underneath

Roundtable Discussion (30 mins)

Q1. Discuss the current relationship you have with hiring managers. How would you rate it? How would they rate it?

Q2. What quick wins could you implement to better your relationship?

in-house RECRUITMENT network