

Onboarding & Retention

A guide to improving offer acceptance in a competitive candidate led market

Detail2Recruitment

Your route to the right people™

Founded in 2002, Detail2Recruitment is a national recruitment partner with 20 years of experience. We focus on connecting talent with leading employers across a number of key industries and disciplines including; Manufacturing, Engineering, Supply Chain, Logistics, Commercial and Hospitality.

Our Values

D

DEVELOPMENT

We support and invest in our people to ensure they realise their potential.

E

ENERGY

We are energetic and enthusiastic about who we are and what we do.

T

TEAMWORK

We are one team working together to always achieve greater results.

A

ADAPTABILITY

We adapt to different situations and always strive to embrace positive change.

I

IMPACT

We understand the impact our work has on our client's organisations and the careers of our candidates.

L

LEADERSHIP

We lead by example and are empowered to ensure the best outcome for our clients and candidates.

“

Going the extra mile for our clients and candidates, constantly innovating and collaborating to make a positive difference to their organisations and careers.

”

Rely On Our Services



Expert Headhunters



Established Candidate Networks



In-house Psychometric Testing



UK, Nationwide



Detail2
Recruitment

Retaining Candidates



Drawing from our experience of working with FTSE 100 PLC's to SME's, we are seeing an increasing trend of companies failing to secure their **preferred candidate(s)** once they've delivered an **offer of employment**.



In a candidate short market, the effectiveness of a company's onboarding process can be the difference between **securing** the preferred candidate or **losing** them to a competitor or to a counter-offer from their current employer. Despite the **highly competitive** candidate market we still see some businesses failing to maintain sufficient candidate engagement during the onboarding period.



Once a candidate has gone through the recruitment process there has already been a **significant cost incurred**. Consider those expenses from **advertising costs** through to time spent interviewing and **senior management's time** approving new appointments. If the appointment falls down due to poor onboarding then a significant amount of both time and money is written off.

Surveys reveal that employees focus on the following factors in their potential new workplace and role:

- **Team, people, and culture**
- **Flexible working policy**
- **Competitive salary and bonus structure**
- **Purpose, vision, and values**

“

For **every week** an offered candidate goes without contact from their new employer the likelihood of them starting **reduces by 25%**.

”

Company Culture

Candidates want to hear about your company culture to see if it aligns with their own **needs and values**. We've listed below some of the areas that are **most important** to candidates when looking to make a job move.



A Positive Company Culture

A company that cultivates its culture through social events, team-building exercises, and activities bring positivity and motivation to the workforce. Having a team performance-based bonus structure will also encourage a positive shift.



Trust, Value & Recognition

Almost one-third of candidates are seeking or accepting roles based entirely on a flexible working policy. If you provide the freedom and autonomy of flexible working, this will make your employees feel more trusted and valued.



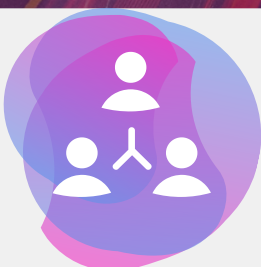
Health & Wellbeing

Your policies and benefits should reflect today's culture shift of increased awareness of individuals' well-being. It would help if you considered your employees' personal needs, or your company may not be seen as desirable to work for.



Clear Vision & Values

Career progression and personal development opportunities are crucial to motivating a workforce. Ensuring you have a story to tell about your brand, your mission, and your future gives candidates an insight into business growth and what their long-term career journey might look like.



Human Connections

Despite the rise in flexible and hybrid working, for many employees being part of a collaborative and supportive team remains high on the agenda. Make sure you highlight how you actively promote and encourage this within your business.

The Cost of Poor Retention

Onboarding new employees correctly is clearly vital to business growth but of equal importance is improving the retention of existing employees. Being short-staffed has a much wider impact on the business and can contribute to both poor performance and reactive decision-making. Key risks include:

Business Performance

Customer service levels can drop when a business is operating without a full team in place. This can lead to the customer taking their business elsewhere, directly impacting revenue and profit. Poor service can also result in missed opportunities to maximise sales and customer retention.



Over Promotion

There's a risk that there will be a temptation to over-promote someone to fill a vacancy which might be causing the hiring manager a headache. However, this is often just a short-term fix that can actually create further issues for the business. Unless you have the right person ready and capable to make the step up then the focus should be on recruiting a more qualified candidate externally to help drive the team and business forward.

Team Morale

Being short-staffed can impact team morale through the increased demands placed on them. This can trigger existing employees to consider their position and potentially seek a new job or be more susceptible to approaches from your competitors.

“

Around 30% of newly placed candidates **leave within the first 6 months**. Of these, over 75% cite **poor onboarding and lack of organisation** around their training as **primary reasons** for leaving, and 40% of those who leave went back to their previous employer.

”

How To Improve Offer Acceptance

The pool of possible candidates has been narrowed down and you are confident in your selection of a suitably strong candidate for the role. How you then deliver the offer to the candidate and follow it up will have a huge impact on whether or not the candidate accepts.

TIPS TO HELP INCREASE OFFER ACCEPTANCE



Focus on the candidate experience



Make the offer as competitive as possible



Highlight any benefits you offer



Maintain regular communication during their notice period

MAKING THE RIGHT OFFER

Recruitment often falls down at the 'offer stage' for a number of reasons. The most common mistake is to offer the candidate less than what they were expecting. This is the quickest way to lose the candidate's engagement and even if they do accept your offer they're more likely to go on to either accept a counter offer or accept a job elsewhere paying a higher salary.

The Risk of a Low Offer

Consider how you would feel if you were the candidate and had invested time going through the recruitment process to them receive an offer that's lower than what you had expected. The money you could 'in theory' save by offering less than what's in the budget will be significantly outweighed by the cost of having to start the recruitment process from scratch if your preferred candidate declines the offer.

Counter Offers

Salary isn't always a candidate's main motivator but it's an important part of their overall decision whether to accept or decline the offer. A good candidate will get a counter offer and if you've not made the best offer you can then you could just be leading them to accept that counter offer and stay where they are.

Improving the Original Offer

Candidates often aren't comfortable negotiating on salary and are more inclined to decline your first offer and move on. Returning to them with an improved offer in our experience rarely ends well. Candidates will often feel devalued by the initial offer and then may rightly question why you didn't put the better offer to them at the start.

Post Offer Communication

A candidate may decline your offer for reasons **other than financial motivation**. Many candidates place equal importance on stability and rely on their instincts when it comes to assessing whether they're making the right or wrong decision in moving jobs. As soon as an offer has been made, there are a few simple but **vital steps** that can really help maintain the candidate's commitment:

Communicate the offer, contract and training information in writing soon after the offer has been made

Moving to a new company is a big step and some candidates are more risk-averse than others. If there are any delays in the process, this could not only delay the transition between companies but could also leave the candidate with too much time to question their decision.



Deliver a personal 'welcome on board' phone call

A personable welcome phone call to the candidate can have such a positive impact. The candidate might be feeling unsure if they've made the right decision in accepting the position or their current manager could be trying to persuade them to stay. A quick phone call welcoming them can make all the difference in reinforcing their decision and get them excited about starting.



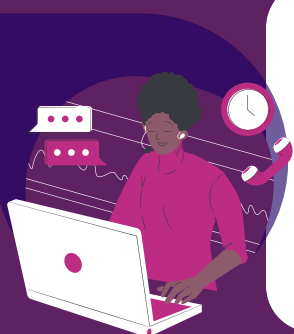
Meet the candidate in person after they've accepted the position

Another personal touch demonstrating to the candidate that they are already part of the team can be really powerful and reduce any nerves they may be feeling about joining a new company. The time and cost of a coffee or lunch meeting is far less than the cost of having to look for a new candidate.



Consistency and reliability of communication

If the candidate is expecting a call or an email with information at a certain time and then that communication is missed, this can be damaging. It can create a level of doubt in the candidate's mind. The impact of not delivering on a promised communication can be far greater than the time it would have taken for the relevant person to deliver this.



In Summary



The Candidates Perspective

Put yourself in the candidate's shoes.

What would a good and engaging recruitment and onboarding process look like to you? What would make you feel welcome and wanted by a new employer?



Give Reassurance

Don't lose sight of the fact that moving jobs is a big decision. It often doesn't just affect the candidate but can also impact others around them. Some candidates can get nervous if things aren't managed properly in the build-up to their start date.



Manage Expectations

If they don't know what to expect in the period between the offer and the start date then they could be unnecessarily worrying about things. **Let them know what to expect and then deliver on the commitments you've given them.**



Make the Best Offer

Whilst you have a budget to manage if you offer less than you could and the candidate doesn't accept it then more often than not you'll end up incurring more cost than if you'd made a better offer in the first place.

Tips

Remember that good candidates aren't secured until they start with your business. If they're working a notice period they're still susceptible to a counteroffer and approaches from other businesses. The work isn't done once an offer has been made and the follow-up needs to be managed properly.



Contact Us



info@detail2recruitment.com



0333 023 0045



www.detail2recruitment.com

