



Employer's Guide to Hiring

Boost your Employer Brand and attract the right talent

Our business is based on building long-term relationships with people like you.

That's why we want you to have the very best possible chance of finding the right talent for your business. This Employer's Guide is written by the InfoSec People Team to help ensure you attract and secure the right people to drive your business forward in the Information Security marketplace.

You might be a small start-up looking to build a team of trusted comrades-in arms, or perhaps you manage an internal recruitment function within a large corporate organisation. Either way, the approach you take to recruiting can either enhance, or damage, your employer brand.

Why is this important?

The attraction, acquisition and retention of talent is a hugely important process for any company, especially when the skills required are in high demand or are highly specialised. "The information security field is expected to see a deficit of 1.5 million professionals by 2020 if we don't take proactive measures to close the gap," says (ISC)² CEO David Shearer.

Increasingly complex cyber threats and a year-on-year rise in security incidents continue to put pressure on the industry. This, coupled with companies adopting innovative IT strategies (Internet of Things (IoT), cloud computing, distributed storage, Bring Your Own Device (BYOD), mobile working, etc.), has resulted in further demand for specialist security knowledge and expertise.

As such, it is an increasingly competitive climate for locating and hiring talented Information Security professionals, with consultancies and end-user businesses vying for the best personnel. All of which is good news if you work in IT Security!

So, when you make the decision to hire, these tips should help your business attract and secure the ideal person for the job.

Contents

To hire, or not to hire?

Tips for identifying who to hire, and how

Preparation steps to take before talking to candidates

Why, when and how to engage with a Recruiter

Robust recruitment practices to enhance your Employer Brand

First, you need to understand your reasons for hiring so that you can decide if now is the right time to hire.

There are a number of reasons why companies hire, but it can be a big step to take, especially if it's your first time. Ask yourself the following questions:

- 1) Am I turning down work because I just can't fit any more into my schedule?
- 2) Am I picking up business I'd like to pursue but that requires skills I don't have?
- 3) Am I receiving complaints that my current customers aren't getting the service they expect?
- 4) Have I established a steady revenue stream that will enable me to pay wages?

If the answer to all of these questions is "Yes" then now is a good time to consider employing someone else.

If you own or work for a larger, or more established organisation, your reasons for hiring may include:

- 1) Hiring a replacement for an existing employee who is leaving, or backfilling after promotion,
- 2) Growth or expansion of the business means the current workforce are no longer able to deliver within the person-hours available,
- 3) A previously temporary need for specific skills has developed into a longer term or permanent need,
- 4) You want to make business process or technology improvements but no-one has the time or capacity to focus on these developments outside of core business duties.

To hire, or not to hire?

Employing someone new on a full time, permanent basis is, however, just one of a number of options.

Other options include:

- Sharing work across existing employees
- Promoting existing staff internally
- Training existing employees in new skills
- Offering existing part time employees the opportunity to work additional hours, or full time
- Offering existing employees overtime
- Adopting flexible working arrangements
- Re-organising tasks or company structure
- Hiring temporary help through an employment business

Identify exactly who you need to hire and where to go to find them.

Asking yourself the following questions can be extremely useful when putting together a business case or a clearly defined job specification, and when advertising.

When you know what and who you want, you will find it easy to deliver a consistent message, regardless of the approach you then take to find them.

Tips for identifying who to hire, and how

Hiring a Permanent Employee

Advantages

- Security and peace of mind in the knowledge your workforce can fulfil the day to day running of the business.
- Predictable and steady employment costs.
- Investment in training and development can be retained within the business.
- Permanent employees have a sense of belonging and can become loyal brand ambassadors for your business.
- Ensured continuity of working standards.

Who?

- 1) What is it that you need to achieve? What are the skills and experience that you are going to require to make it happen?
- 2) How quickly do you need to get someone up and running in the role?
- 3) Is there anyone currently in your organisation who already has the skills, or the potential and desire to upskill with training? If so, have you thought about offering a promotion rather than making a brand new hire?
- 4) What research have you done to find out what the current market rate is for those skills. What is your budget? What can you afford?
- 5) Does the new role demand someone to work Full Time, or Part Time hours? Is there any flexibility around when those hours can be worked?
- 6) Is your requirement for these skills likely to be ongoing, or is it only to get you through a period of absence, to work on a particular project, or for an as yet unknown set period of time?

The following table sets out the pros and cons of hiring a permanent employee vs a contractor or temporary worker:

Disadvantages

- It can take time to find, interview and start someone in a permanent role, especially if they have to give notice.
- Skills training and mentoring is at the employer's expense.
- Employing people comes with an administrative burden.
- The employer takes on the risk that an employee could be unproductive or even disruptive to the organisation.
- Limited flexibility to scale the workforce up or down quickly if the need arises.

Hiring a Contractor or Temporary worker

Advantages

- An urgent requirement can be filled very quickly.
- Flexibility to downsize swiftly without any negative implication.
- Gain specialist expertise for a specific task and pay only for the duration you need them.
- No PAYE or NI administration commitments if engaging limited company contractors or using a temp agency.

Disadvantages

- Costs can be substantially higher than the equivalent daily rate for employing someone.
- Permanent employees could resent contractors being paid more to do a similar job.
- Specialist skills and expertise are not developed in-house.
- Commitment to the business culture may be lacking.
- Continuity of work standards cannot be guaranteed.

Now, how do you go about finding the ideal person?

How?

- 1) Ask in-house – you may identify the skills you need within your existing workforce.
- 2) Who do you already know in your business network? Do they know anyone suitable?
- 3) Ask your current employees to refer or recommend people they know.
- 4) Attend industry and recruitment events to connect with people looking for work in your field.
- 5) Advertise online or in the press, if relevant.
- 6) Engage with a specialist recruitment business for specialist skills or industry expertise.
- 7) Use business networking platforms, such as LinkedIn, to approach people with the right skills directly.

Here are some considerations and key actions to take prior to talking to candidates, to avoid potential delays or wasted time when recruiting

Preparation steps to take before talking to candidates

1. Identify your Unique Selling Point (USP). Why would a candidate looking for work want to join or accept a contract engagement with your company?
2. Find out what your competition is offering – can you compete on salary or rate? If not, what else have you got to offer in the way of benefits, company culture, on site facilities, flexible working, etc.
3. Remember you are hiring a person with values, preferences and a personality. What values are you looking for that will match with your existing team. What kind of personality is likely to fit best?
4. Have you hired for a similar position before? Is the job spec still relevant or does it need updating? Is there anyone you need to ask to input to this?
5. Do you need to obtain sign-off from elsewhere in the business in order to start the recruitment process? If so, have you got it?
6. Are you in a position to be able to interview, make an offer and to start the candidate straight away, or are you looking to take someone on at a future point in time? If so, when is that likely to be?
7. To avoid any possibility of candidates potentially falling through the gap, do you need to nominate a specific person to be the main point of contact for the role? Yourself, a co-ordinator, another manager?
8. Who will be involved in the interview process? What is their availability over the coming weeks? Are there any periods of time they definitely can't do, such as when they are away on holiday?

Putting some preparation in before starting to engage with candidates will mean the recruitment process will run as smoothly as possible and should result in happy new hires who are fully engaged in your company values and goals.

If you haven't got the time to do everything yourself, or you need some specialist help, you may want to work with a Recruitment Business.

It's true; not all recruiters are cut from the same cloth, however, a professional recruitment business that specialises in and has a good understanding of your industry will actually cut down on time and cost to hire.

1. It is important that recruiters have experience in your industry. They will more quickly understand your requirements, represent your business professionally and talk the candidate's language, with an ability to identify accomplishments (and exaggerations).
2. Recruiters have an insight into the hiring marketplace. They know where to look (and where not to look) for suitable people and they will know what your competitors are doing to attract talent.
3. An experienced recruiter can advise you on salary benchmarking, job descriptions and overcoming any potential obstacles to hiring that you might need to be aware of.
4. Recruiters can objectively screen candidates against your requirements, cutting down on your time and effort engaging with people who are not suitable.
5. Working with a recruiter who understands your business, brand and culture will impress and inform candidates who might be looking at several other options. If a candidate is fully informed and hears a consistent message throughout the hiring process, they will naturally feel positive about the experience and regard your company in a favourable light.

Why, when and how to engage and work with a recruiter

Be aware that your ideal candidate probably isn't looking for you. Most good people are already working and won't be pushing their CVs out to the market or looking at job adverts. This makes them difficult to find and harder to attract their attention by simply advertising your vacancy.

A trained recruiter will have experience in identifying and approaching the 'hidden' candidates who are qualified for your job opening and making them aware of your opportunity. It's what they do every day.

Here are some other things to consider:

6. Most recruiting is done on a **contingency** basis, which means if the recruiter doesn't fill your assignment, you don't pay. If you do hire one of the recruiter's candidates, the average fee for a permanent placement is currently around 20%, or 15% margin on a contractor's day rate.
7. An alternative recruiting model is to work on a **retained** basis, whereby the recruiter will charge an upfront fee to conduct a search and will work on an exclusive basis. This can appear expensive initially, but in return you will get a much higher level of service and the retained recruiter will work more closely with you, on a consultative basis, to find a better quality candidate.
8. Generally speaking, it is best to establish a good relationship with a recruiter that you trust to work with integrity, and use them exclusively on assignments. It can be risky to engage with several recruiters to fill one position.
9. Good recruiters are particularly valuable if you have frequent hiring needs as they will already be familiar with your company and should be able to respond quickly for you.
10. Recruiters are used to managing the offer process and anticipating and addressing potential hiccoughs before they arise, including counteroffers.

A positive experience during the recruitment process will enhance your company's ability to attract and retain the top talent.

Robust recruitment practices to enhance your Employer Brand

Hiring the right people will inevitably impact on an organisation's effectiveness and performance. A robust recruitment process with a focus on good, two-way communication will help to secure the right people. What constitutes an effective recruitment process?

1. Clearly communicating your requirements, as well anything that you do not want in a candidate.
2. Being selective about who you interview, otherwise you risk wasting your valuable time as well as other peoples'.
3. Helping a candidate to prepare and perform at their best at interview by setting out your expectations in advance. If you want them to submit a presentation or take a technical test, let them know with adequate time to prepare.
4. Ensuring your interviewers are trained and prepared to "sell" your role and company as well as to elicit the relevant information you need from the candidates. While you are comparing individuals for the best fit for your role, the candidates will be comparing opportunities and companies they'd like to work for.
5. Providing timely and constructive feedback on CVs that have been reviewed and to candidates that have been interviewed. The longer you sit on feedback, the more likely you are to lose a candidate to a competitor who has responded more quickly.
6. If you need to hire urgently, make sure you prioritise time in your diary to carry out each stage of the recruitment process – writing a job spec, engaging with recruiters, reviewing CVs, arranging and hosting interviews and providing feedback. Otherwise the process will drag on longer than necessary and this can be off-putting as a first impression of a company and could be deal-breaking when it comes to considering accepting an offer.

Recruitment and your business...

The attraction, acquisition and retention of talent is a hugely important process for any company, especially when the skills required are in high demand or are highly specialised. Hiring the wrong person can also be costly to your business. At InfoSec People we take the same approach with our clients as we do with our candidates; by providing a bespoke service on a case-by-case basis. We are not only looking for the right skill sets and cultural fit to fulfill your requirements, but for the right people to actively drive your business forward for the long term

Call us now on **01242 507100**
and see how we can help you
recruit the workforce you need

www.infosecpeople.co.uk

InfoSec People's Mission Statement

InfoSec People provide premier recruitment solutions within the Information Security and IT sectors through sustainable relationships, service excellence and true industry knowledge.

InfoSec People Ltd

Suite 223. Eagle Tower

Montpellier Drive

Cheltenham

GL50 1TA

Email: info@infosecpeople.co.uk

01242 507100