Course Title: The Full-Cycle Recruitment Process: Attracting & Hiring Top Talent

- **Duration:** 5 Days (approximately 35-40 instructional hours)
- **Course Goal:** To provide new and intermediate recruiters, hiring managers, and HR professionals with a comprehensive, end-to-end understanding of the full-cycle recruitment process, equipping them with the strategic frameworks, practical tools, and essential skills to effectively source, attract, interview, and hire top talent in a competitive market.
- **Core Focus:** Mastering the recruitment lifecycle from job posting and sourcing to interviewing, offering, and hiring top talent.

Learning Objectives:

Upon successful completion of this workshop, participants will be able to:

- **Develop** compelling and inclusive job descriptions that attract the right candidates.
- **Implement** a multi-channel sourcing strategy, including leveraging job boards, social media, and direct outreach.
- **Conduct** effective candidate screening and shortlisting to build a strong talent pipeline.
- **Master** behavioral and competency-based interviewing techniques to accurately assess candidate skills and cultural fit.
- **Mitigate** unconscious bias throughout the hiring process to ensure fair and equitable selection.
- **Coordinate** an efficient and positive candidate experience from application to offer.
- **Structure** and extend competitive job offers and effectively manage negotiations.
- **Utilize** key recruitment metrics to measure the effectiveness of their hiring process.
- **Build** strong collaborative relationships with hiring managers.
- **Create** a personal action plan to improve their recruitment practices.

Target Audience:

- New and junior recruiters, talent acquisition specialists, and sourcers.
- HR generalists who have recruitment as part of their responsibilities.
- Hiring managers and team leaders who are heavily involved in the recruitment process.
- Anyone aspiring to a career in talent acquisition.

Prerequisites:

- None. This course is designed to cover the full process from the ground up, but some familiarity with a professional work environment is expected.

Teaching Methodology:

This is a highly interactive and skills-based workshop. The methodology includes:

- **Interactive Lectures:** Introducing core concepts, frameworks, and best practices in recruitment.
- **Practical Workshops:** Participants will actively write job descriptions, build sourcing plans, and develop interview questions.

- **Intensive Role-Playing & Simulations:** The core of the workshop, where participants practice screening calls, conducting behavioral interviews, and extending offers in a coached environment.
- **Case Study Analysis:** Deconstructing real-world recruitment scenarios to learn from successes and failures.
- **Group Discussions & Peer Feedback:** Sharing challenges, best practices, and providing feedback on each other's work.
- **Tool Demonstrations:** Overview of common recruitment tools like Applicant Tracking Systems (ATS), LinkedIn Recruiter, etc.
- **Action Planning:** Developing personal plans to apply learning directly to their roles.

*(For **Online Delivery**, this will be adapted using breakout rooms for role-playing, virtual whiteboards (e.g., Miro/Mural) for brainstorming, polls for engagement, and screen sharing for tool demonstrations and profile reviews.)*

Materials Provided:

- Comprehensive digital or printed workbook with key concepts, tools, templates, and checklists.
- Templates for a Job Intake Form, Job Description, Interview Scorecard, and Offer Letter.
- A bank of sample behavioral interview questions mapped to common competencies.
- Case study documents and detailed role-playing scenarios.
- A personal action plan template for recruitment excellence.
- Certificate of Completion.

Detailed Day-by-Day Curriculum

Day 1: The Foundation – Strategy, Planning & Sourcing

- **Module 1: The Strategic Role of Recruitment (Approx. 2 hours)**
  - Welcome, introductions, and course objectives.
  - Recruitment as a strategic business function, not just a transactional process.
  - The modern talent landscape: Challenges and opportunities.
  - Overview of the Full-Cycle Recruitment Process (Plan -> Source -> Screen -> Interview -> Offer -> Hire).
  - Key roles and responsibilities (Recruiter vs. Hiring Manager vs. HR).
  - **Activity:** "My Biggest Recruiting Challenge" – Participants share their primary struggle.
- **Module 2: Planning the Hire: The Job Intake & Job Description (Approx. 3 hours)**
  - Conducting an effective "Job Intake" meeting with the hiring manager to define needs.
  - Moving beyond a list of tasks to defining the core competencies and success profile for the role.
  - The anatomy of a compelling and inclusive job description that attracts, not just describes.
  - Writing for your target audience and avoiding jargon and bias.

    - **Workshop:** Participants take a sample job request and draft a compelling, inclusive job description.
- **Module 3: Proactive Sourcing Strategies (Approx. 2.5 hours)**
    - Active vs. Passive candidates: Why you need to source both.
    - Crafting a multi-channel sourcing plan:
        - Effective job postings (where and how).
        - Boolean search basics for databases and LinkedIn.
        - Leveraging social media and employee referrals.
        - Introduction to direct outreach (sourcing passive candidates).
    - **Activity:** Building a sample sourcing plan for the job description created earlier.
    - **End of Day 1 Recap & Q&A.**

Day 2: Candidate Engagement & Effective Screening

- **Module 4: Crafting Your Outreach & Building a Talent Pipeline (Approx. 2.5 hours)**
    - Writing effective and personalized outreach messages that get a response.
    - Building and nurturing a long-term talent pipeline for future roles.
    - Introduction to Applicant Tracking Systems (ATS) for managing candidates.
    - The importance of the Candidate Experience at every stage.
- **Module 5: Résumé & Application Screening (Approx. 2.5 hours)**
    - Developing a systematic approach to screening résumés.
    - Looking for evidence of key competencies and accomplishments, not just keywords.
    - Identifying red flags and potential areas to probe.
    - Techniques for managing a high volume of applications efficiently.
    - **Workshop:** Participants review a set of sample résumés against a job description and decide who to advance, justifying their decisions.
- **Module 6: The Recruiter Phone Screen (Approx. 2.5 hours)**
    - The purpose of the initial phone screen: Assessing core qualifications, motivation, and communication skills.
    - Structuring an effective 20-30 minute phone screen.
    - Key questions to ask.
    - Effectively "selling" the opportunity and answering candidate questions.
    - **Intensive Role-Play Workshop:** Participants practice conducting short phone screens in triads (Recruiter, Candidate, Observer) with peer feedback.
    - **End of Day 2 Recap & Q&A.**

Day 3: The Art of the Interview – Behavioral & Competency-Based

- **Module 7: The Foundation of Fair & Effective Interviewing (Approx. 2 hours)**
    - Moving beyond unstructured, "gut feel" interviews.
    - The power of structured, behavioral interviewing.
    - The principle: Past behavior is the best predictor of future behavior.
    - Legal "do's and don'ts" in interviewing.
- **Module 8: Mastering Behavioral Interviewing (The STAR Method) (Approx. 3.5 hours)**
    - Deep dive into the **STAR** method for answering behavioral questions:
        - **S**ituation: Set the context.

        - **T**ask: Describe your responsibility.
        - **A**ction: Explain the specific actions *you* took.
        - **R**esult: Quantify the outcome.
    - How to ask effective STAR-based questions.
    - Techniques for probing for more detail and uncovering the "real" story.
    - **Workshop:** "Deconstructing STAR" – Analyzing sample answers to identify strong and weak components.
- **Module 9: Designing a Structured Interview Process (Approx. 2 hours)**
    - Creating a consistent interview plan for each role.
    - Assigning specific competencies or focus areas to each interviewer.
    - Developing an interview scorecard to capture feedback objectively.
    - The importance of interviewer calibration meetings.
    - **Activity:** Designing an interview plan and scorecard for the case study role.
    - **End of Day 3 Recap & Q&A.**

Day 4: Mitigating Bias & The Interview Day

- **Module 10: Mitigating Unconscious Bias in Hiring (Approx. 2.5 hours)**
    - Understanding common biases that impact hiring decisions (e.g., affinity bias, halo/horns effect, confirmation bias).
    - Practical strategies to de-bias the process:
        - Standardized questions and scorecards.
        - Diverse interview panels.
        - "Blinding" information where possible.
    - Fostering an inclusive hiring culture.
    - **Workshop:** Analyzing interview scenarios to identify potential biases in action.
- **Module 11: Behavioral Interview Practice Lab (Approx. 3.5 hours)**
    - **Capstone Role-Play:** Participants work in small groups to conduct a full 45-minute behavioral interview.
    - Roles: Interviewer, Candidate, Observer.
    - The Interviewer uses a pre-designed interview guide. The Candidate uses a detailed profile. The Observer provides structured feedback.
    - This is an intensive, practical session to build confidence and skill.
- **Module 12: Candidate Debriefs & Making a Hiring Decision (Approx. 1.5 hours)**
    - Facilitating an effective post-interview debrief session with the hiring panel.
    - Using the scorecard data to guide a fact-based discussion.
    - Building consensus and making a final hiring decision.
    - Checking references effectively.
    - **End of Day 4 Recap & Q&A.**

Day 5: The Offer, Closing & Onboarding

- **Module 13: Structuring & Extending the Job Offer (Approx. 3 hours)**
    - Gathering the necessary information to construct a competitive offer.
    - The art of the verbal offer: Building excitement and setting the stage.
    - Key components of a formal offer letter.

    - Strategies for managing salary negotiations.
    - Handling counter-offers and closing the candidate.
    - **Role-Play:** Practicing extending a verbal offer and handling salary questions.
- **Module 14: Managing the Candidate Experience Post-Offer (Approx. 2 hours)**
    - The importance of staying engaged with the candidate between offer acceptance and start date.
    - Providing a seamless handoff to the HR onboarding team and hiring manager.
    - Ensuring a positive "Day 1" experience.
- **Module 15: Recruitment Metrics & Continuous Improvement (Approx. 2 hours)**
    - Key metrics to track recruitment effectiveness:
        - Time to Fill / Time to Hire.
        - Cost per Hire.
        - Source of Hire.
        - Quality of Hire (overview).
        - Candidate Satisfaction.
    - Using data to identify bottlenecks and improve your recruitment process.
- **Module 16: Your Personal Recruitment Action Plan (Approx. 1 hour)**
    - **Action Planning Workshop:** Participants reflect on their key learnings.
    - They create a personal action plan to implement 2-3 new strategies or skills into their recruitment process.
    - Course Review, Final Q&A, and closing.