

# Helping you **recruit** for your **business**

Thinking of recruiting? We hope this guide will help. We won't pretend that it covers every possible eventuality. But it's packed with useful information to help you attract, select, and welcome new people to your business.



## Background

# A challenging time to hire

From administrators and receptionists to finance specialists and senior brokers, you need to attract the best people if you want your business to thrive and grow. The trouble is, the UK employment market is the toughest it's been in decades.

Some

**800,000  
people**

have left the market as a result of Brexit alone.

And in the insurance sector specifically,

**65%**

of those who've left over the past two years, have turned their back on the industry for good.

Couple this with a

**21%**

increase in the number of finance/ insurance vacancies and the fact that almost three-quarters

**(74%)**

of employers are planning to recruit over the next three months, we're now at a point where the demand for talent almost outstrips the supply.

This increased competition, together with

**soaring  
inflation**

has seen UK salaries continue to rise in recent months, with the insurance industry amongst the highest for growth.

# Before you start recruiting

Over the following pages, we've pulled together lots of useful information, to help you approach each stage of the recruitment process – from developing your knowledge of the local market and making sure you're ready to hire, to selecting and on-boarding your perfect candidate – but before you go any further, it's worth giving some thought to who (and, indeed, if) you really need to recruit.

When a team member leaves or moves on within the business, you might be tempted to look for someone with similar experience to take their place. But making a straightforward, like-for-like hire isn't always the best option.

Similarly, if you're looking to grow the business, it may seem that the obvious solution would be to recruit more of the same type of people. But again, that isn't necessarily the best way forward.

So before you start looking for someone new, ask yourself two questions: what is the skills gap we're trying to fill? And could we re-organise our workload in a way that enables our existing team to work more efficiently and make better use of the people we already have?

Consider your team as a whole: your strengths, your weaknesses, and the kind of experience that would benefit you most. Yes, at the end of the day, you may still need to make a hire. But the person you're looking for could be quite different to the one you originally envisaged.



# An overview of your journey to hiring new people

Assuming you've decided that you do need to hire, here's how to go about it. You can scroll through the process step by step, or just click on the panels below and jump to the relevant section.

## 1. Preparing (Weeks 1 – 2)

- > Understanding the market
- > Getting your house in order
- > Raising your game on LinkedIn

## 2. Planning (Weeks 3 & 4)

- > Who will lead the recruitment project?
- > What kind of candidates do you want to attract?
- > Job descriptions and job adverts. What's the difference?
- > Writing your job description
- > Should you advertise direct or use a consultant?

## 3. Advertising (Weeks 4 – 8)

- > Writing your job advert
- > Deciding where to advertise
- > How to stand out

## 4. Selecting (Week 4 onwards)

- > How to approach interviews
- > Strong interview questions
- > Making an offer and contracts

## 5. Onboarding (Week 4 onwards)

- > Before the first day
- > On the first day

## Understanding the market

Once you've established the need to recruit within your own organisation, take a look outside and see what's happening in the wider market. Know who your competitors are, see what they're doing in terms of recruitment, and figure out what you can do to stand out from the crowd.

Remuneration is one thing that's certainly worth exploring. For any given role, you should research and benchmark your salaries against those of similar organisations, because if you want to recruit (and retain) good people, they need to be competitive.

Establish what else matters to the audience you're talking to. Certain things – like work-life balance – will be high on everyone's agenda. Beyond that, priorities will depend on a number of different factors, including the role an individual is applying for and the life stage they're at.

For example, younger candidates who are just starting out will want to be assured of your company's reputation and the opportunities for career progression, while those who are a little older and more established in their careers might focus on job security and the details of your benefits package.



## Getting your house in order

If you do decide to recruit, first make sure that you're ready for the hiring process. Which, in the current climate, is as much about selling your organisation to candidates as it is about selecting the individual that's right for you.

Research shows that around

# 64%

of candidates will research a company online before they apply for any role.

Source:  
standout-cv.com key jobs statistics report 2021

Above all, ensure **your website serves as a great shop window for potential hires** as well as clients – that it sets out not only the services you provide, but also the culture of your organisation and what makes it such a great place to work.

Remember, people make career decisions with their heart as well as their head. So **be sure to include content that will appeal** on both a rational and an emotional level. If you offer great benefits, list them. If your offices are modern and stylish, show them off. If your people love working for you, encourage them to share their stories.

For marketing support, including any help you may need with your website design, contact [marketingsupport@aviva.com](mailto:marketingsupport@aviva.com)



## Raising your game on LinkedIn

LinkedIn is perhaps your most important resource when it comes to recruitment. It's a great place to advertise (more on that later), but to realise the platform's full potential, it's worth familiarising yourself with its many other useful features.

### **Build and maintain your company profile**

A company profile on LinkedIn is a powerful tool when it comes to showcasing your organisation. So keep it looking fresh. Frequent posts, testimonials, and links to social media feeds, etc. will all help to boost your following and encourage people to keep coming back.

### **Connect with current employees**

For your presence on LinkedIn to best reflect your company, it's important to make sure your existing employees are well represented too. With that in mind, it's worth connecting with each of them individually and encouraging them to maintain their own personal profiles.

### **Reach out to your individual networks**

Your current team can also become ambassadors for the company, helping to recruit by spreading the company name. It may even be worth incentivising them to share their own experiences and let their networks know about upcoming job opportunities.

### **Get involved with the Q&A section**

LinkedIn's Question and Answer section is a great place to make connections. Posting a question that relates to the industry or the role you're looking to fill will invite responses from people within and outside your network, growing your overall audience and – hopefully – attracting suitable candidates.

### **Harness the power of Advanced Search**

LinkedIn's advanced search capabilities are also extremely useful when recruiting. You can filter candidates using past and current employers, job titles, years of experience, seniority level, company size, locations, interests, education, and references. It's these features that allow you to find the 'passive' candidates, who make up 80% of the LinkedIn population.

### Key action points

-  See who else is recruiting in your area and think about how your business stands out
-  Benchmark your salaries and consider what else really matters to candidates
-  Make sure your website looks the part and reflects the culture of your business

## Who will lead the recruitment project?

Knowing you need to hire is one thing. Knowing how to successfully manage the recruitment process and get the best candidates to apply is another thing entirely. So, let's start at the beginning with the initial questions you'll need to answer:

You may need to split responsibilities: someone to organise and run the campaign, while someone else interviews and makes hiring decisions, for example. It's important to get this clear, right at the start, as accountability will help to ensure the process runs smoothly.

This person (or people) will be responsible for creating and placing any advertising, organising interviews, and preparing for your new recruit's arrival. They will also manage the budget for the campaign – this will influence where and how often you advertise.

First, decide who in your team is going to have

**overall  
responsibility**

for the process of hiring.





## What kind of candidates do you want to attract?



Once you're clear about the role you want to fill and the sort of person you want to attract, you'll be ready to write a job description. Being clear on this now will help you write an accurate job description that will attract the right person.

It will also help you choose the best places in which to advertise – if you think about where your ideal candidate is now, you can advertise somewhere they are likely to see.

The person who will turn out to be a great asset to your business may not have the expected qualifications or background.

So before you begin the process, think about the person you want to attract. **What strengths would you like them to bring? Consider defining a set of values that you would like this person to exemplify** (we talk more about recruiting by values later on, when we discuss interviewing).

Hiring also presents a great opportunity to

**increase  
diversity**

in your team, bring in someone with new ideas and new perspectives.

## Job descriptions and job adverts. What's the difference?



Once you've established who you want to recruit, the next thing to do is write a job description. This will serve as a benchmark to assess potential candidates, and prove invaluable when it comes to briefing a recruitment consultant or writing a job advert.



### So how does a job advert differ from a job description?

#### ☰ **A job description...**

is an internal document that defines the role and where it sits within the organisation. It sets out the overall purpose, key objectives, specific responsibilities, and expectations. It also includes a 'person spec', which details the skills and experience required.

#### ☐ **A job advert...**

on the other hand, is an advertisement that sells the role. Think of it as a slimmed-down, hyped-up version of the job description that focuses more on the overall opportunity and what makes it such an exciting proposition.

## Writing your job description

Here's an overview of the main sections every job description should include.

### Job Title

Make it clear and concise, so that everyone involved – candidates, consultants, and of course, your own team – understands exactly who you're looking for.

### Working hours

Whether it's a full- or part-time role, try to be as specific as you can. Any scope for flexible working should also be included here.

### Location

If you have offices in more than one location or the role involves working out in the field, be clear about where it's based. Again, scope for flexible working should be included here.

### Role Summary

A brief, three- to five-sentence summary (certainly no more than 100 words) of the job, its importance to the business, and its relationship to the wider team. Forget about specific tasks and responsibilities for the moment (we'll come to those next) and focus instead on the overall purpose of the role.

### Job Function

Here's where you can break things down. Give five to ten bullet points on what the individual will be doing day-to-day. Here are a few tips:

- Be thorough. Candidates will be better prepared for the interview and role if they know what is expected of them.
- Be comprehensive. Try to capture the depth and breadth of the role.
- But not exhaustive. Don't include every single responsibility and task.

### Essential Skills

List five to seven bullet points that are absolutely necessary for a candidate to be successful in the role. Here are a few things to include:

- Type and level of industry experience
- Educational background and academic qualifications
- Professional qualifications or certification
- Specific technical, capabilities skills, or knowledge
- Soft skills, like communication and problem-solving
- Particular personality traits

### Preferred Skills

If there are any other qualities that are nice to have, include those here. Don't feel like you have to include this section, but it may help candidates know what to include in the application or interview to stand out.

## Should you advertise direct or use a consultant?



With your job description pinned down, you'll be ready to start the search in earnest. But should you handle everything yourself or call on the services of a specialist recruitment consultant?

There are plenty of advantages to using a recruitment consultant. The best will have an expert knowledge of the market and a large network of candidates – both of which can help you reach a broader range of talent.

The down side is that they can also be very expensive, with fees typically around 20-25% of the candidate's annual salary. Also, depending on who you work with and the agreement you reach, there's no guarantee that they'll find the right person for you.

Consultants can be invaluable when it comes to

## communicating with candidates

through the selection process – saving time and relieving the pressure on your in-house teams. They can also be great for benchmarking and giving you general market updates.

## Working with a recruitment consultant



Like most contracts, the one a recruitment consultant asks you to sign will be a good indicator of their professionalism. The best will set out their terms clearly and concisely, and do everything they can to establish a trusted relationship from the very start.

**The contract should explain what they'll do**, and more importantly, what they'll commit to achieve on your behalf, as well as how, when, and what they expect to be paid. In most cases, this will be a percentage of the candidate's annual salary once you've made a successful hire.

Nevertheless, you should agree up front **who's responsible for what at each stage of the process**. For example, will your consultant verify people's qualifications and experience as part of the service they provide or will that be down to you?

### A good consultant

should do more than simply send potential candidates your way.

One final point: **make sure any contract you sign is for a fixed term**. This is important as it means the consultant won't be entitled to fees for candidates you approach independently at a later date, just because they also happen to be on that consultant's books.

#### Key action points

- ✓ Agree who has overall responsibility for hiring, then let them manage the budget and assign specific tasks
- ✓ Look beyond the immediate role and consider what else candidates could bring to your team
- ✓ Decide whether using a recruitment consultant warrants the additional cost over advertising

## Writing your job advert

If you decide to manage the recruitment process yourself, you'll need to turn that job description into a compelling job advert – **the cornerstone of your campaign and the basis for any other communications you create.**

You need to make it as interesting, exciting and concise as possible. What you write should:

### **i** Feature the key job details

That's the **job title**, the **location**, and ideally the **salary** you are offering. And remember, people will be searching terms they know, so don't stray from the industry norm. But **be specific** – 'Senior Broker (Commercial Insurance)' is much more descriptive than 'Insurance Broker' for example and will attract better-qualified candidates.

### **📣** Introduce yourselves

Even the world's most famous brands will start a job advert with a short sentence or two about who they are and what they do. So you should look to do the same and **explain your offer clearly**, setting the scene for the reader.

### **🔍** EXAMPLE

We're [insert your business name here]. We provide expert advice on business and personal insurance, helping our customers find the right products to meet their individual needs. [Insert more about your business here, if you want to]. Right now, we're looking for an experienced [xxx type/level of insurance broker] to join our friendly, close-knit team.



## Writing your job advert

### ☰ **Reveal more about the role**

You'll know the type of person you're looking for and what they'll be doing. But your target audience may not. So explain to them, in simple terms, **what this particular role involves in your organisation** (example 1).

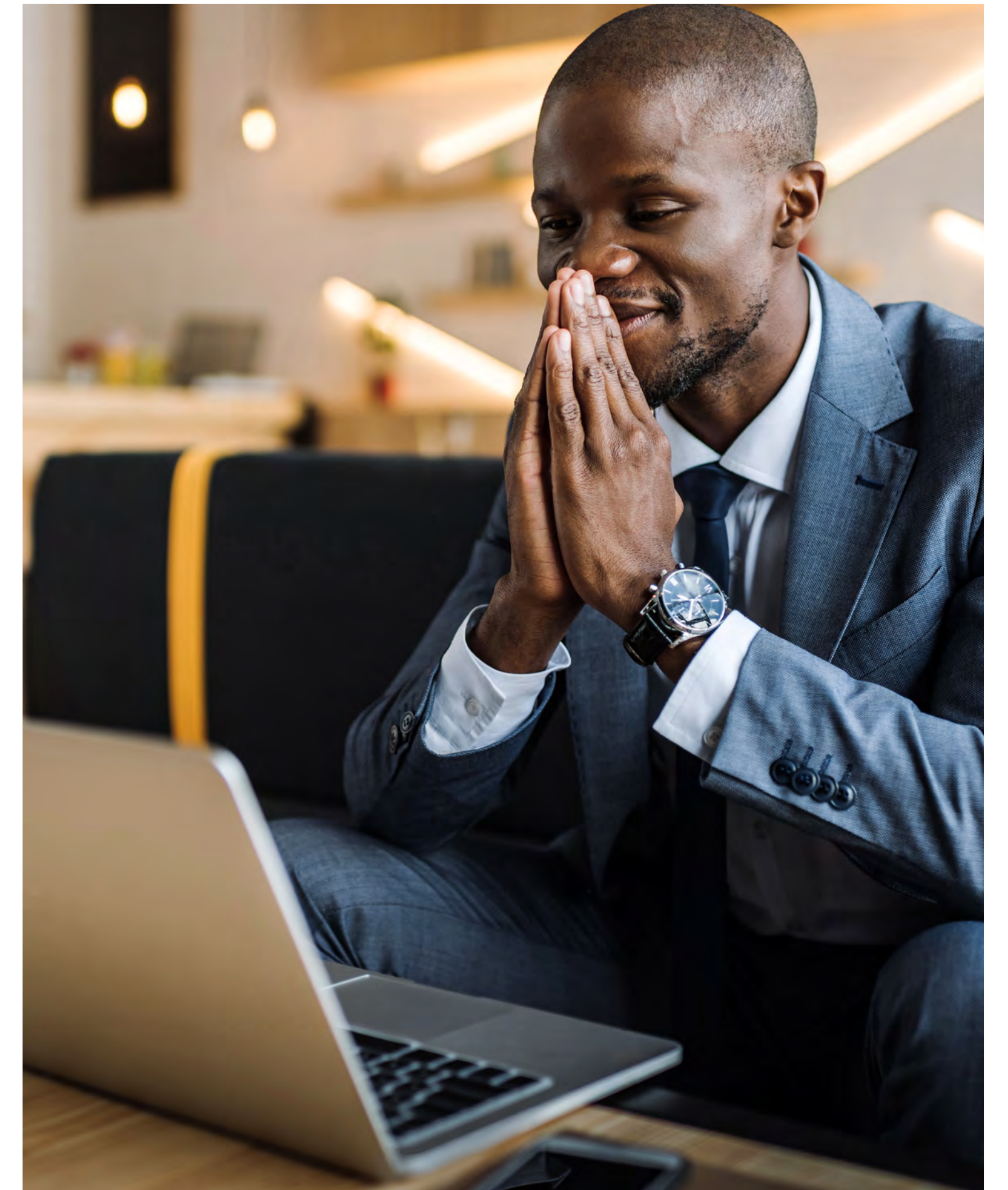
It's also worth highlighting opportunities for training and development and the potential for career progression through your business. **Try and make it sound as exciting and interesting as possible** (example 2).

### 🔍 **EXAMPLE 1**

**In what is a tremendously diverse role, you'll be involved in everything from managing existing client relationships to exploring new business opportunities, extending our expertise into new markets and training more junior members of the team.**

### 🔍 **EXAMPLE 2**

**As such, it's an opportunity that offers huge scope in terms of your own professional development. You'll have the chance to build on the skills and experience you've gained, raise your personal profile, and play an active part in the continued growth of the business.**



## Writing your job advert

### Include the strengths and experience you're looking for

Having established what your new hire will be doing, now it's time to outline the skills, experience, and personal attributes your ideal candidate will bring. This is vital information that will ultimately help ensure you attract suitable individuals to apply for your opportunity. It's also needed to filter out unsuitable candidates, so you don't get overwhelmed with applications from people who don't meet your requirements.

### EXAMPLE

#### To rise to the challenge, you'll need:

- Chartered Insurance Institute (CII) accreditation
- Outstanding relationship management skills
- Pin-sharp customer focus and an eagle-eye for detail
- Plenty of initiative and personal ambition
- A collaborative, team-oriented approach

### Show what's in it for them

It's a competitive marketplace with lots of organisations vying for the same candidates. So you're going to need to make your job advert stand out from the crowd. The best way to do this is to think about what it is that makes this opportunity with your firm different, more exciting, and more rewarding than anywhere else.

You'll need to try and put yourself in your ideal candidate's shoes and think about what they are looking for.

#### So, for example, you could consider:

- **What it's like to work in your firm** – do you have flexible working options, a good social life, a great work/life balance, or any other benefits that make every day different?
- **Are you offering a salary or benefits package** that's above and beyond the normal levels for this kind of role?
- **What kind of future opportunities can you offer?** Is there scope to move into different roles or work at different sites?





## Writing your job advert

### ✓ Finally, give clear instructions on how to apply

Asking candidates to send their details to a dedicated email address is the most common call to action. But remember, you can use more than one method. And the easier you make it for people to apply, the more applications you're likely to receive.

All of the above can come together in a full-length job advert that might look something like this:

### EXAMPLE

#### EXAMPLE

#### **Senior Broker (Commercial Insurance)**

**Anytown**

**£XX,XXX**

We're [insert your business name here]. We provide expert advice on business and personal insurance, and help our customers find the right products to meet their individual needs. [Insert more about your business here, if you want to]. Right now, we're looking for an experienced broker to join our friendly, close-knit team.

In what is a tremendously diverse role, you'll be involved in everything from managing existing client relationships to exploring new business opportunities, extending our expertise into new areas of insurance and training more junior members of the team.

As such, it's an opportunity that offers huge scope in terms of your own professional development. You'll have the chance to build on the skills and experience you've gained, raise your personal profile, and play an active role in the continued growth of the business.

#### **To meet the challenge, you'll need:**

- Chartered Insurance Institute (CII) accreditation
- Outstanding relationship management skills
- Pin-sharp customer focus and an eagle-eye for detail
- Plenty of initiative and personal ambition
- A collaborative, team-oriented approach

In return for your energy and commitment, you can look forward to a generous salary and an impressive range of benefits. Not least of which are the exciting opportunities to develop your career further.

#### **Want to learn more about us?**

Visit [YourNameInsurance.co.uk](#)

To apply, please email your CV to

[Jo.Founder@yournameinsurance.co.uk](mailto:Jo.Founder@yournameinsurance.co.uk)

## Deciding where to advertise

Where are your audience looking?

**Think about the channels that are most likely to be used by would-be candidates** and look into using them.

The job advert we covered over the previous pages will form the core of the content you include in your advertising – but it won't be the only thing.

### Direct referrals

Referrals are a great way to find suitable people. And they're cost-effective too. **Encourage your team and the wider business to mention the opportunity across their personal and professional social networks.** If a colleague refers a candidate who ends up being hired, you may want to recognise that with a small reward.

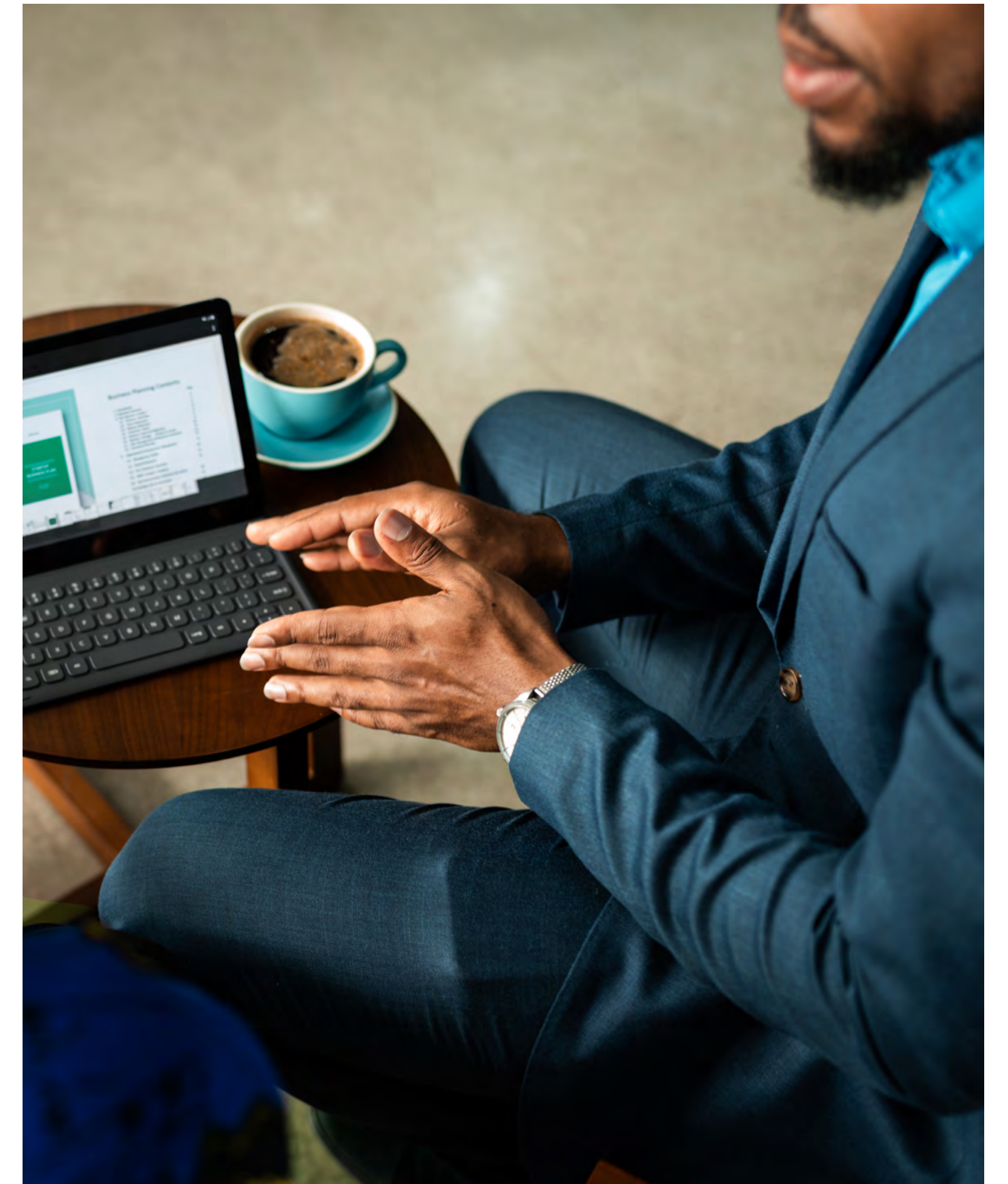
### Online job boards

## Commercial job boards

offer a searchable way to post your job online.

Used strategically, they can also be an effective way to raise your profile as a local employer. Most allow you to use some basic features for free, but charge for premium options such as sponsored jobs or unlimited access to a candidate database.

Some job boards, such as **reed.co.uk** and **indeed.com**, are used by employers and job-seekers across all industries. These have the greatest reach in terms of candidate numbers, but are probably best suited to more junior positions. For more senior roles, it may be better to use an industry-specific job board such as **insurancejobs.co.uk**.



## Deciding where to advertise

### LinkedIn

You can **post jobs formally on LinkedIn for a fee, or informally for free** within application groups and through status updates. Whichever method you choose, the platform's internal mailing system, InMail, also allows you to get in touch with candidates directly.

Through Sponsored Jobs, you can bid for the top listing in the platform's You May be Interested In section. This features your job advert on the platform's homepage as well as sending it directly to candidates' inboxes.

**According to LinkedIn, candidates are three times more likely to apply for a sponsored job.**

[Learn more about posting jobs on LinkedIn.](#)

### Other social media

On Facebook and Instagram, you can **target users precisely by age, location, and other criteria** relating to the profile. These platforms are perhaps **best suited to more junior roles**, but can be a powerful way to **reach specific audience groups**. Space is very limited, however, so you'll need to consider carefully what you want to say.

[Learn more about posting jobs on Facebook.](#)

### Press advertising

You may want to consider using the

**local media.**

Much of the local press is online as well as in print, and advertising often **includes offline and online options**. Remember – you will have to significantly reduce the content of your job description here.



## Deciding where to advertise

### How to stand out

You are unlikely to be the only local business looking to hire. How can you make sure that your advertising stands out from the crowd?

#### Design

If you have access to professional design, use it. **Clean, well-designed advertising** will present your business as a professional and attractive place to work. Use **strong headlines** that convey an offer in **simple language** that will catch the eye and make your audience think. If using imagery, consider what might attract the audience you are looking for.

#### Active, not passive




Make sure you always **write your advertising in the active voice**. So for example, always say **‘We have an exciting new opportunity** for an experienced broker...’ **instead of ‘an exciting opportunity has arisen** for an experienced broker to join...’. The passive voice generally comes across as dull, stuffy, and bureaucratic. The **active voice is more engaging**.

### Creating a campaign timeline

Once all the recruitment collateral you need is ready, it’s time to decide the order in which you are going to share it with your audience. Perhaps you want to go all-in, all at once. Or you may prefer to drip-feed what you’ve created in phases, holding back certain campaign assets for later on.

Either way, it’s a good idea to **create a campaign timeline** that shows what assets are rolling out and when. For junior roles, work on the basis of 6 to 12 weeks from planning stage to successful appointment. For senior hires, longer notice periods mean it could be considerably more.

#### Key action points

-  Encourage your team to share the opportunity with their own networks
-  Post roles on generalist or specialist job boards as well as LinkedIn
-  Consider other options such as Facebook, Instagram and local press





As we've established, it's very much a candidates' market. Which means the selection process – and **interviews in particular – are a chance for you to impress candidates as much as for them to impress you.** With that in mind, make sure the whole process reflects well on your business and think about the overall impression you want candidates to take away.

### **Managing responses**

It's good practice to send a brief email to each candidate confirming receipt of their application and giving an idea of when they'll hear if they've progressed to the next stage.

### **Sifting**

Once applications have closed, you can begin sifting. First, remove all applications that don't meet your basic requirements. From those that remain, create a shortlist of people you want to consider for interview.

Typical interview **shortlists will be between**

**five and ten candidates.**

As soon as you have your shortlist prepared, **contact all unsuccessful candidates** to let them know they've not been shortlisted. If you can give some constructive feedback here, that's usually appreciated too. The issue of 'ghosting' (not hearing back from employers they've applied to) is consistently raised by candidates as their number one grievance when it comes to recruitment. And that disappointment can translate to a negative perception of your business.



## Initial interviews

First interviews are crucial. Particularly when you're recruiting for more senior level positions. Just as you'll be assessing whether a particular candidate is right for your business, they'll be sizing up whether your business is right for them. On that basis, as well as a long list of questions, **you should come prepared with a sales pitch of your own and perhaps even a high-level business plan you can share.**

## Second interviews

Second interviews are perhaps even more important. Having established your interest in the candidate, **it's a chance to dig deeper, tell them more about the business, and introduce colleagues they might like to meet.** You should be ready for any questions they might have – about the role itself and where you see the business heading, of course. But also your company ethos and culture, your ideas around things like diversity and inclusion, employee wellbeing, and your efforts to be a responsible business. The thing to remember at every stage is that **an interview should be a two-way conversation**, not one person asking questions and the other person answering. Do everything you can to encourage this. **Make your questions simple, well structured, and open-ended**, giving candidates

plenty of opportunity to expand on their answers. Also, invite questions and take the opportunity to follow up on points of interest with more background information on you and your company.

## A point on diversity and inclusion

When it comes to interviewing,

**consistency  
is key.**

**Ensure all candidates are asked the same questions, in the same format.** If you're looking to attract diverse candidates, consider developing a series of values-based questions. In other words, decide on the key values that your business is looking for and mark candidates against these. This will make it less likely that decisions are made on the basis of people's educational or social background.

## Interview questions

To gain a full and rounded view of each candidate, you need to ask questions that will get to the heart of what you're looking for. These questions can be grouped into four main categories: commitment, competency, career progression, and values-based.

**Commitment questions** are great for establishing a candidate's interest in the role. This is an opportunity for candidates to show they have done their research about your company and tell you about their own aspirations.

 **EXAMPLE 1 (for more junior roles)**

What attracted you to this particular role and what do you hope to get out of it?

 **EXAMPLE 2 (for more senior roles)**

What do you think we do well as a business?  
Where do you see opportunities for improvement/growth?

**Competency questions** are designed to give you an idea of your candidate's skills. These can be technical, of course, but it's also good to explore softer skills such as problem-solving and initiative.

Encourage candidates to give examples based on their experiences, in or outside work. This will help you determine how confident they are in their own abilities and how much guidance they might require if offered the role.

 **EXAMPLE 1 (for more junior roles)**

Tell me about a time you solved a tricky problem. How did you go about it?

 **EXAMPLE 2 (for more senior roles)**

What is the most challenging client account you've worked on? What made it so?

## Interview questions



**Career progression questions** are designed to reveal the candidate's longer-term ambitions. Discussing their aspirations might also give you some insight into how they see the opportunity: is it just a job or the start of an exciting career with your company?

 **EXAMPLE 1** (for more junior roles)

What do you want to achieve in your career over the next three years?


 **EXAMPLE 2** (for more senior roles)

How do you measure your own success? Where do you see yourself going from here?

**Values-based questions** are designed to help you find candidates who align with the values you prize in your business. Encourage your candidates to talk about the qualities they value and try and to embody themselves. This can help you find people who will be a good fit with your team.

 **EXAMPLE 1** (for more junior roles)

Tell me about a time when you helped someone in need.

 **EXAMPLE 2** (for more senior roles)

What's the personal quality you value most in others?





## Making an offer and contracts

Once your interviews are completed, you should create a shortlist of preferred candidates. This is important, even if you have a clear preference for the position. Your number one candidate may have other offers on the table, so you may need to choose the next best option.

## Salary negotiations

Having benchmarked your salaries, you'll **have a clear idea of what you're prepared to pay**. But it probably makes sense to start negotiations a little lower and **give yourself some room for manoeuvre**.

Be realistic, however. **Candidates will also know their worth**. And if your opening offer is too far from what they're prepared to accept, they're likely to walk away before the negotiations have even begun.

And remember, while we talk about 'salary negotiations', it isn't all about money. So don't be afraid to **talk about the other benefits you provide**, such a private healthcare and pension schemes (not to mention the less tangible things like training and development opportunities and long-term career prospects), as they all contribute to your overall offer.

## Sealing the deal

When you've reached an **agreement in principle**, send the candidate a

**formal offer in writing.**

Once they've accepted that, ask them to sign an **employment agreement** and make it official.

## Key action points

- ✔ Look for candidates who'll bring a new perspective to your team – not just the necessary skills and experience
- ✔ Be realistic with your initial pay offer but leave room for manoeuvre and highlight other benefits
- ✔ Once your chosen candidate has accepted, ask them to sign an employment agreement

## Before the first day

First impressions count. So **make sure you're ready for your new recruit** and all set to show them how welcoming, organised, and efficient you are. The onboarding process should be similar for everyone. Just keep in mind that more junior hires may need a little more structure and guidance.

Be clear about the

**date and time**

you want your new recruit to start.

You may decide to ask them to arrive a little later than normal on their first day to allow everyone else to get settled and set up, ready to welcome their new colleague.

Make sure they can access the building and let them know who to ask for when they arrive. Some companies are more formal than others, so to avoid embarrassment either way, confirm your dress code. Finally, be sure to remind them of any documents they need to bring.



## On the first day

**Introduce your new colleague** to the team and give everyone a brief overview of their role. For more senior hires, it might also be good to **set up a series one-to-ones with key people in the business** who they'll no doubt be eager to meet.

Show them their desk and how to access their computer and emails – and perhaps put together a crib sheet with the necessary login details. Even the most experienced of hires will probably need some help getting to grips with your computer systems – particularly any software packages they may not have worked with elsewhere.

Make sure you've made all relevant company

## policies and procedures

clear, and provide your new hire with **written copies, if you have them.**

Also, different teams work in different ways, so be sure to share any office etiquette guidelines – from answering colleagues' phones when they're away from their desks, to taking turns to make the tea.

### Key action points

- ✓ Be clear about the date and time you want your new colleague to start, and who to ask for when they arrive
- ✓ Remind them of any documents they need to bring and share company policies and procedures
- ✓ Introduce them to everyone, and for senior hires, set up a series one-to-ones with other key colleagues



# Contact us

We can help you with other aspects of recruiting, retaining and upskilling your team. Go to our **business support page** to find out more about:

- Broker Apprenticeships
- Our Sales, Management Programmes
- The Aviva Development Zone

For marketing support, including any help you may need with your website design, contact **marketingsupport@aviva.com**

And if you have any specific questions on any of this support, please get in contact with us via **iblearn@aviva.com**

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