Before you start hiring

15 questions for a frontline job brief

Answer these before you post a job ad, call a recruiter or start interviewing. Write the answers down: they become your job ad, your screening questions and your brief.

The job

- [ ] 1 What will this person actually do on a typical shift? List the three to five main tasks.
- [ ] 2 Which parts of the job are the hardest or least pleasant, and will candidates know about them before they start?
- [ ] 3 Who will they report to, and who will train them in the first days?

Working conditions

- [ ] 4 What is the schedule: shift length, nights, weekends, and how far in advance is it known?
- [ ] 5 Where exactly is the workplace, and how will people get there at the start and end of a shift?
- [ ] 6 What are the physical demands: standing all day, lifting, cold, noise, driving?
- [ ] 7 What else should candidates know: uniform, meals, transport, breaks?

Pay

- [ ] 8 What is the pay range, and how is it made up: base, bonuses, overtime?
- [ ] 9 How does it compare with similar jobs nearby? If you are not sure, look at a few current job ads.
- [ ] 10 How and when is pay made, including during the trial period?

The candidate

- [ ] 11 Which requirements are must-haves, and which are only nice to have?
- [ ] 12 Is previous experience really required, or can a motivated beginner be trained?
- [ ] 13 Which languages does the person need with customers and with colleagues?

The hiring process

- [ ] 14 How many people do you need, and by what date?
- [ ] 15 Who makes the final decision, and how quickly can you interview and give an answer?

Good frontline candidates often accept the first reasonable offer they get. A clear brief and a quick decision make a real difference.