

HR RESOURCING

PINPOINTING
THE BEST
TALENT

Guide 4: Post Interview & Preboarding

How to be more effective
at hiring top talent



Introduction



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About Us

AR Resourcing has been providing Procurement and Commercial recruitment services across the construction industries since 2011.

We recruit all experience levels across our specialist job functions, managing vacancies from Assistants through to Heads of Department and Directors.

We can support single and multiple hire campaigns, or national transformation programmes.

Our recruitment services help companies hire the best people and maintain high performing, streamlined teams.

Our candidate research services help companies better manage their recruitment and retention strategies.

Many managers and decision-makers find themselves responsible for hiring new people into their team with little or no training as to how to work with recruiters, select and vet potential new hires or what to do once decisions have been made.

That's where this collection of 4 guides comes in. They are designed to tell you what you need to know and what to do throughout the hiring process. The guides will help you get the best out of your recruitment agency by working in partnership with them and explain how to secure the best candidates, while minimising the disruption to your day job.

The 4 Guides:



1. Engaging a Recruitment Agency



2. Briefing Agencies on New Roles



3. Managing Interview Processes



4. Post Interview & Preboarding

All four guides are available, free in the "Insights" section of our website. I hope you find them useful. However, we know every recruitment scenario is unique, so should you require more detail or have any questions, please get in touch and we will be happy to help.



“What I liked about working with Adam was the extra detail he provided on the candidate summary coversheet which was massively helpful to us.

It made it so easy for us to decide who we wanted to interview.

I’ve not had anything like it from any other agency”.

Andy Bacon

Operations Director
SCAPE



After the Interview

So, you've conducted the interviews and have an opinion on each of the interviewees you've seen. What next?

The first thing to do is update your records to ensure you document the reasons each candidate was suitable or otherwise. Then, you must decide what you're going to do with each candidate:

- Schedule a second interview – arrange for this to happen as soon as possible.
- Make an offer – initiate the internal process you have for hiring staff and inform the agency.
- Put on the B-pile – this isn't a "yes", but it isn't a "no" either. Inform the agency and set a deadline to make a final decision.
- Reject them – inform the agency and explain why.

This stage of the process provides another reason to receive, select and interview candidates in batches; good candidates are rarely on the market for long and knowing the pool you have to choose from makes deciding who to offer so much easier.

Acting quickly at this stage is crucial. Delays make you look indecisive, can often paint the employer in a bad light and will always frustrate the recruiters who will know from experience the best candidates don't stay available for long.

For those candidates you intend to offer, you should engage with your internal HR team on the standard process they follow for this phase. In the event you do not have a HR team then you can lean on your recruiter for assistance in making an offer.

Many factors influence what sort of approach is best during this negotiation phase. One rule is constant though: a low offer, especially if higher expectations have been clearly signaled by you or the candidate in the process, runs a very high risk of losing the candidate altogether.

Each candidate, successful or not will expect and deserves feedback. When feeding back to the recruiter, be specific. "Not a cultural fit" is too general. Why weren't they? What were you looking for? Detail is both fair to the candidate and will help the recruiter meet future briefs more accurately.



After the Offer has been Accepted – Preboarding

It's a good idea to start the onboarding process as soon as a candidate accepts an offer, a process we call preboarding. This will reduce the chances of a successful counteroffer by their current employer.

A weekly touchpoint of some kind is recommended and here are some suggestions to help you do this:



Engage regularly: keep in touch with the candidate through emails, calls, or virtual meetings. This helps build a relationship and gives them the chance to easily raise any questions or concerns they have. Invite them to team events wherever possible.



Provide a welcome package: send a welcome box with company swag, gift cards, and informative brochures.



Assign a buddy: connect the candidate with a team member who can answer their questions and provide insight.



Discuss the onboarding process: send emails that articulate the next steps in the onboarding process and what to expect on their first day.



Connect on social media: link up with the candidate on LinkedIn or follow them on X.



Showcase the office: share a video of the office to give the candidate a glimpse of what it's like.



Offer help and support: let the candidate know that you're there to help them transition smoothly.

Top Tips for Offering, Rejecting and Preboarding



After Interviews: Decide & Act Fast

Move quickly once interviews are complete: you've already invested 95% of the effort—don't delay now. Top candidates get snapped up quickly, so any hesitation can cost you your first-choice hire or even result in having to restart the whole process.

Document interview outcomes: record clear, structured feedback on each candidate i.e. why they were successful or not. This helps with internal alignment, future hiring, and provides valuable recruiter feedback.

Make a clear decision for each candidate: categorise candidates promptly as: "Proceed to second interview"; "Make an offer"; "Keep warm" (while awaiting decisions on others); or "Reject".

Involve HR early: check internal procedures for making offers, referencing, and onboarding. HR can help you avoid delays and ensure a seamless process.



Communicating Outcomes

Keep recruiters in the loop: share decisions with the agency/agencies quickly, including what the next step is for each candidate (offer, second interview, holding pattern, or rejection).

Show genuine enthusiasm when making an offer: make the candidate feel valued. Express excitement and alignment, not just a transactional message.

Negotiate thoughtfully: don't lowball. Candidates remember how they were treated at offer stage. Reference previously discussed salary expectations and be transparent.

Highlight the EVP and benefits package: reinforce aspects of the offer that align with the candidate's motivations (e.g. hybrid working, career growth, culture, learning & development, pension, flexibility etc).



Preboarding: Set the Tone Before Day One

Start preboarding immediately after acceptance: maintain momentum and engagement between offer and start date. Stay in regular touch to build connection and reduce risk of drop-out.

Share first-day details early: tell them when and where to arrive; who they'll meet and at what time; dress code and schedule; any lunch or welcome plans.

Make them feel part of the team: share materials that bring your culture to life (e.g. brochures, welcome packs, org charts). Send branded swag if appropriate. Assign them a friendly "buddy."

Create an open channel for questions: let them know you're available for any questions before they start. This builds trust and can prevent first-day anxiety.



Nurture Future Talent

Stay connected with near-miss candidates: don't lose good people because they weren't the top pick this time. Let strong second-choice candidates know you were impressed and would like to stay in touch—they might be perfect for a future role.

10 Important Hiring Dos and Don'ts while Recruiting

- 1 Don't prejudge candidates before meeting them. It's harder than it sounds!
- 2 Don't kick off a search until you have the budget and approval to hire signed off.
- 3 For hard-to-fill roles, be prepared to flex on your requirements.
- 4 Take the recruiter's advice on timescales to hire and salary expectations.
- 5 If your candidate CVs are wide of the mark, consult with your agency as to why.
- 6 Remember, the candidate will often judge you on the quality of their interview.
- 7 Money is often less important than many people think – focus on your EVP.
- 8 When assessing candidates, don't let perfect get in the way of progress.
- 9 Never discuss money with the candidate. That's your recruiter's job.
- 10 Avoid making low-ball offers. You'll look cheap and will often lose top talent.

Summary

The secret to successfully and efficiently hiring the right people depends upon 4 things:

- Work with professional recruiters and treat them as partners.
- Consider if the role would better be filled with an exclusive or retained search.
- Fully communicate everything the recruiter needs to find you great candidates.
- Process candidates in batches and be swift and decisive at each stage.





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