



solutions driven

WHITEPAPER

BUSINESS-CRITICAL HIRING THE FACTS

HELPING BUSINESSES UNDERSTAND AND IMPROVE BUSINESS-CRITICAL HIRING.
INCLUDES DOWNLOADABLE BUSINESS-CRITICAL HIRING TEMPLATES.

WHAT IS BUSINESS- CRITICAL HIRING?

Business-critical roles can be summarised as the ones which add the most value and have the greatest strategic impact in a company.

These roles are the ones which present the most risk within an organisation's talent strategy, as an unfilled vacancy or unexpected departure would have a significant impact on a company's operations.

Roles considered to be business-critical can vary widely and are dependant upon the organisation itself, but the common thread linking them is how crucial they are in enabling other functions to perform. For example, a vacant senior payroll administrator position could potentially result in unpaid salaries; a health and safety coordinator could inhibit the commencement of key projects or activities.

C-suite positions are often thought of as critical, but these are not the only roles needed to keep a business functioning on a day-to-day basis.

Business-critical hiring involves placing strategic importance on this type of role, and forming a robust talent acquisition strategy centred around the most critical roles.



“No business can reach its full potential without the right people in key positions.”

Gavin Speirs, CEO, Solutions Driven

WHY IS BUSINESS-CRITICAL HIRING IMPORTANT?

It stands to reason that without the correct identification of your company's business-critical positions, it's practically impossible to fill them with the right people. Furthermore, it would be a futile exercise for any business to try putting the same resources into every single hire - no organisation has the time or manpower to make this achievable or worthwhile.

Figuring out which roles deserve the most attention adds value in a multitude of ways. Firstly, knowing where you need your strongest team members to be facilitates an effective trickle-down of motivation, productivity, and morale. Secondly, it makes sense for top talent to occupy the most visible and important positions within an organisation. Lastly, business-critical positions have the most potential for advancing the company's aims, be those financial performance, innovation, or growth.

For any company wishing to improve its operations in any area, the best people are required to be in the right place. And what business wouldn't want to improve the way it does things?



“The quickest route to increasing shareholder wealth is to increase employee performance in critical positions.”

Huselid, Beaker & Beatty,
Harvard Business Review

HOW TO IDENTIFY A BUSINESS- CRITICAL HIRE

The first step in identifying a business-critical hire is to agree the criteria that such a position should satisfy. Although this may differ from business to business, it's broadly possible to categorise the roles if they are crucial to a business' operations and will have a significant impact if unfilled.

Creating specific, measurable and time-based characteristics will help businesses to understand the difference between roles which are important and those which are business-critical. For example, *'this position performs a role which directly affects the company's strategic goals over the next 5 years'*, or *'this position has a significant impact on the company hitting targets for this fiscal year'*.

This task is easier said than done, and some honest reflection and discussion on which roles really are indispensable, and which elements of these roles in particular, must take place among senior executives and talent acquisition specialists. Understanding what day-to-day functions within the role makes it critical is key.

To help with this task, we have created a template, *Identifying Business-Critical Roles**, which you can find in this document's appendix.

*See Appendix I



“ Unless business leaders address low supply levels of critical-position workers, sub-optimal business growth is likely. ”

Eric Seubert, Workforce

HOW TO MEASURE BUSINESS-CRITICAL ROLE PERFORMANCE

Keeping a close eye on your most valuable assets is natural, but many companies fail to understand that their business-critical roles require ongoing assessment.

Creating a **Business-Critical Role Assessment*** ensures that each time a role becomes vacant steps are taken to learn from previous experience. The market assessment this includes keeps the position fresh and aligned with the company's overall goals and aims, particularly where the role fits into the big picture within the organisation. Additionally, the Business-Critical Role Assessment considers competitors' talent capabilities and the company's Candidate Value Proposition (CVP).

We've included a template in the appendix of this document which can be tailored to your company's individual needs and hiring specifics.

It can be tempting to hope for a 'saviour' hire, but using a template such as this avoids unreasonable demands on candidates; it's important to remember that there is no such thing as a 'perfect' candidate even for a business-critical role.



“The more critical a role, the more crucial it is to measure how well the role is being performed.”

Walter Speirs, COO, Solutions Driven

*See Appendix II

NEXT STEPS

If your organisation feels confident in their business-critical hiring capabilities, it's time to hit your networks and source prime passive talent to fill your vacancies.

For companies who require support in aligning their business-critical hiring with corporate strategy, Solutions Driven has over two decades of experience in providing consultative and practical support.

We have a wide range of support materials on our website, and are always happy to talk to companies who may be unsure of their next steps.

To find out more about business-critical hiring and what impact it could have on your company, visit our website or get in touch.



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APPENDIX I

IDENTIFYING BUSINESS-CRITICAL ROLES

Thinking of your organisation as a whole...

1. What internal and external influences may affect your organisation's mission, strategic objectives, or structure over the next five years?
2. What impact will these changes have on the workforce? What skillsets or competencies will become more or less significant?
3. Which roles are instrumental in delivering your organisation's business commitments and corporate priorities?
4. Which roles have the most influence on achieving the organisation's operational aims and objectives?
5. Which roles are essential to meet legislative or regulatory requirements, including health and safety, legal and HR responsibilities?

APPENDIX II

BUSINESS-CRITICAL ROLE RISK FACTORS

Thinking of each of the roles listed previously...

Role Title:	
Describe the role. Where does it fit into the greater strategic objectives of the organisation?	
Describe the current hiring climate for this role. Is there an under-supply of talent or other concerns?	
Which competitors or external organisations could this talent come from?	
List 2/3 key performance objectives for this role.	
What would happen if these objectives were not achieved?	
List any barriers to success.	
What skills/competencies are must-haves, and which are 'desirable'?	
Why should candidates apply for this role? Consider the 6Fs. (Fit, family, fortune, freedom, fun, future)	
What would an outstanding candidate do differently to an acceptable candidate?	
What attributes or competencies are needed for success?	
What role is an ideal candidate likely to currently be performing?	

APPENDIX III

BUSINESS-CRITICAL ROLE ASSESSMENT

Thinking of each of the roles listed previously...

Indicate the extent to which you agree with the statements below.	Strongly disagree	Disagree	Disagree somewhat	Agree somewhat	Agree	Strongly agree
It would cause serious difficulties in delivering organisational objectives if this role was vacant.	0	1	2	3	4	5
Other departments or functions would struggle to perform their roles if this role was vacant.	0	1	2	3	4	5
Legislative or regulatory responsibilities would not be met if this role was vacant.	0	1	2	3	4	5
Health and safety, security, or duty of care responsibilities would not be met if this role was vacant.	0	1	2	3	4	5
The skills, experience and competencies required to perform this role are highly sought after.	0	1	2	3	4	5
This position tends to have a high turnover rate.	0	1	2	3	4	5
This role is difficult to fill due to the availability of candidates.	0	1	2	3	4	5
This role is difficult to fill due to location or language needs.	0	1	2	3	4	5
This role would be suitable for internal candidates.	0	1	2	3	4	5
Total:						

0 - 10	Low risk
11 - 20	Medium risk
21 - 30	High risk
31 - 45	Imperative