

STAGE 1

Validate the Hiring Need Before You Recruit

The vacancy is not the starting point. The business reason behind it is.

The Stage 1 question

Why should this company invest in this hire now? If that answer is unclear, do not rush into sourcing.

4 checks before recruitment starts

1

WHY

What business problem will the hire solve?

2

WHEN

Replace "ASAP" with a real target joining date.

3

WHO

Name the hiring manager, approver and final decision owner.

4

WHAT IF NOT?

Define the cost or operational impact of leaving the role vacant.

REQUIRED OUTPUT

Recruitment Brief

Capture the reason for hiring, replacement vs new role, department, budget, joining date, hiring owner, employment location and expected recruitment timeline.

Decision gate



Need validated



Budget approved



Joining date set



Owner confirmed

Key principle

Do not recruit because a vacancy exists. Recruit because a validated business requirement exists.

STAGE 2

Build the Success Profile Before the Job Ad

A job description lists tasks. A success profile defines what the right person must achieve.

Ask this first

"If this person performs exceptionally well in the first 6-12 months, what will be different because we hired them?"

Separate requirements into 3 buckets

NON-NEGOTIABLE

Must Have

Capabilities the candidate genuinely cannot succeed without.

DEVELOPABLE

Trainable

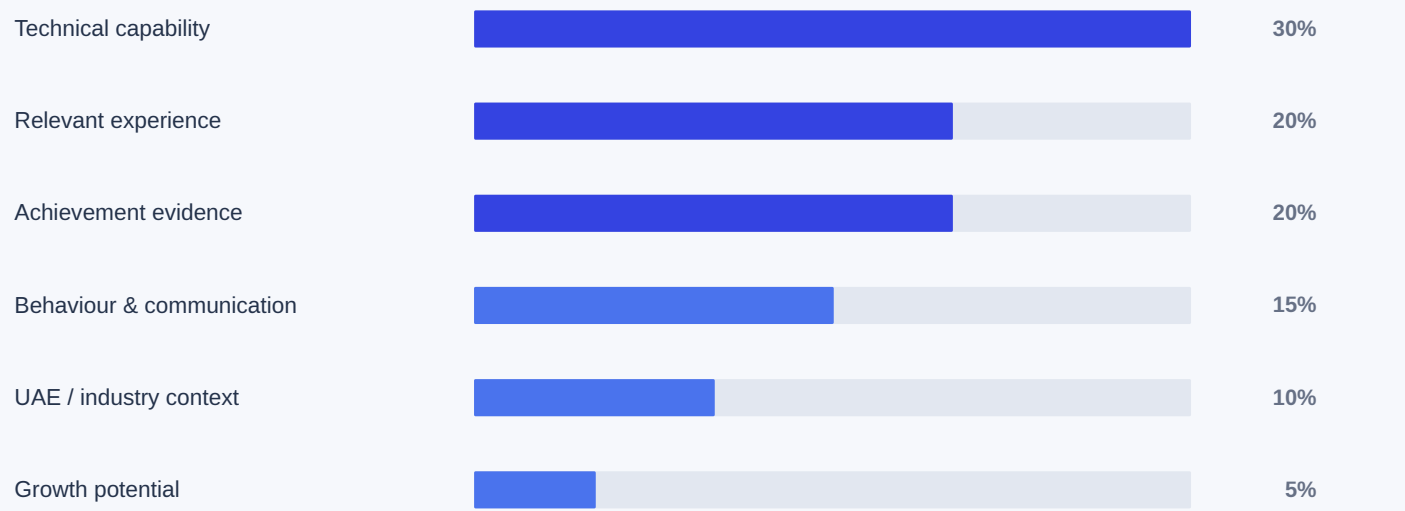
Skills the company can reasonably teach after joining.

BONUS

Nice to Have

Useful advantages, but not reasons to reject a strong candidate.

Example Candidate Success Scorecard



Illustrative weighting - adapt to the role.

Key principle

If you cannot define successful performance, you cannot screen for it consistently.

STAGE 3

Set the UAE Compliance Route Before Sourcing

Do not find the candidate first and figure out how to employ them later.

Employment route map

MAINLAND

MOHRE-led employment / work-permit route

FREE ZONE

Relevant free-zone authority procedures

DIFC

Separate employment framework

ADGM

Separate employment framework

Before the vacancy goes live, confirm:

- ✓ Legal employing entity
- ✓ Likely employment / permit route
- ✓ Role classification & required qualifications
- ✓ Professional licences or approvals, if relevant
- ✓ Emiratisation considerations, if applicable

KPI

Compliance-Ready Vacancy Rate

Track the share of vacancies that enter recruitment with the employment route already confirmed. Aim to eliminate late-stage surprises.

100%

ideal direction

Recruiter mindset

You do not need to memorise every rule. You need to know when a rule can change who you target, how you hire or which documents are needed.

Reference authorities: MOHRE, u.ae, the relevant free-zone authority, DIFC and ADGM. Always confirm current requirements.



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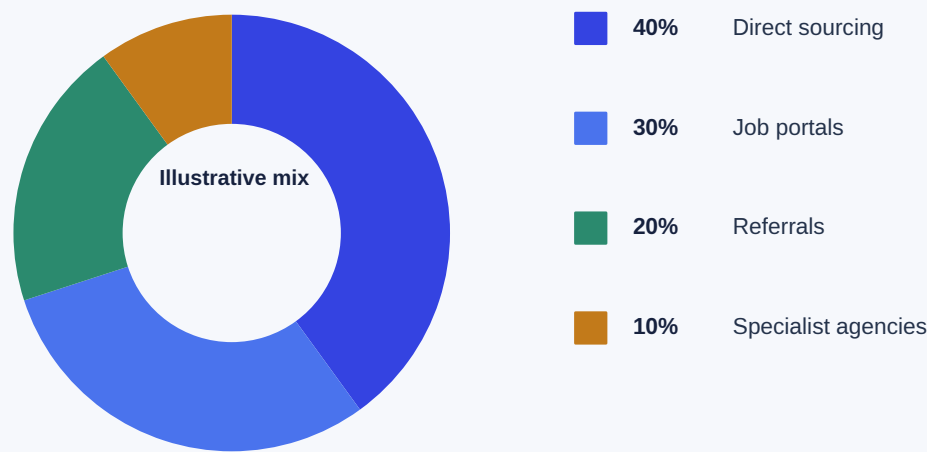
From hiring need to day-one readiness

STAGE 4

Map the Talent Market Before You Post

Job posting is distribution. Sourcing strategy starts by asking where the right talent already exists.

Build a sourcing portfolio, not a single channel



Choose channels by role, not habit

Talent question	Decision
Where are they?	UAE, GCC or international
Who employs them?	Competitors, adjacent industries
How will we reach them?	Active + passive + specialist channels
What matters most?	Qualified candidates, not CV volume

Best KPI: Source-to-Qualified-Candidate Ratio

Do not ask which channel produced the most applications. Ask which channel produced the most people worth interviewing.

STAGE 5

Turn the Vacancy Into Something Strong Candidates Want

Great candidates evaluate the employer while the employer evaluates them.

Balance the job ad

THE ASK

What the company needs

Skills, experience, responsibilities, outcomes, availability and role requirements.

THE VALUE

What the candidate gets

Career scope, leadership exposure, learning, compensation, environment, progression and purpose.

The Employer Value Proposition test

- 1 Why this role matters
- 2 Why this company is worth joining
- 3 Why the candidate should move now

Vacancy conversion lens



Key principle

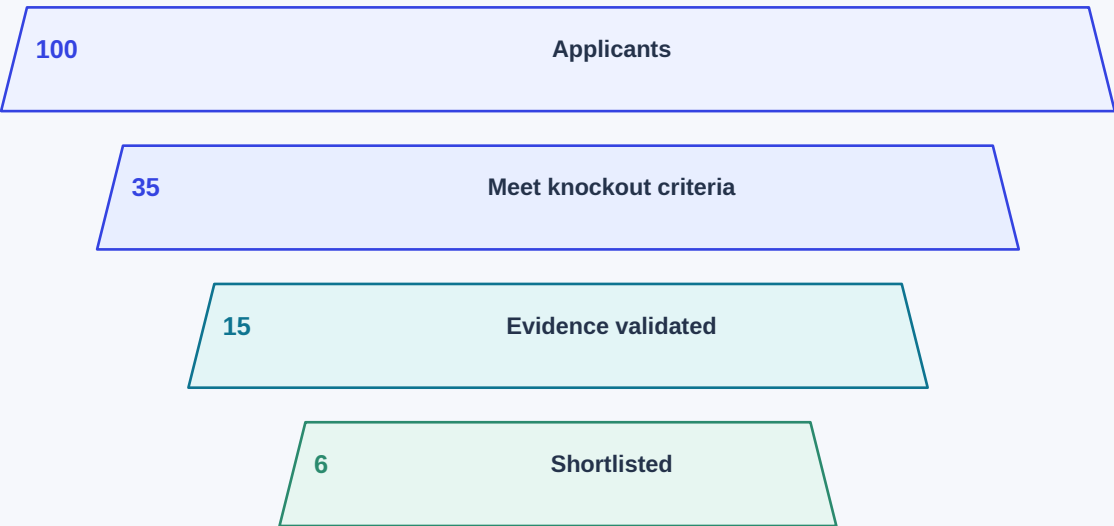
Do not write a job ad that only says “You must...”. Strong attraction explains both the challenge the candidate will own and the value they gain by taking it on.

STAGE 6

Screen for Evidence, Not Impressions

The goal is not the biggest shortlist. It is the smallest number of candidates with the strongest evidence.

A cleaner screening funnel



Illustrative numbers - use your own vacancy data.

3-level screening rule

1. Knockout

Only genuine non-negotiables.

2. Core Success

Evidence of capability and results.

3. Verify

Move unknowns into the screening call.

Hiring-manager calibration

If the manager rejects the shortlist, ask which agreed success criterion the candidates failed. If nobody can answer, the requirement has changed.

STAGE 7

Turn Interviews Into a Decision System

Do not hire the best interviewer. Hire the candidate with the strongest evidence of success.

Give each interview a purpose

Recruiter

Motivation + practical fit

Hiring manager

Functional capability + results

Assessment

Show the work, where appropriate

Final leadership

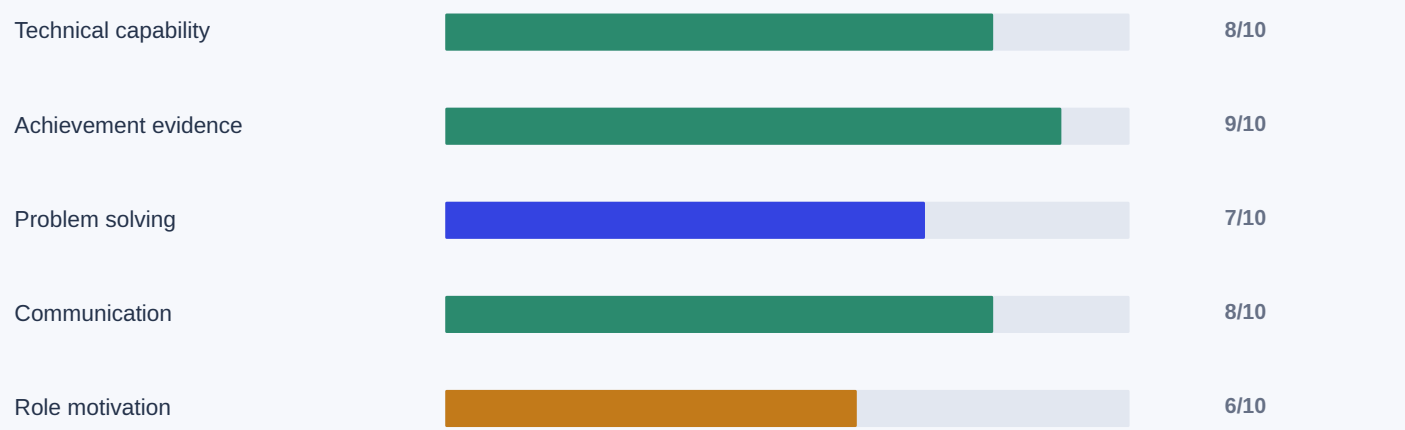
Judgement + responsibility

BIAS CONTROL

Interview rule

Score independently before the panel discusses the candidate. Then compare evidence - not personalities.

Evidence scorecard example



Illustrative candidate score - never use numbers without evidence notes.

Decision rule

Hire = evidence supports the success profile. Hold = one specific concern needs proof. Reject = an agreed success requirement is not met.

STAGE 8

Verify the Candidate Before the Company Commits

Trust the candidate. Verify the decision.

Candidate Clearance File

	Identity	Confirm submitted details
	Employment history	Verify material roles / dates
	Qualifications	Check role-critical credentials
	References	Validate responsibility and performance
	Professional requirements	Licence / approval where relevant
	Employment eligibility	Flag route dependencies
	Discrepancies	Clarify before proceeding

Make references useful

Do not ask "Was this person good?". Ask what they owned, what they did independently, where they performed best and whether the referee would trust them at a similar level again.

Handle discrepancies with judgement

A mismatch does not automatically mean dishonesty. Clarify it, document the explanation, then decide whether it materially changes the hiring decision.



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From hiring need to day-one readiness

STAGE 9

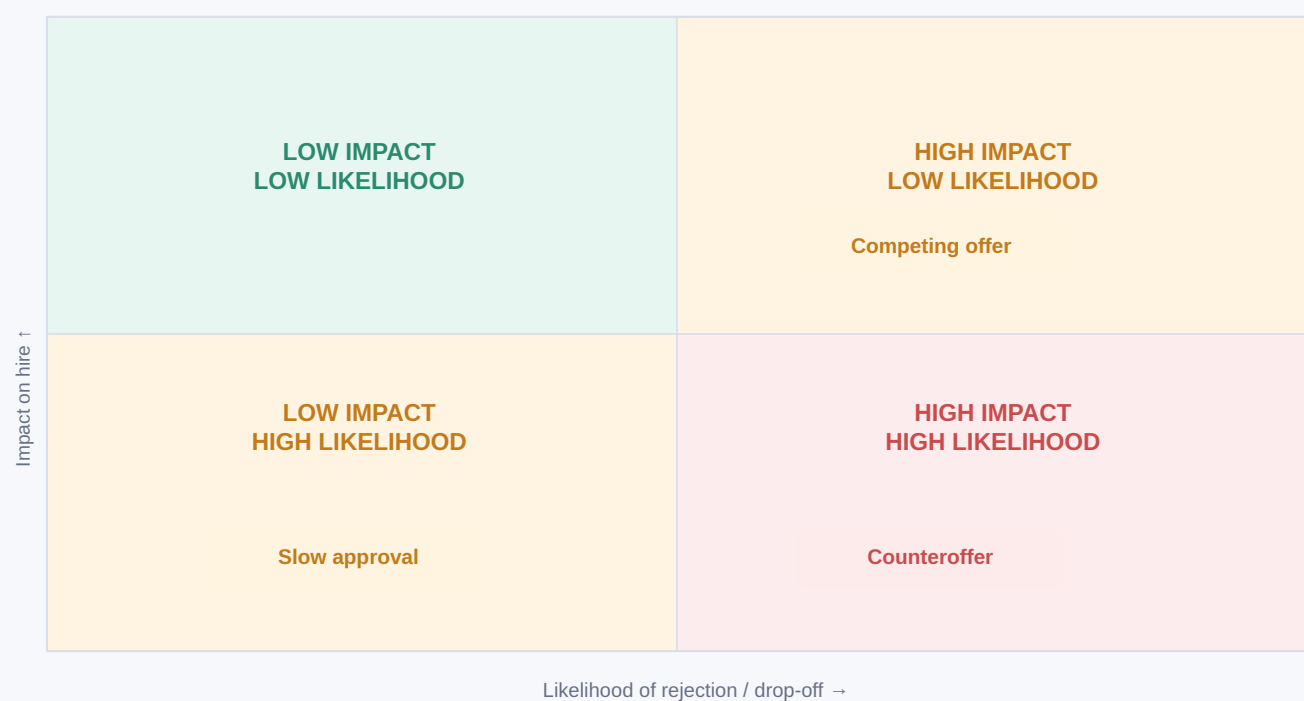
Build the Offer to Win the Candidate

Selection is not the finish line. The offer must be approved, defensible and strong enough to close.

Offer architecture checklist

✓ Base salary + allowances	✓ Variable pay / benefits
✓ Title + reporting line	✓ Work arrangement + location
✓ Joining date + notice period	✓ Negotiation boundary + approver

Acceptance risk matrix



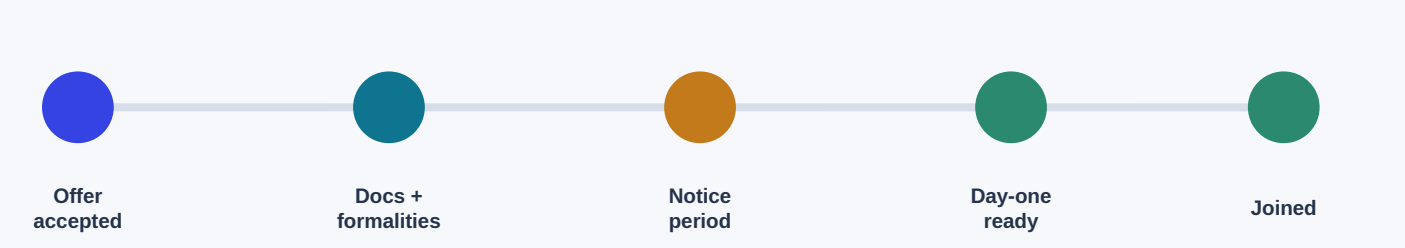
Best KPI
Offer Acceptance Rate - then diagnose rejection reasons, not just the percentage.

STAGE 10

Turn an Accepted Offer Into a Successful Joining

An accepted offer is a promise. Joining turns that promise into a hire.

The offer-to-join timeline



Ready-to-Join Checklist

Joining date confirmed	Candidate + manager aligned
Employment formalities	Initiated / tracked
Candidate documents	Received / outstanding clear
Internal setup	Payroll, HRIS, access
Equipment	Laptop / tools ready
Day One	Time, place, manager + plan communicated

KPI

Offer-to-Join Conversion

Of all candidates who accept, how many actually arrive? Track drop-off reasons: counteroffer, competing opportunity, relocation, delays or silence.

Keep the candidate warm

During long notice periods, keep communication alive. Introduce the manager, share joining instructions early, explain the first week and ask directly if anything could prevent the agreed joining date.

The 10-stage result

Validated need → precise role → compliant route → right talent → evidence-led selection → confident offer → successful joining.