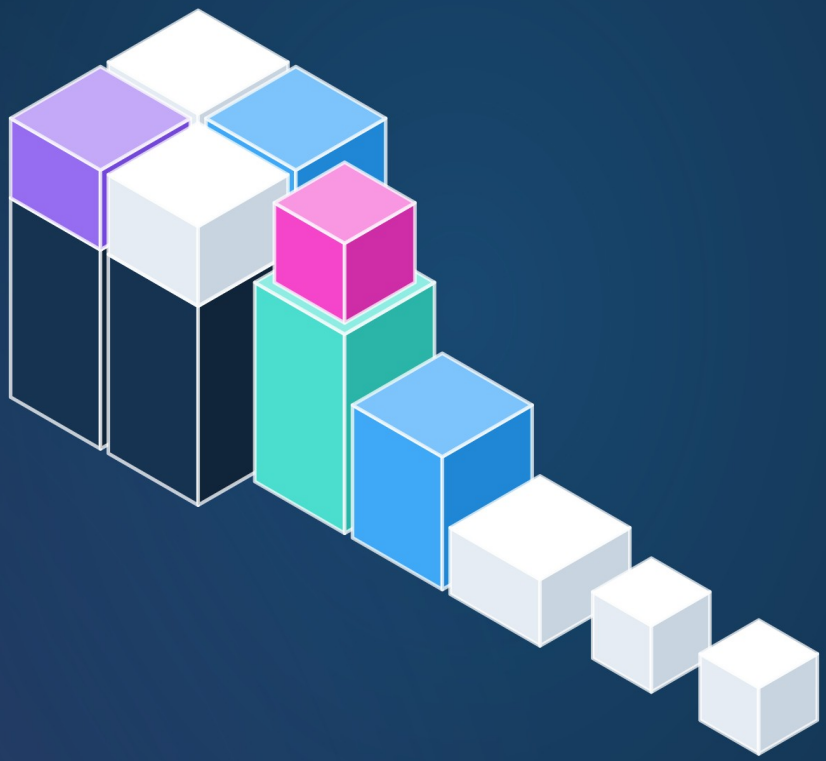
OPERATIONS INSIDER

LEAN · OPERATIONS · LEADERSHIP

RECRUITING AND ONBOARDING QUICK START CHECKLIST

Score hiring and onboarding in operations in one hour, with records you can point at.



FIND. SELECT. START. KEEP.

START HERE

How to Use This Check

One plant or one area, one hour with the personnel department and two shift leaders, twenty-five statements, one number.

01 LOOK	02 SCORE	03 ACT
Open the real records: the last five job profiles and ads, the applications of the last quarter, one interview record and the list of people who started in the last twelve months.	Score each statement from 0 to 4. Without a profile, a count or a record you can point at, the score is 2 or lower.	Pick the weakest block and agree one action with an owner and a date before you leave.

The Scoring Scale

POINTS	MEANING
0	Not in place.
1	Happens occasionally, depends on individuals.
2	Partly in place, not consistent across areas or shifts.
3	Mostly in place and visible in the records.
4	Consistently in place, visible, reviewed and improved.

> **WHY RECRUITING AND ONBOARDING**
>
> **An open position costs money every working day, and a new hire who leaves after three months costs more than the position cost while it was open. Both are results of a process that can be counted, timed and improved like any other process in the plant.**

Before You Start

- **Scope:** the positions in operations: operators, setters, maintenance technicians, shift leaders and engineers.
- **Evidence:** profiles, ads, the count of applications per step, interview records, onboarding plans and the dates of everyone who started and left.
- **Tone:** you check the process, not the recruiters and not the shift leaders. Ask where applicants wait, not who is slow.

Not legal advice. Labor law, equal treatment, data protection for applicant data, co-determination, trial periods and contracts appear only as checkpoints for the personnel department and legal review.

THE CHECK

01 Need and Job Profile

NO.	CHECK	SCORE 0 TO 4
01	Every open position has a written job profile with tasks, must requirements, nice-to-have requirements and what can be learned on the job.	
02	The shift leader or area manager of the position wrote the profile together with the personnel department, at the workplace.	
03	No profile has more than five must requirements, and each of them can be checked by a work sample, a question or a document.	
04	Requirements refer only to the job, and the personnel department has checked profile and ad against the equal treatment rules that apply to the site.	
05	The need is known three to six months ahead from workforce planning, and positions are approved before the gap opens.	

02 Ad, Channels and Applicant Funnel

NO.	CHECK	SCORE 0 TO 4
06	The job ad shows the tasks, the shift model, the workplace and the conditions as they are, in the words of the people who do the job.	
07	Applications, hires and cost are recorded per channel, and the cost per hire of every channel is known.	
08	Employees recommend applicants through a defined referral program, and the share of hires from referrals is known.	
09	Every application gets a first response within two days, and the next step is offered with a date.	
10	The funnel is counted per step every month, with the days per step and the points where applicants drop out.	

THE CHECK

03 Structured Selection

NO.	CHECK	SCORE 0 TO 4
11	Every interview for the same position uses the same guide with the same questions in the same order.	
12	Applicants do a work sample of 30 to 45 minutes at the real workplace, with tasks taken from the job profile.	
13	Two interviewers score every applicant independently on a rating sheet with described levels before they compare their scores.	
14	The decision is made by two people on the basis of the rating sheet within three days after the interview, and the reasons are recorded.	
15	Interviewers are trained, and no question or criterion touches personal characteristics that have nothing to do with the job.	

04 Offer and First 90 Days

NO.	CHECK	SCORE 0 TO 4
16	The offer goes out within three days after the decision, and everything promised in the interview is in the offer.	
17	Between acceptance and day one a named person keeps contact at least every two weeks.	
18	On day one, workplace, workwear, access, safety instruction and a buddy are ready, and the shift leader welcomes the new hire in person.	
19	Every new hire has a written 90-day plan with learning goals, dates and a responsible person per goal.	
20	Feedback talks after 30, 60 and 90 days take place on time and are recorded.	

THE CHECK

05 Retention, Key Figures and Improvement

NO.	CHECK	SCORE 0 TO 4
21	Retention after 6 and 12 months is counted per cohort, channel, area and shift.	
22	Everyone who leaves in the first twelve months is offered an exit conversation with someone outside the direct line, and the reasons are recorded in categories.	
23	Time to fill, cost per hire, offer acceptance rate and the cost of an open position are reported every quarter.	
24	Access, storage and deletion of applicant data are clarified with the personnel department and the data protection officer.	
25	Reasons for dropouts and early leaving lead to at least one change to profile, ad, selection or onboarding per quarter.	

Your Result

BLOCK	POINTS	OUT OF
01 Need and Job Profile		20
02 Ad, Channels and Applicant Funnel		20
03 Structured Selection		20
04 Offer and First 90 Days		20
05 Retention, Key Figures and Improvement		20
TOTAL		100

YOUR RESULT

Read the Number

The total tells you how much of your hiring is left to chance. The weakest block tells you where to start.

TOTAL	WHAT IT MEANS	WHAT TO DO FIRST
0 to 39	By chance. Ads are copied, interviews are conversations.	Count the funnel of the last year. Write one job profile.
40 to 59	Organized. Profiles and counts exist, but applicants wait.	Set response times. One interview guide per position type.
60 to 79	Structured. Criteria, a prepared day one, a 90-day plan.	Count retention per cohort. Hold every exit conversation.
80 to 100	Managed. Key figures steer, early turnover is rare.	Hold the level. Review the figures every quarter.

Your Three Priorities

NO.	WHAT TO IMPROVE	FIRST ACTION	OWNER	DUE

THE RULE FOR EVERY ACTION

Owner and date, or it did not happen. Repeat the check after six months and compare the blocks, not the feeling.

What to Do Next

NEXT STEP	WHAT YOU GET
STARTER KIT	The guide for the first 30 days and the hiring funnel workbook in Excel: job profile, funnel with days per step, cost per hire per channel, cost of an open position.
EXCELLENCE BUNDLE	The full playbook, a two-day workshop pack, eight templates, the Excel system with rating sheet, 90-day plan, hire register and key figures, and a workshop deck.

Both are available at operationsinsider.com.