



Not Your Grandfather's Recruiting Strategy

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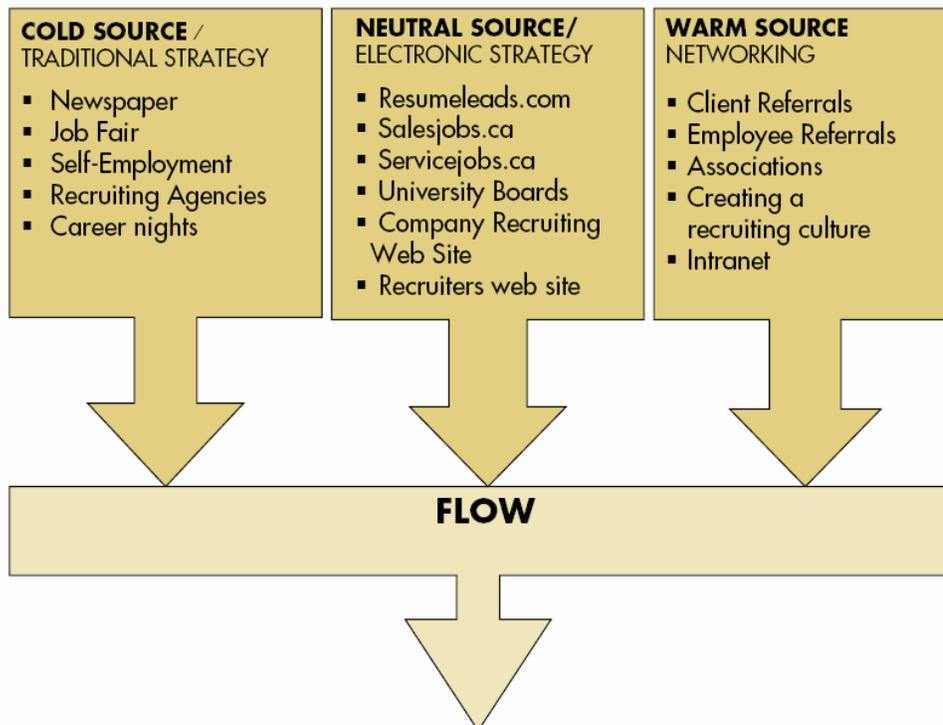
Not Your Grandfather's Recruiting Strategy

What ever happened to the talent war? Back in the heady days of the dotcom boom, talk of a pending battle for skilled knowledge workers was everywhere. But what the futurists failed to understand was the effect that the globalization of our then new-economy would have on a company's available hiring pool. As China rises and India's economy continues to expand at an impressive rate, the emerging Asian powerhouses are beginning to mobilize their huge labor pools and our economy and our workforce is changing. Major advances in communications technology coupled with rapid changes in the global job market have kept recruiters on their toes for the last five years.

Recruitment is no longer just a function of H.R. Managers who recruit have had to acquire additional skills and competencies to attract and retain top workers at home and abroad. The most competitive organizations have begun to create proactive recruiting cultures where everyone in the organization becomes committed to helping attract top performers. Those companies that proactively leverage technology, will be best positioned to ride the wave in the new emerging competition for global talent.

So how do you sort through the flood without swamping your current staff? The first step is to identify your organization's sourcing strategy. In the recruiting game there are three main sourcing strategies, these are Warm, Neutral and Cold Source Strategies.

CANDIDATE ATTRACTION STRATEGIES



Cold Source Strategies:

The more profitable cold source strategies include:

- Media including newspapers, magazines, radio, television
- Business cards, flyers, billboards
- College/university recruiting
- Career counseling services
- Career placement services
- Job fairs
- Company recruiters

Most of these strategies can direct candidates to your company's web site where they can explore the opportunity at their leisure, free of any pressure. A larger hiring pool and increased flow of candidates allows the organization to select the best candidate, rather than lowering the hiring bar in order to fill a vacancy from a limited pool. This strategy becomes most effective when combined with an on-line, turn-key, pre-screening system.

Good candidates never stay on the market for very long so to be quick requires automation. Cold source strategies help save both parties time and streamline the application process. Candidates can pre-qualify at their own convenience and are less likely to jump ship halfway through your screening if it is fast, and easy to navigate.

The downside is that cold sourcing is largely inefficient. Our studies indicate that on average the ratio of contacts required per hire using cold source strategies alone is 100 applicants for every one placement. Fees can range from \$500.00 for a series of job ads to 30% of an executives salary.

Proactive organizations will use cold source recruiting as the beginnings of an extensive database that can be linked to future performance and retention issues. The tracking of candidates provides valuable intelligence and can identify the best sources of recruits and streamline future recruiting and selection activities.

Neutral Source Strategies:

Largely electronic, neutral source strategies include websites and resume retrieval systems that are programmed to search millions of resumes for key terms. On average, neutral source strategies require 24 contacts per placement. Neutral source strategies include:

- Resumeleads.com
- Salesjobs.ca
- Servicejobs.ca
- Iscoresolutions.com
- University Job Boards

- Company Website Employment Page
- Recruiters Web Sites

Qualified job seekers who post their resume are automatically invited to visit the hiring companies screening and applicant tracking system. Candidates that meet the initial hiring criteria, (language requirement, immigration status, licenses etc.) in the pre-screen are invited to complete a more robust screen that will help the recruiting company determine candidate fit, potential and attitudes about the position.

Warm Source Strategies:

Warm means that the potential candidates are known by the organization. Proactive recruiting cultures make recruitment an organizational function by rewarding those that use their own circle of influence in order to bring in high performing employees. The average ratio of contacts to hire using warm source strategies is five to eight applications per placement. The best warm source recruiters, whether HR Generalists, hiring managers or employees, the have a track record of picking winners and are considered to have some sort of vested interest in the success of a recruit. If they are rewarded for candidate performance they are more likely to proactively recruit on behalf of the company and even become natural coaches and mentors. This approach makes recruitment more supportive and helps turn it into an organizational function.

The best way to develop a recruiting culture is to implement a systems that help existing employees to become active recruiters while screening new employees for their recruitment potential.

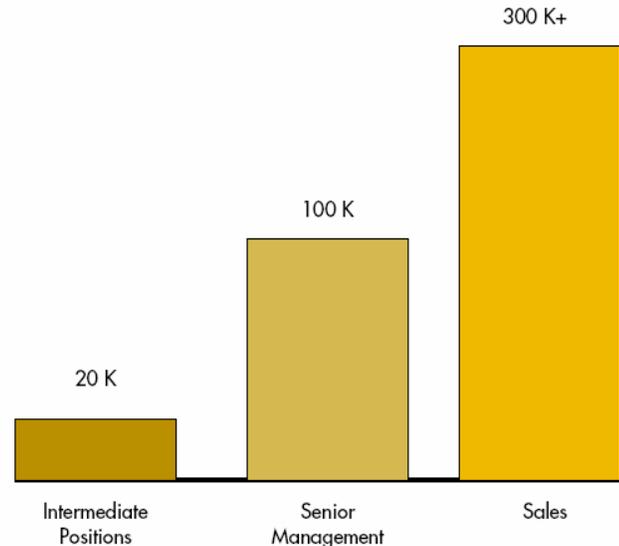
Although warm source strategies are by far the most cost effective, the downside is that they require time and a supporting structure. As a result, managers often exclude warm sources and are forced to rely exclusively on cold sources. Because the ratio of contacts to hires using cold sources is so poor, many mangers end up with inadequate flow or inadequate methods of handling adequate flow. Faced with the daunting task of sorting through 100 more résumés for their next cold source recruit, many managers skip the selection process and jump from recruiting to hiring. This high-speed approach is common amongst reactive organizations and neglects the most critical step in successful recruiting. The result is less effective hiring and unpredictable productivity and retention.

Using Cold, and Warm Source Strategies:

Relying on non-scientific selection strategies (or skipping the selection process entirely), the reactive company will become ensnared in a cycle where predicting aptitude, performance and retention are at best, just a guess. The solution is to be proactive and to use a normative psychometric as part of an automated selection process.

STARTLING STATS

COST OF MAKING A POOR HIRE



Source: Society for HR Management

The good news is that new, low-cost, turn-key systems are now available to help generate and process flow and improve the selection step. These systems increase the quantity and the quality of applicants. Supported by no-cost applicant tracking, a turn-key recruiting system will allow the manager to focus on those candidates that would actually fit the position.

This approach helps larger de-centralized organizations create massive corporate recruiting cultures that tap into each individual's circle of influence. This high touch approach to candidate recruitment was previously the domain of smaller companies. A manager can now use technology to pre-qualify candidates from cold sources and still have time to continue on a regular basis with the high touch, high yielding, warm source strategies.

The role of the manager in the proactive recruiting culture:

Our studies show that many companies base their management succession planning exclusively on sales or on-the-job performance and blindly recruited their top associates into management positions. These companies have discovered the hard way that performance as an associate does not predict performance as a manager. Companies employing this strategy can end up losing a great associate (a retention statistic) and acquired a poor, ill equipped manager (a training and development nightmare).

Associates who become recruiters often rely on their ability to sell the features of a career. Without an understanding of the applicant's internal motivations it is difficult for the manager to hit the mark in their career presentation. Managers who are supported with a candidate's psychometric can provide a much more compelling presentation.

To be effective career managers, recruiters must learn an effective career pathing approach and learn to ask rather than tell. The reality is that very few top performing executives believe that their organization's play a helpful role in supporting their career development. In fact, when surveyed, the majority of top performers will indicate that they feel successful in spite of the organization and not because of it.

The solution is to help the individual become self-managers of their own careers. A proactive recruitment system will support the new employee throughout their career, automatically notify existing staff of internal opportunities. The approach builds retention and helps employees to make vertical moves within the company rather than seeking similar opportunities outside the company. Increasingly, successful recruiting managers are becoming effective coaches, partnering with new and existing staff and helping them to find successful roles within the organization rather than going to the competition.

For the manager, the first step of good career management is to understand the applicant's capacity and potential and help them to match their promise with the right opportunity. The process begins by identifying the applicant's motives and determining whether a potential candidate is "disturbed" or "disturbable" from a career perspective.

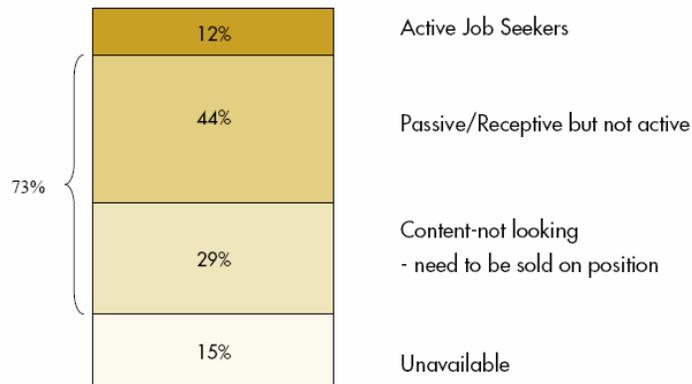
Disturbed Versus Disturbable

Candidates who are disturbed are not happy with their current employment status and want to get out of their present job or change their status. Candidates who are disturbable are generally happy with their current situation, but would consider a better opportunity if it was available.

Disturbed candidates respond well to the traditional recruiting strategy of selling the career. Unfortunately, disturbed candidates are typically not the best potential candidates and often prove to be motivational problems.

STARTLING STATS

POTENTIAL CANDIDATE UNIVERSE



73% of Potential Candidate Pool needs to be recruited

Source: Towers Perrin

Understanding the candidates career motivations:

To be successful, the new career offer would have to include all of the candidates current sources of satisfaction and offer additional tangible benefits. This means that prospects in the accumulation phase of their career are often more likely to be drawn in by new blossoming responsibilities and opportunities than by slight increases in salary.

Determining the career motivation of a potential candidate requires asking at least the following five questions in the initial interview process:

1. How do you feel about your current position?
2. What do you like about your current position?
3. What else would you like to have in your position?
4. Are you currently working at capacity in your position?
5. Do you have skills and talents that your current employer is overlooking, and if so what are they?

Most importantly, from a career management and retention perspective, the interview should connect the tangible benefits of the opening to the candidate's current and future potential.

Performance and Targeting:

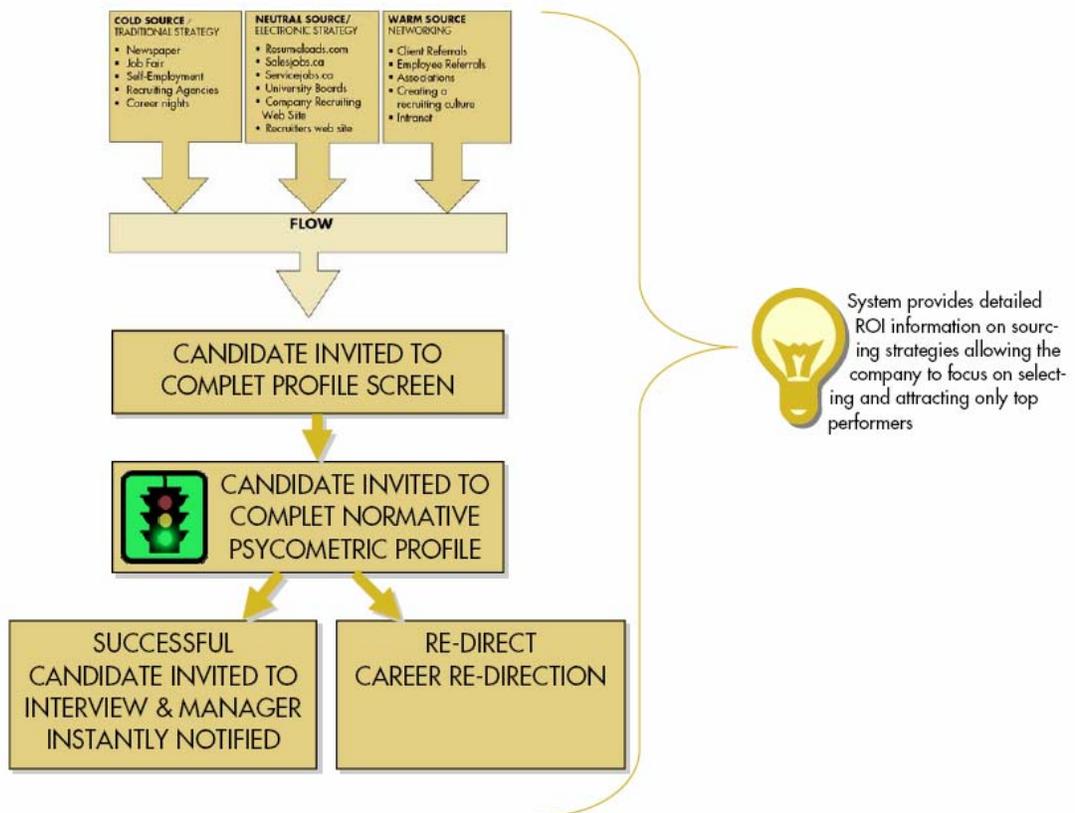
Companies that are poised to take advantage of the global talent boom use digital pre-screening questions based on studies of successful versus unsuccessful associates and electronically evaluate the responses of a new candidate to the ideal psychometric profile

The net result will be a continuous flow of pre-qualified candidates whose core character traits and motivations fit the recruiting culture and the overall career opportunity.

Recruiting recruiters and high-performers:

The technology behind the system can be complex but the actual process is quite simple. A recruiting strategy targets a recruit and instructs them to complete a pre-screen. Responses and biographical information are automatically entered into an applicant tracking system. If the candidate passes the pre-screening process, the candidate is referred to the local recruiter who begins the selection process. The candidate's profile results are measured against the organization's normative performance targets. This data is established through a psychometric survey of existing high performers and helps the organization to identify and replicate the greatest strengths of their greatest people. If the candidate measures up against the pre-screen and the psychometric they advance to the interview stage. The hiring manager then selects from the best of the best and restricts their interviewing efforts to only those candidates that they would actually consider hiring.

SAMPLE TURN-KEY SYSTEM OVERVIEW



So what happened to the talent war? It is still here but has become a battle to survive in the face of abundance rather than scarcity. The best strategic recruiters are those who maximize emerging technologies, and create cultures that can adapt to the emerging demands of a

changing labor market. Victory will come to those that become true recruiting cultures and put science into their attraction, recruitment, screening and selection process.

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[The Self-Management Group](#)

Jason has committed himself to helping distributors to uncover the low hanging fruit in their client relationships through the use of normative, psychometric assessments and certified Self-Management Training and Coaching services. He has owned/operated several successful businesses.

His past appointments have included President of Flint & Steel Inc, Program Director for Lead America's Leadership University Program, President of The Challenge Course Advisory, and senior consultant to the Trainers & Developers Advisory, a training and coaching business incubation firm.

Jason's marketing insight and advising services have helped thousands of people reach their personal and professional goals across Canada and the United States. As Self-Management Groups resident Business Development Advisor and Marketing Director, Jay has committed himself to helping others build high-performance "will-do" cultures through the Self-Management System.

John Marshall, Ph.D.

Chairman

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[The Self-Management Group](#)

John Marshall is the President of The Self Management Resources Corporation and is a principal in the PLUS Corporation. John has a doctorate in Psychology from York University where he has also worked as an Associate Professor.

His doctoral thesis was on the effects and influences of competitive environments -- which he has first hand knowledge from his background as a hockey player in the Philadelphia Flyers organization (1967-8) and while coaching hockey at York University and in Italy.

John was involved in the development of the Personal Orientation Profile (POP), the Career Pathing Guide (CPG), the Career Search Personal Profile (CSPP), the Management Potential Profile (MPP), the Quality Service Profile (QSP), the Sales Pro, the Sport ProFile and most recently, the IT Pro for selection and career management of IT professionals.

He has a strong track record in success counseling for groups ranging from teachers to senior executives. He developed and delivers several unique programs which deal with attitude management and team building. He authored and co-authored several books and articles on the subjects of organizational growth, training, competition in sports and business.