WE’RE NOT IN KANSAS ANYMORE!

BARBARA BRUNO, CPSAE, CPSR
Successfully Managing and Motivating the Recruiting Team in a Challenging Market
TODAY’S REALITIES

An acute talent shortage in high-demand skill sets

Unrealistic clients not willing to pay market rates

Candidates reneging on accepted offers

Candidates ghosting both us and our clients

Low mark-ups

Single-digit close rates

Little or no feedback from some VMS | MSP’s
Can anyone add to that list?
Today you will learn to effectively lead the recruiting function and implement strategies that will improve sales and profits.
Build and communicate a repeatable recruiting process

Lead your recruiters to become more consultative

Leverage KPI’s to plan, make decisions and improve results

Drive change

Reduce problem areas including “ghosting”

Improve redeployment
BUILD AND COMMUNICATE A REPEATABLE RECRUITING PROCESS
What percentage of contracts written are filled non-VMS?

What percentage of contracts written are filled VMS | MSP?

What percentage of job orders written are filled?

Who has a specific repeatable recruiting process?
SUGGESTED
REPEATABLE
RECRUITING
PROCESS
Develop a repeatable process that everyone follows

Understand performance objectives before you recruit

Identify new resources for candidates

Quit targeting the same 15% - Companies are investing $2.8 billion

Target passive candidates – the other 85%

Create a strong candidate referral program

Quit pitching jobs – discuss career advancement
CONDUCT A GENERAL INTERVIEW
DETERMINE TIMING
UNDERSTAND THEIR CURRENT BENEFIT PACKAGE AND COSTS
QUOTE YOUR CANDIDATE, WHEN PRESENTING OPPORTUNITIES

PREP AND DEBRIEF MORE THOROUGHLY THAN YOUR COMPETITION
BACK FILL CANDIDATES WHO ARE SCREENED OUT
NUTURE THROUGHOUT YOUR PROCESS
POSITION YOURSELF AS A LIFETIME CAREER AGENT
What are the benefits of implementing a repeatable recruiting process?
<table>
<thead>
<tr>
<th>Top Seven Pet Peeves of prospective consultants</th>
<th>candidates</th>
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</thead>
<tbody>
<tr>
<td>Hate when we “pitch a job!”</td>
<td></td>
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<tr>
<td>Know we only care about our clients – not them!</td>
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<tr>
<td>Feel we are alike</td>
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<tr>
<td>Often don’t understand the contracts</td>
<td>jobs being pitched</td>
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<tr>
<td>Can’t answer simple questions about the company or job</td>
<td></td>
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<tr>
<td>Expect us to talk during working hours</td>
<td></td>
</tr>
<tr>
<td>No updates or feedback</td>
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</table>
LEVERAGE KPI’s TO PLAN, MAKE DECISIONS AND IMPROVE RESULTS

What KPI’s do you feel are most valuable?
What actions do you take when individual ratios increase?
KPI’s & INCREASED RATIOS
1. **Send-Out to Fill or Placement Ratio** - How many first interviews are booked until someone is hired

2. **Contract or Job Order to Fill Ratio** - How many contracts or orders are written until one is filled

3. **Individual Ratios to determine daily activity**
   
   Example: Recruiter
   - Goal – one fill per week
   - Send-out to Fill Ratio is 5 to 1 = 1 send-out per day
   - 3 interviews to book 1 send-out = 3 interviews daily
   - If this person completes two interviews on Monday, they need to interview 4 on Tuesday

   How many calls? As many as needed to hit daily results standards based on their individual ratios.
Managers have subordinates; Leaders have followers! When you lead change – you improve results.

Change is the only certainty in our Profession. The workforce is going through the greatest shift in history.
<table>
<thead>
<tr>
<th>Description</th>
<th>Percentage</th>
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<tr>
<td>10,000 Baby Boomers retire daily</td>
<td></td>
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<tr>
<td>10,000 Millennials and Gen Z enter the workforce daily</td>
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<tr>
<td>Millennials represent over 50% of the workforce</td>
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<tr>
<td>By 2025, Millennials will represent over 75% of the workforce</td>
<td></td>
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<tr>
<td>By 2020, over 50% of the workforce will be flexible</td>
<td></td>
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<tr>
<td>By 2030, more jobs than people</td>
<td></td>
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<tr>
<td>India is the only country with enough people</td>
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<tr>
<td>Global competition for talent will continue to increase</td>
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</table>
What changes do you feel are most critical to achieve?
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<th><strong>Embrace Millennials</strong></th>
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<tr>
<td><strong>Convert Baby Boomers to Contractors</strong></td>
</tr>
<tr>
<td><strong>Stop depending on job boards and website postings</strong></td>
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<tr>
<td><strong>Upgrade your LinkedIn profile</strong></td>
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<td><strong>Utilize videos</strong></td>
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<td><strong>Take advantage of free chrome extensions</strong></td>
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<td><strong>Utilize resources like Upwork and Fiverr</strong></td>
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<td><strong>Create a blended business model (Contract and Direct Hire)</strong></td>
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REDUCE PROBLEM AREAS INCLUDING GHOSTING

Ghosting Interviews with your Recruiters

Causes

Solutions
Stop pitching a specific job → Discuss their career goals

Explain you take your direction from them → Promise not to waste their time

Share your personal brand → Reveal real reason for job change

Share expectations
Ghosting Interviews with your Clients

Causes

Solutions
Identify where they want to work, and why

Identify where they would never work, and why

What must be there for them to make a change today

Reasons why they’ve turned down other job offers

Prep candidates the night before interviews, quantify answers
Ghosting their start date

Causes

Solutions
MY SOLUTIONS

1. Check a reference at current job, to make sure they handed in notice
2. Cover counteroffer with every conversation
3. Begin to align with new employer (paperwork, lunch)
4. Nurture throughout the two-week notice
5. Call the night before
6. Position yourself as their lifetime career agent
7. Know where else they are interviewing
Ghosting after lunch, shortly after hired
MY SOLUTIONS

Nurture
- Nurture from their first day of employment

Position
- Position yourself as a negotiator

Suggest
- Suggest a mentor

Fill in
- Fill in the gaps of the company’s onboarding process

Ask
- Ask the difficult questions
What percentage of your contactors redeploy?

Most Successful Redeployment Strategies?
My Suggestions
Creating a specific, dated follow up process for all contractors

Inviting contractors to company events

Outside sales reps interacting with consultants onsite and taking them out to lunch

Inviting contractors to sporting events with internal employees

Large candy jar delivered on first day of employment – continually filled with candy

Lucrative referral program to encourage your contractors to recruit for you vs. being recruited
Negotiating raises upfront with clients, if contracts are extended so you can increase bill and pay rate

Recruiters keeping in touch with contractors to make sure they are engaged employees and happy

Providing contractors with additional free training

Food or ice cream truck onsite where you have multiple contractors

If profits allow, have one employee as a contractor concierge focused on your contractor’s experience
Celebrating anything and everything:

Valentine – Send candy with card, *Love That You Work For Us!*

St. Patrick’s Day – Lottery tickets – *We Are So Lucky To Have You Working For Us!*

Birthday Card – handwritten sent to their home

Delivering food for contractors and their co-workers

Tying promos into sporting events or local celebrations

National M & M Day, Cheesecake Day, or whatever day you decide to celebrate

Deliver items that are noticeable but don’t always have your name on them

Appreciation days
Nationwide, the percentage of contractors who redeploy with their current firms is under 10%. Begin each relationship with your candidate with the goal of earning the role of their lifetime career agent. Share your intentions, differentiate yourself by your actions and your redeployment percentage will improve.
THE MYTH

THERE ARE NO CANDIDATES
Most important statistic to remember: $2.8 Billion dollars are being spent by companies in the US on job boards and SEO for their website postings.
All this money only attracts 15% of the talent pool – those candidates who are conducting an active search, many of them not working.

Your clients don’t want you to present the same candidates!
Teach your recruiters to attract the passive candidate who represent the other 85% of the talent pool.
Suggested Repeatable Recruiting Process

1. Develop a repeatable process that everyone follows
2. Understand performance objectives before you recruit
3. Identify new resources for candidates
4. Quit targeting the same 15% - Companies are investing $2.8 billion
5. Target Passive Candidates – the other 85%
6. Create a strong candidate referral program
7. Quit pitching jobs – discuss career advancement
8. Conduct a general interview
Suggested Repeatable Recruiting Process

- Determine timing
- Understand their current benefit package and costs
- Quote your candidate, when presenting opportunities
- Prep and De-brief more thoroughly than your competition
- Back fill candidates who are screened out
- Nurture throughout your process
- Position yourself as a lifetime career agent
**KPI’s and Actions for Increased Ratios**

**Send-Out to Fill or Placement Ratio** - How many first interviews are booked until someone is hired.

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Individual Ratios to determine daily activity

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SUGGESTED CHANGES—GREATEST SHIFT

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## MY SOLUTIONS – GHOSTING INTERVIEWS WITH RECRUITERS

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GHOSTING
AFTER LUNCH,
SHORTLY AFTER HIRED

Nurture from their first day of employment

Position yourself as a negotiator

Suggest a mentor

Fill in the gaps of the company’s onboarding process

Ask the difficult questions
MY SUGGESTIONS FOR IMPROVED REDEPLOYMENT

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