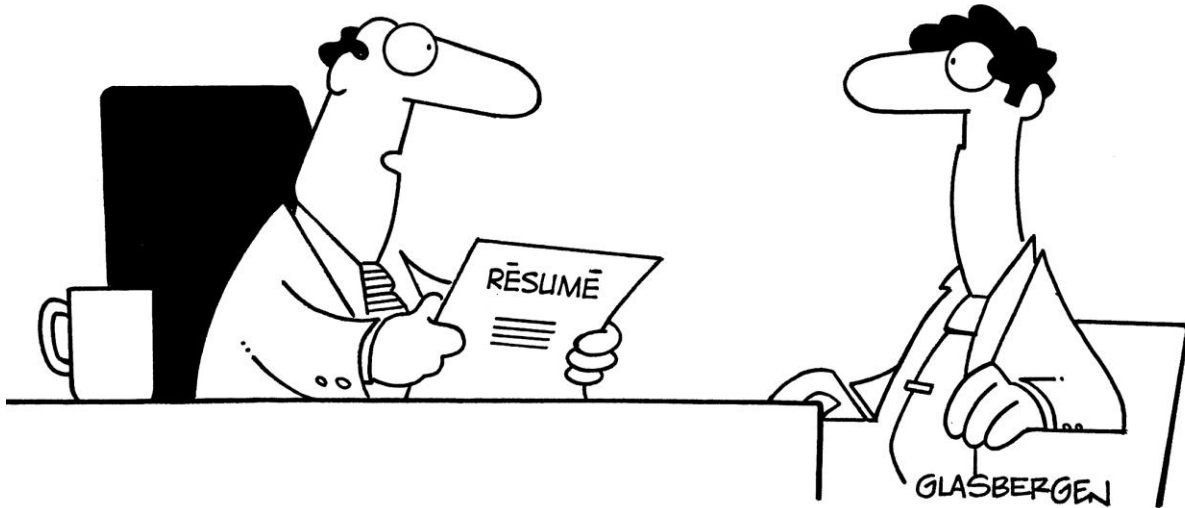


Winning the Recruiting Race

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**“We’re looking for people to help us stomp
our competition and squash them like a bug.
Let me take a look at your feet.”**

Organizations rely on their workforce to be competitive and successful. The difference to acquiring and executing business in a competitive environment lies in the ability to hire right resources on time every time. Given the maze of constraints in acquiring talent, it can be a very exacting exercise.

Recruiting top talent has its own set of challenges. Recruitment is transaction intensive and prone to a lot of shifting priorities. High human energies are required to take tasks to logical conclusion. The recruitment organization has to stay focused on the job and the price of non conformance is very high. **Recruitment organizations are expected to deliver a high quality hire at the least amount of time and at the lowest cost.**

Inefficiencies at various stages of the recruitment life cycle impede the recruitment organization from performing to its real potential. I will be discussing the following topics pertaining to various stages of the life cycle of the recruitment, its associated pain points and proposed solutions in this white paper.

- Requirement Management
- Identifying Prospective Candidates
- Interacting with Candidates and Clients
- Interviews
- Offers and Joining

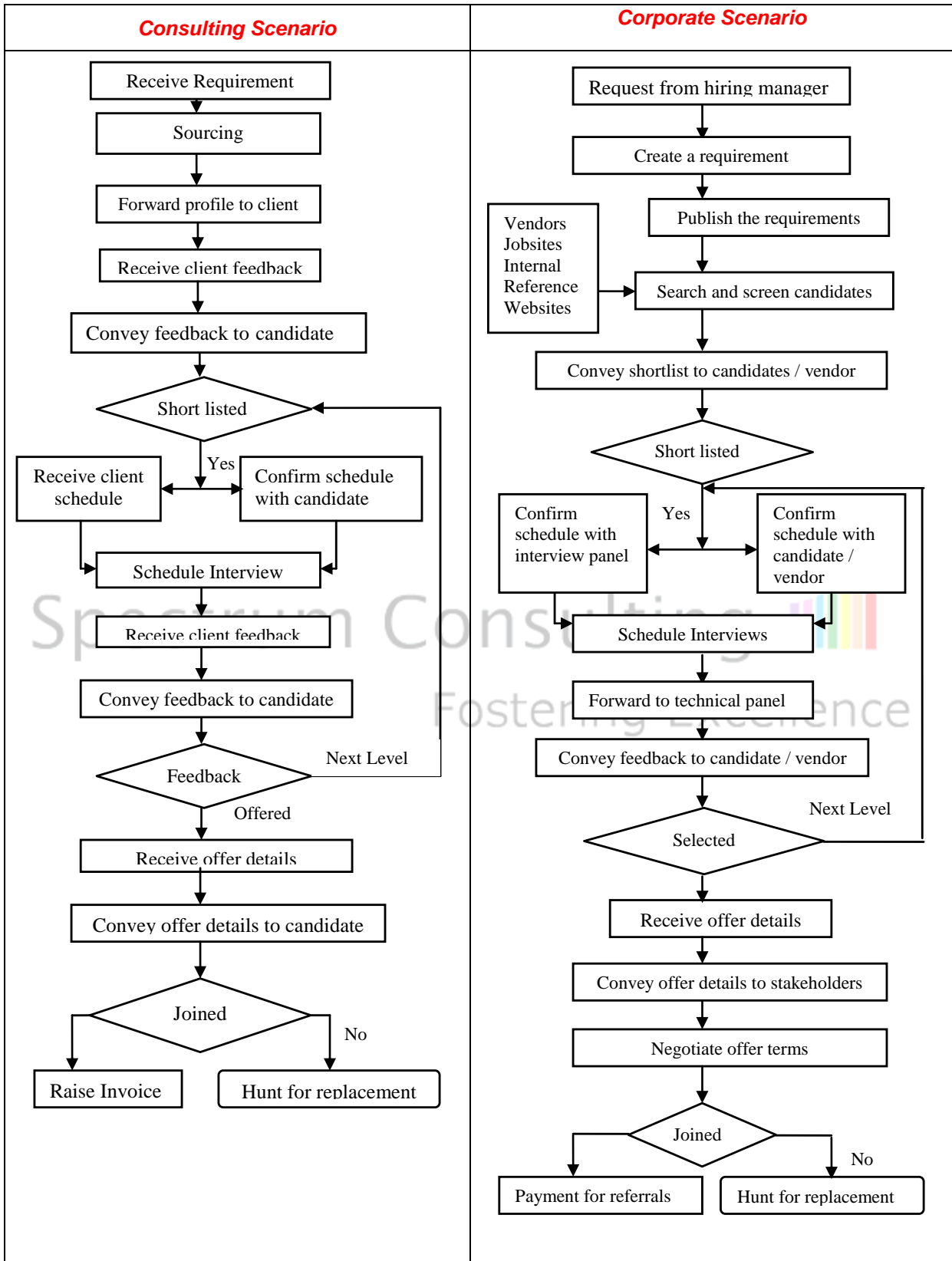


Figure 1 – Recruitment Workflow

Requirement Management

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“Your résumé is bloated with half-truths, false praise, exaggeration and unsubstantiated accomplishments. I’d like to hire you to write our Annual Report.”

The key success factors (KSF) are

- Validating the requirement
- Capturing requirement vividly
- Distributing requirements optimally among the recruiters

Sl. No.	Problem	Impact
1.	Non validation of requirements upon receipt.	Work on unqualified requirements. Rework and wasted efforts.
2.	Requirement not captured in vivid detail.	Wrong sourcing, interacting with a wrong set of prospective candidate, offering irrelevant profiles for interviews, low or no selection. Definite rework.
3.	Lack of criteria for allocating and distributing requirements among the recruiters.	Imbalance in work load. Low productivity. Longer recruitment cycle time.

To overcome these problems recruitment organizations should develop specific criteria to validate and qualify the requirements. A lot of effort, time and money could be saved.

The typical parameters include:

- Roles, number of positions, location, compensation
- Verticals, technology, technical skills, soft skills, experience, qualifications
- Best-in-class/reference profile

(The list is not exhaustive.)

Requirement detailing will eliminate gaps between sourcing and client expectations.

Recruitment organizations should invest time in analyzing work load distribution among its recruiters. Doing so will achieve proper balance in work load among the recruiters and enable them to realize their potential in full.

Identifying Prospective Candidates

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“You’ll see from my medical records that I was born six weeks premature. I’ve always been very good at completing projects ahead of schedule!”

The KSF are

- Depth of the candidate database
- Spread
- Rate of growth of the candidate database

Sl. No.	Problem	Impact
1.	Absence of a centralized database.	Longer cycle time. Increased cost.
2.	Data Validity.	
3.	Data Integrity.	
4.	Data Retrieval.	
5.	Dated candidate information.	

The speed of recruitment is determined by the responsiveness of the recruitment organization. Responsiveness is dictated by the speed and accuracy of retrieval of right candidate profile. Retrieval is directly related to the care you take to store. What you store is what you get.

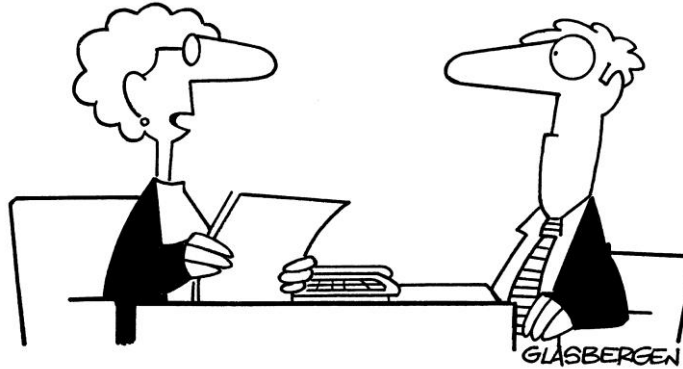
A centralized warehouse of candidates dramatically improves response time. Recruiters will have instant access to candidates already classified, categorized and validated.

Gathering exhaustive candidate information such as reasons for job change, previous/current employment, education, certifications, strengths, international work experience, preferences etc. builds dimension and depth to the database. Recruiters can better understand candidate aspirations and avoid wrong sourcing.

A well nurtured database accelerates response times and eliminates dependencies on external agencies and thus reduces the cost.

Interacting with Candidates and Hiring Managers

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“According to your résumé, you were an Egyptian Pharaoh in a past life. Have you updated your leadership skills since then?”

The KSF are

- Manage expectations of hiring organization
- Address candidate aspirations
- Chronicle interactions with candidates and hiring organization
- Establish a single point of contact for candidates and hiring organization.

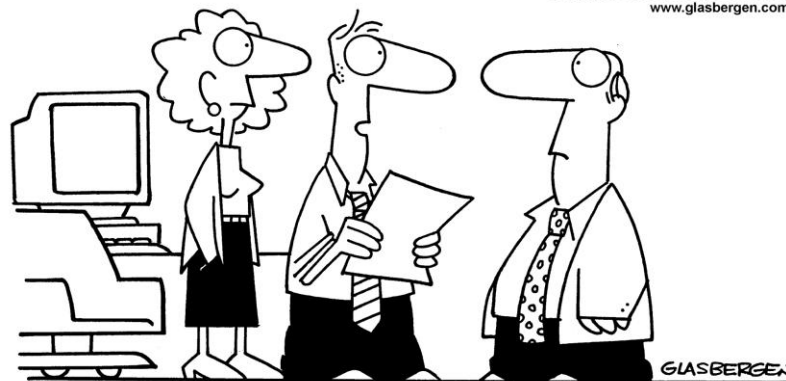
Sl. No.	Problem	Impact
1.	Gap between hiring organization expectations and candidate aspirations.	Longer cycle time. Rework.
2.	Not capturing interaction of recruiters with candidates and recruiting organizations.	Loss of credibility
3.	Multiple recruiters contacting the candidate for the same proposition.	Annoyed candidate. Loss of credibility.

Defining a clear framework streamlines the various processes and guides the recruiter to carry out the day-to-day activities in a structured manner.

A framework enables capture of activities across all stages of the recruitment life cycle. This process ensures that every task is taken to its logical conclusion.

Interview Process

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“We were way ahead of schedule, so we revised the schedule. Now we’re way behind schedule because we lost too much time revising the schedule. What we need is a schedule to help us revise our schedules on schedule.”

The KSF are

- Interview schedule management
- Attention to details

	<i>Problem</i>	<i>Impact</i>
1.	Improper scheduling of interviews.	Loss of credibility
2.	Managing multiple line ups on the same day.	Delay in hiring
3.	Inadequate interview details to the candidate.	

The recruiting organization should institutionalize a process to schedule interviews without any conflicts. The candidate should be briefed about the nature of the interview, venue, contact person(s), interview level, dress code and other relevant information. The communication process must enable synchronized understanding on interview schedules between hiring organization and the candidate.

Offers and Joining

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**“We’re a family-friendly company.
If you’re required to work more than 90 hours
a week, we’ll contribute \$1500 toward your divorce.”**

The KSF are

- Synchronize expectations of candidates and hiring organizations:
 - Compensation
 - Role
 - Designation
 - Work location
 - Time to join
- Minimize the drop outs

Sl. No.	Problem	Impact
1.	Mismatch between candidate expectations and the hiring organization intents on offer. <ul style="list-style-type: none">• Compensation• Roles• Designation• Work location• Time to join	Delay in hiring. Rework.
2.	Drop outs	Rework

Typical reasons for offer rejections include better opportunities in other organizations, career growth within the recruiting organization, compensation and benefit structures, designations etc. The recruitment organization can realistically manage expectations and negotiate on behalf of both the client and the candidate by capturing requirement and candidate information in graphic detail.

The recruitment organization should also be able to whistle blow and commence rework immediately in the likelihood of the candidate declining the offer or dropping out to minimize the time lag to get an alternate candidate on board.

Conclusion

It is becoming quite obvious that most of the pains in the recruitment business points not to the capability or the absence of it in a recruiter but to the absence of robust process framework. Establishing and installing a strong process framework spanning across the lifecycle stages of recruitment yields phenomenal business benefits in terms of scalability of operation, operational efficiency, productivity and profitability.

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