



TOP 5 TIPS

to Improve Your Recruiting Strategy & Avoid the Panic Hire

Regardless of a stagnant or emerging economic environment, top talent is hard to find. Countless organizations nationwide are struggling to attract a talent pool with top skills and this is having a negative impact on business performance.

39% of U.S. employers report that they are having difficulty finding staff with the right skills (ManpowerGroup 2013 Talent Shortage Survey). With this talent acquisition challenge perhaps hindering the growth of your business, your customers' businesses and spreading to the greater economy overall, what's an HR leader to do? While this may seem like an insurmountable challenge, it's better to view this as an incredible opportunity—an opportunity for you as an HR leader to positively impact the growth of your business. So let's start at the beginning of your people management process. This whitepaper offers 5 tips that will improve your recruiting strategy and help you avoid getting caught in a hiring panic without a choices or a plan in place.

Finding top talent is a challenge. 39% of U.S. employers report that they are having difficulty finding staff with the right skills.

(ManpowerGroup 2013 Talent Shortage Survey)

TIP #1 | FOCUS & TAKE ACTION

You're not alone in the new war for talent. In fact, everyone is right there with you. The top 10 most difficult to fill jobs in the U.S. as named by 2013 ManpowerGroup's Talent Shortage Survey are:

- > Skilled Trades
- > Sales Representatives
- > Drivers
- > IT Staff
- > Accounting & Finance Staff
- > Engineers
- > Technicians
- > Management/Executives
- > Mechanics
- > Teachers

So no matter what industry you are in, there are at least 4 positions on this list that you may be having challenges filling. What are you doing to address this challenge? What is your competition doing? Are they filling positions faster than you are? Are they able to take on more projects and grow their business faster than you can? It's not too late. It's not just a challenge—it's an opportunity.

Creating or refreshing your recruiting strategy starts with understanding your business needs and corporate goals. Defining short term and long term operating plans for the business, workforce planning, succession planning and understanding critical roles is imperative. Once you understand where you are and where you want to go, it's important to create an action plan—and execute on it. Tactics that may support your organization's strategy may include integrating your careers page with an applicant tracking system (ATS), building a referral program, job board distribution, using social networking to share and grow a talent community and accelerating your talent searches with specific search criteria.

TIP #2 | CREATE A PROFILE FOR WHO WILL SUCCEED—AND FIND THEM

Let's face it—who you hire makes a difference. It's not enough to just bring in an employee to “fill a seat”. Bringing in high performers who can do the job faster and create efficiencies will delight both external and internal customers.

Building on Tip #1, we recommend that you define a high performer profile after defining or refining your recruitment strategy. Not only does this include the skill set required for the particular position, but also a required cultural fit. Almost half of an employee's success in the first 18 months on the job can be attributed to how the employee fits in with others in the organization while the rest of the success depends

Building a high performer profile will save you time and money. Almost half of an employee's success in the first 18 months on the job can be attributed to how the employee fits in with others in the organization while the rest of the success depends on whether the employee can do the job, according to Brian Kropp, a managing director at Corporate Executive Board.

on whether the employee can do the job, according to Brian Kropp, a managing director at Corporate Executive Board. Staggeringly, the Society for Human Resource Management (SHRM) reports the cost to replace and hire new staff may be as high as 60% of an employee's annual salary whereas total costs of replacement, including training and loss of productivity can range from 90% to 200% of an employee's annual salary (SHRM 2011–2012 Human Capital Benchmarking Report). Creating comprehensive job profiles on the front end will save you time and money after the hire.

TIP #3 | YOUR SECRET WEAPON: REFERRALS

If you haven't yet, you need to understand the high value of referrals to your recruiting program. As reported from Staffing.org, referrals are the #1 source for quality new hires. Your internal team has a good understanding of what needs to be done and the skills that are required. They may be able to recommend professional colleagues or acquaintances who can fill your open positions. And don't let lack of diversity be a concern. CareerXRoads 2011-2012 confirms that despite the old myth that referrals have a negative diversity impact, referrals were #1 as the "most productive" source for diversity hires, well ahead of major job boards, company affinity groups, and diversity career fairs.

As you are getting started with your referral program, you'll need to consider these things:

- > How will you incent your employees to participate?
- > Who's eligible to receive a referral award?
- > What procedure must an employee follow to refer a candidate?
- > How are you going to manage the process and close the loop back with the employee?
- > How are you going to market/communicate it to your employees?
- > How can you leverage social networking (via LinkedIn, Facebook and Twitter) to speed up and increase the reach of your program?

Not only is a referral program a great source of candidates, it's also a great motivator for current employees to share the opportunities that are available, show pride in their workplace, and be rewarded for it.

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Integrating an assessment tool with your ATS will save you time in recruiting and improve your quality of hire.

TIP #4 | COMPREHENSIVE PRE-HIRE ASSESSMENT PAYS OFF

There are so many great reasons to implement a pre-hire assessment, we could create a whitepaper on this topic alone. To organize the biggest benefits delivered from pre-hire assessments we have grouped them in to two categories: improved hiring speed and quality.

From a speed perspective, those of you who seek to expedite your hiring process can use assessments to do just that. When you require an assessment as part of the application process, you are already one communication touch ahead in gaining an objective picture of the candidate and his or her potential success. Before you've even reviewed a resume, the candidate has already self-selected themselves in to or out of your ideal candidate profile. By doing this you are getting the pre-designed data that you need to make a hiring decision, not just what the candidate wants to push to you via a resume or job application.

Equally important as increased speed is improved quality of hire. While assessments should never take the place of the human element of recruiting, assessments add an objective layer in to the screening process. For example, you can take a position that you are recruiting for, create a high-performer profile and assess candidates against that profile.

If you are hesitant or thinking that a pre-hire assessment may be unfair to the candidate, Josh Bersin from Bersin by Deloitte says his research confirms that this is not the case. Employers can save time and money in pre-screening, ultimately finding people with a strong fit for the job. And job seekers receive a benefit too, helping them figure out where their "perfect job" might be. (Josh Bersin Blog; Pre-Hire Assessment Science Revealed, April 2013)

Automation allows organizations to have a centralized, repeatable, compliant recruiting and applicant tracking program.

TIP #5 | AUTOMATE YOUR PROCESS & REPORT YOUR SUCCESS

Never start your recruiting process from scratch again! Automating your recruiting and applicant tracking process will save you time, effort and money. Instead of using manual and time-intensive processes like email or spreadsheets, organizations hiring a few or many positions each year will benefit from having a centralized, repeatable process that can help them identify the best candidate sources, evaluate candidates fairly, stay in compliance with federal

recruiting regulations and power successful candidate relationship management to fill positions that are open today...and those that will be open tomorrow.

Passive candidates can be a new candidate pool for your organization.

Using LinkedIn and social media to create relationships can help you build your candidate repository.

BONUS TIP #6 | SEIZE THE VALUE OF PASSIVE CANDIDATES

We can't talk about the value of passive candidates without first pointing to LinkedIn. In the 2011 LinkedIn Survey of 4,550 full-employed professionals, 83% who classified themselves as passive were split up in to three big groups. The Tiptoers, 15% of the total, were very quietly and selectively contacting former co-workers to see if anything of merit was available. So in some way, these people could be considered slightly active. However, they would only move for a better job. Explorers (40% of the total respondents), who were open to explore a situation if a recruiter called, would only consider a major career move to make the switch. Super Passives, at 28%, were not looking at all, but most were still open to

connect with a recruiter for future opportunities, making them a great group to network with. So what is your organization doing to engage with this labor pool? What's your candidate relationship strategy for this group and how can you stand out to them? Answering those questions will potentially unlock a new source for talent that was never previously available to your organization.

Recruiting is a top challenge across industries and company sizes. Creating and executing a strategy that covers the points covered in this white paper will help your talent acquisition program be THE foundation for growing your business. In summary:

- > Focus on Recruiting & Take Action
- > Create a High Performer Profile — And Find Them
- > Referrals are Your Secret Weapon
- > Comprehensive Pre-Hire Assessments Pay Off
- > Automate Your Process & Report Your Success
- > Seize the Value of Passive Candidates



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