How to Effectively Find the Right Candidate

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About OperationsInc


• Human Resources Outsourcing and Consulting firm, established in 2001 (16+ years)

• Team of 50+ HR professionals who operate as an HR department for hire, one hour at a time

• Recognized HR subject matter experts

• Support over 1,300 clients
Recruiting – The Challenges

• Candidate pool is getting THINNER by the day

• Laws of Supply and Demand = Job Seekers are in control
Recruiting – The Challenges (continued)

• Finding good people is hardest since 2007

• Employers fail miserably at part/all of the process

• Candidates continue to move to a more passive vs. active level of behavior
Building a better Sieve – Areas to focus on that will get me to 5 GOOD candidates

- Job Posting Content
- More complete understanding of the job
- More complete Job Descriptions
- Significantly review and REDUCTION to the list of requirements
- Researching the successful incumbents, their skills, their backgrounds

These steps will allow you to secure only the “finest grains of sand” through your sieve
Developing the Job Description

• Better gathered from the source vs. the manager
  • Ask those in the position to complete a questionnaire, participate in an interview

• The more you get from the person doing the job the more accurate the document
Developing the Job Description (continued)

• Ask detailed questions
  • Tasks
  • Time to complete
  • Skills needed

• Challenge the responses
  • Are they “requirements” or “nice to haves”?
  • Press for details
Reviewing the Descriptions with Management

• Job Description
  • Format your results into drafts
  • Provide in advance for review
  • Meet to discuss the accuracy, completeness
  • Challenge the content, opinions of the incumbents
  • Edit as needed
Reviewing the Descriptions with Management (continued)

• Requirements
  • Beef this area up
    • In the past 5 items, today 15
  • Push back on each
    • “so if they don’t have this, but have everything else, we still rule them out?”
  • Categorize “immovable objects” vs. “nice to haves…”
Job Profiling

Research the stories behind each successful incumbent

- Schooling
  - Specific Schools
  - Degree of study
  - GPA

- Past employers (by name and by industry)

- Prior roles leading up to this one
  - EX: Helps to see if someone successful started in sales and now is in customer care
    - May mean candidates with sales in their background have a better chance of succeeding
Job Profiling (continued)

• Large vs. Small environment
• City vs. Suburbs
• Specific interests stated on their resume

All translates into:

What are the common denominators in our best performers?
Job Profiling – Mining the Results

• Seek out the common pieces

• Convert those into primary / secondary screening segments or requirements
  • Some may truly be “must haves” while others are “nice to haves”
Job Profiling – Mining the Results (continued)

• Create a profile checklist that shows:
  • Requirements from the original job description
  • Requirements from the profiling exercise

• Challenge your findings
  • Review them with the incumbents, managers

• Run with the results as your screening checklist
From Findings to Posting / JD

• Move what you learn into the content of the job posting

• Emphasize hard skills and “must haves” in your requirement sections

• Limit your use of secondary requirements
  • Can make the posting too long
  • Candidate may not read it all

• Use all the tools and sections offered by each board when posting the need
  • Finding the places for your requirements will make your candidate pool more targeted
Where to Fish? Pond 1 – Big Boards

- Monster / Career Builder / indeed
  - Largest Audiences
  - Growing Resume Databases
  - Tools to help your firm stand out

- Cost
  - $400+

- Issues / Concerns
  - Page 2 and Beyond
  - Bigger audience does not always equal better candidates
  - Reach / Popularity
Where to Fish? Pond 2 – Niche Boards

- Niche Boards
  - By Profession / Job Type(s)
  - By Region
  - By Industry

- Cost
  - $0 - $1,000

- Issues / Concerns
  - Audience size
  - Marketing outreach
  - Is the net too small?
The JOB Alert…and How This is Changing Job Seeker Behavior

- Job Seeker signs up / sets up profile
- Board sends them emails with links as new matches are posted
- Candidate visits only those links and acts…or not
- Candidate gets job…and stays subscribed to the Alerts
Where to Fish? Pond 3 - LinkedIn

• As a Candidate Database
  • International DB of resumes / profiles for millions
  • Viewing profiles for free… to an extent
  • Filtering / searching by all relevant terms / need types

• Cost
  • $0 - $25,000+

• Issues / Concerns
  • These are not all job seekers
  • Requires you to directly “headhunt”
  • Cost to see / connect
LinkedIn (continued)

• As a job board
  • Post your job just like others
  • Gaining traction / awareness in this arena

• Cost
  • $499 for a 30 day posting (does vary by location)

• Issues / Concerns
  • Not enough traction as a Job Board
  • Cost / ROI unclear vs. other options
The IMPORTANCE of Career Pages

- Company Career pages on your Website
  - Post your openings here + tons of other content
  - Videos
  - Benefits
  - Cultural statement
  - Photos
  - Testimonials
  - Career Path Success Stories
  - Indeed (and others) “scrape” these daily for inclusion on their site… for free.

JOIN THE OPERATIONSINC TEAM

OperationsInc employees enjoy a wide range of both traditional and progressive benefits, company sponsored activities, and access to professional development opportunities.

New and enhanced initiatives are planned each year as OperationsInc strives to continue to be named a top workplace year after year.

CLICK HERE TO VIEW OUR OPEN POSITIONS

COMPANY EVENTS & ACTIVITIES:
- Annual holiday party
- Charity road races
- Company-wide meetings
- Cooking classes
- Corn Hole tournaments
- Halloween costume contest

FAMILY OUTINGS, EVENTS & MEMBERSHIP DISCOUNTS:
- Family baseball game outings – NY Mets and Bridgeport Bluefish
- Local museums
- Local sporting events

VIDEO
Learn more about our team and working at OperationsInc.

“Starting a new job can be difficult, but OperationsInc welcomed me immediately and made my transition from working freelance so smoothly. Before I knew it, the company became as much a part of me as I was part of it.”

ELDRIDGE LOUIS, CREATIVE MARKETING COORDINATOR

CURRENT JOB OPENINGS
- Payroll Specialist, Part Time
- Sr. Payroll Specialist, Part Time
Strategic Interview Planning

• Who is part of the interviewing process?
• When does each participant conduct their interview?
• Who goes during round 1, 2, …?
• What questions will each ask that are the same… and are unique?
• What information is to be shared at each level?
• How will the information be shared?
• Who serves as the point person for the candidate?
Training Your Managers

• How to interview
  • Questions to ask
  • Questions NOT to ask
  • Strategically selecting / aligning interviewers
  • Behavioral vs. Opinion
Testing 1,2,3

- Testing
  - Personality Profiling
  - Core Skills

- Gut only goes so far
  - Cost of turnover 6 months – 2 years of salary
Summary

• Have a plan / strategy
• Proactive reach out vs. Casting Call
• Track your results to determine best what is working
• Spending the most does NOT always equal better results
• Finding the candidates is Step 1 – processing / selecting them is an equally important Step 2
• Become a student of the Changing Landscape
Thank You

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