

SUCCESS AT AN INSURANCE COMPANY

We started on a one month trial. Our objective was to make one hire. We made three. We were extended beyond a year. We were asked to add a second recruiter.

But this story is about how we did it. The client was a Los Angeles insurance company. The jobs were mostly legacy information systems positions: COBOL, DB2, CICS...the hardest of the hard to fill.

34 hires in 35 weeks with a cost per hire of 7% of salary is testimony to this: we could find the candidates. The hard part was helping a company that had not systematized recruiting get organized and get the candidates hired.

First, we got all resumes to come to us as we distributed the resumes just to the managers who needed them. We took the candidates' telephone numbers off the resumes, so interviews had to be scheduled through us. Now candidates whom several managers wanted to interview would meet everyone in one interview trip to the company, not have to come back several times, as had been the practice.

We arranged for the company to participate in two job fairs: 9 hires. The company had been running the same ad in the Los Angeles Times every other week. We put in different jobs each week, depending on the need: 17 hires. We called technical friends and asked for referrals: 8 hires. Internet candidate databases were disappointing, yielding mostly inappropriate candidates.

We helped prioritize the openings and helped create a requisition approval system, so we only worked on jobs that were actually open...saving wasted hours and reducing the cost. We also helped with the contract programmers, reducing the time and aggravation associated with managing the vendors.

**CROSS-DISCIPLINE
CROSS-INDUSTRY
RECRUITING**

Some people think recruiters have to specialize in order to be successful. Not so. Our recruiters recruit successfully across a wide range of disciplines and industries.

We assigned a Wentworth consultant to a San Gabriel Valley client. By the end of 13 weeks, she had filled 9 diverse positions—average salary \$74,000/year—with more hires pending. The jobs ranged across Investments, Finance and Accounting, Credit, Facilities Administration and Information Technology. Total cost to our client: 7% of salary. Hiring managers interviewed 2.4 candidates per offer extended.

Effective and powerful recruiters can find fresh new candidates by quickly creating productive networks and using all the other resources available to them.

- Effective and powerful recruiters partner with hiring managers. Our consultant's managers opened up their personal networks and pointed her to candidates. The result was 2 hires.
- Effective and powerful recruiters call others to get referrals of candidates. We made 2 hires from calling strangers.
- The Internet can be effective...sometimes. Posting jobs on monster.com produced many resumes, but only one hire. Searching for resumes on monster.com produced better quality IT resumes but not good financial candidates. The result: one IT hire.
- Sometimes effective and powerful recruiting just means doing the obvious. Our client had run ads in the LATimes but the press of business had prevented them from screening the resumes. Our reviewing the ad response resulted in 2 hires. We filled one more position with an internal transfer.

Building networks quickly and using other available resources is not always flashy, but it fills jobs, effectively and powerfully.

HARD WORK, DISCIPLINE AND THOROUGHNESS

Hard work, discipline and thoroughness matter if your goal is effective and powerful recruiting.

Our consultant was assigned 12 engineering positions at a Fullerton, California manufacturing company that had been struggling with recruiting. At the end of 22 weeks, the jobs were filled. An offer was extended for every three candidates interviewed by hiring managers. Every offer extended was accepted.

How did she do it? Working from our client's facilities, our consultant analyzed the positions. They included a Quality Manager, Production Supervisors, Engineering Technicians, and Tooling and Quality, Design and Manufacturing Engineers. Her conclusion: she needed to touch a lot of recruiting bases. She could not have a single strategy.

Working from our client's offices, our consultant called their competitors, including names the client provided. She searched for resumes in six Internet job banks and posted jobs on fourteen web pages (total cost: only \$185!). She contacted associations and posted the jobs with eight universities with strong engineering programs. She ran an ad in the Orange County Register. Lastly, she asked candidates for referrals of other candidates for other positions open at our client.

What worked? The Register ad did, as did an ad on the Society of Mechanical Engineers Internet web page. Cal Poly Pomona referred someone who was hired. She successfully found candidates on Monster.com. And candidates referred their friends, some of whom were hired.

Hard work, discipline and thoroughness paid off.

If you would like to talk about other effective and powerful recruiting strategies, or explore whether we might help you achieve results like these, please call me.

**NETWORKING,
NETWORKING,
NETWORKING**

Networking, networking, networking. Nothing is more important to effective and powerful recruiting. This is especially true for difficult searches.

Our consultant set out to find high-end software account executives. The client needed a three-year annual earnings track record of \$100,000+. They would work from our client's Southern California or Northern California offices by telephone only... no face-to-face contact with potential customers. These were not easy jobs to fill.

Contingency agencies had worked on these positions and made no hires.

After 26 weeks, we had made four \$160,000 hires with more candidates in the pipeline. Our client interviewed 2.50 candidates per offer made. 100% of the account executive offers were accepted.

What worked?

The 1st Hire: a resume submitted because of our client's reputation. We moved him through the system without a flaw. **The 2nd Hire** was a referral from the first hire whom we had asked for names of other good software telemarketers. **The 3rd Hire:** we used the Internet to get names of competitors' employees. We called them and asked for names of prospective candidates. One was hired. **The 4th Hire:** as part of her direct sourcing, our consultant contacted former candidates who had turned down offers and former employees who left in good standing. Conditions had changed for one former candidate who had declined an offer before, but now was pleased to accept the job.

Our client told us that she wished she had outsourced recruiting a long time ago because we made it so easy for her.