

## 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.

**NETWORKING,  
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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.