

High Volume Recruiting Strategic Sourcing + CRM Best Practices

Avature CRM - User Conference

March 9 & 10, 2011 – Sausalito, Ca



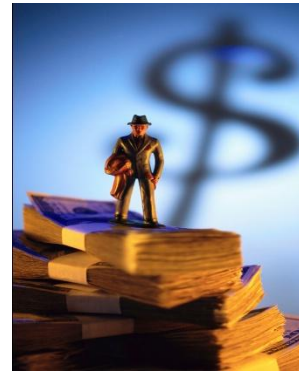
Recruitment Optimization

People - Process – Technology – Strategy - Compliance

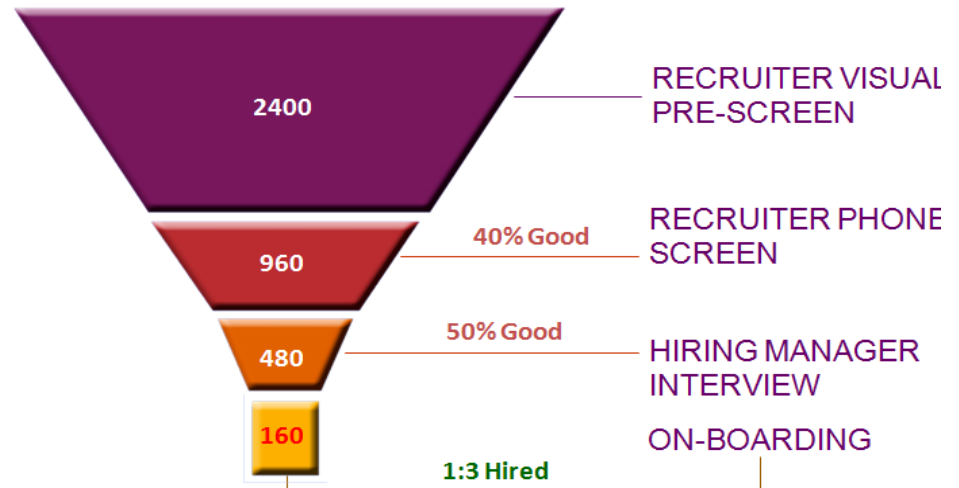
About talentRISE

- ***talentRISE** is a boutique management consulting firm that helps employers **optimize** their **talent acquisition** and **talent management** practices so they can recruit, develop and retain the **BEST** talent*
- ***We provide advisory consulting and interim staffing solutions to address our client's challenges related to **Process, Systems, Strategies and Compliance*****
- ***Our Mission** is to ensure strategic alignment of HR & Recruiting practices with the future talent needs of their business*

What are **YOUR** Common **CHALLENGES** in High Volume Recruiting?



Hiring Managers

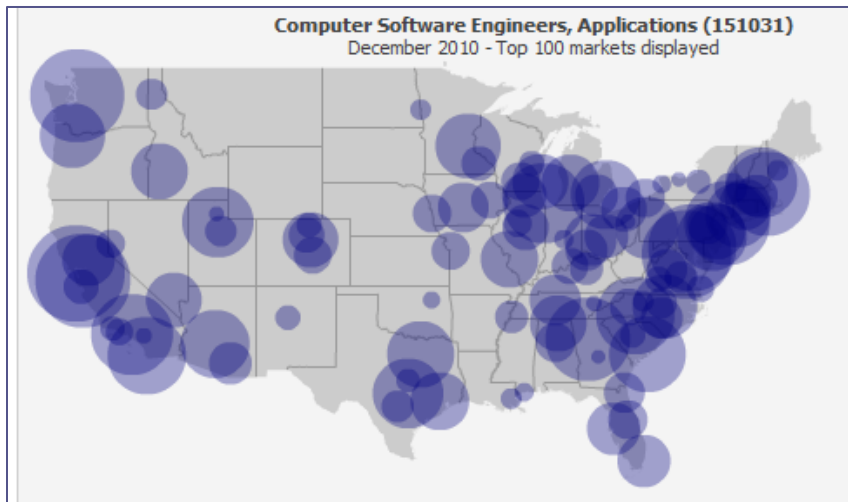


What *Sources* Do You Rely on ***MOST*** to fill High Volume, Lower Level Jobs ***FAST***?

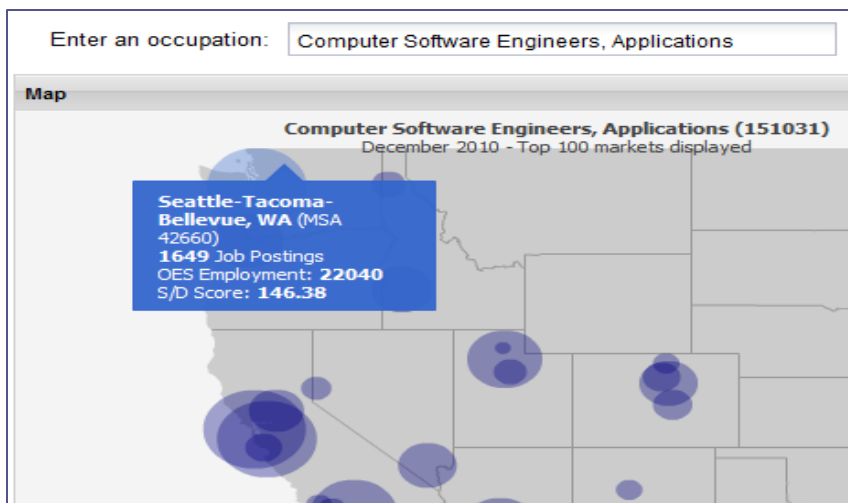
- Mainly ***ACTIVE*** Candidates – No time to source passive candidates out of competitors
 - Employee Referrals
 - Job Board Postings (FREE and PAID)
 - College Alumni and Recent Grads
 - Daily Resume Database Mining
 - Email blasts via college and job board resume databases
 - Craigslist Posting and Resume Mining
 - Local outreach – churches, job networking groups
 - Unemployment office postings
 - Social Media Viral Networking (Facebook, LinkedIn , Twitter)



Determining the *BEST* Location for your Next Office + Target Talent Mapping



- Examples of market mapping to evaluate potential new office locations to **confirm** where the **greatest** concentrations of talent you want to recruit are located and who to target to recruit them!



Currently Hiring

Other employers competing for candidates that match your requirements.

7 employers found

- Elster**
2 ads including Manhattan, KS and 2 other locations
- Regional Transportation District**
2 ads in Denver, CO
- Williams**
1 ad in Tulsa, OK
- Black & Veatch Corporation**
1 ad in Overland Park, KS
- General Electric**
1 ad in Greenville, SC
- Schneider Electric North Ameri**
1 ad in Alpharetta, GA
- California Academy of Sciences**
1 ad in San Francisco, CA

Prior Hiring Activity

Candidates that match your requirements could be working for these employers.

120 employers found

- Westin Engineering, Inc.**
37 ads including Detroit, MI and 11 other locations
- Idaho National Laboratory**
16 ads including Washington, DC and 12 other locations
- San Antonio Water System**
13 ads including San Antonio, TX and 5 other locations
- General Electric**
12 ads including Canton, MA and 3 other locations
- CH2M Hill**
8 ads including Albuquerque, NM and 6 other locations
- Touchstone Energy**
7 ads including Brainerd, MN and 6 other locations
- Parsons Brinckerhoff**
7 ads in unknown locations

Example of Talent Pool Mapping by Market

▼ JOB CRITERIA

Location [?]

- All locations
- Washington-Arlington-Alexandria MSA, DC
- Seattle-Tacoma-Bellevue MSA, WA
- New York-Northern New Jersey-Long Island MSA, NY
- Boston-Cambridge-Quincy MSA, MA
- San Francisco-Oakland-Fremont MSA, CA

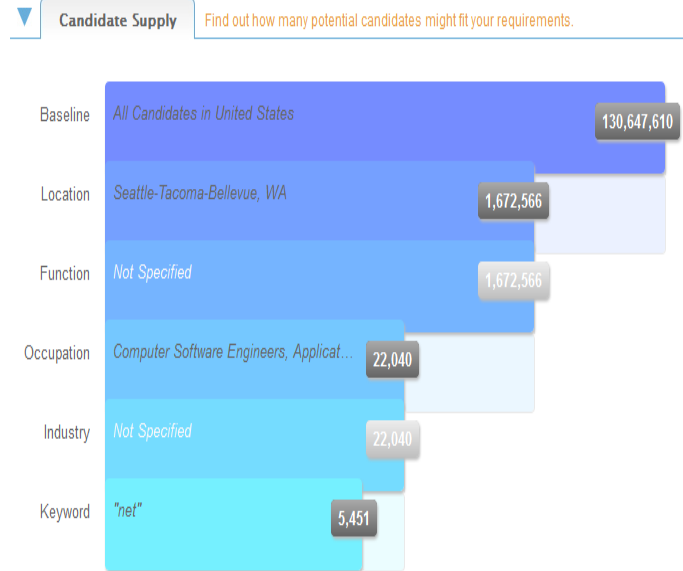
Show more...

Function [?]

Occupation [?]

- All occupations
- Computer and Mathematical Occupations

Search Definition [Clear all...] [Save...]
Computer Software Engineers, Applications; ".net" in Seattle-Tacoma-Bellevue MSA, WA



* All numbers are estimates based on WANTED and third party data.

▼ JOB CRITERIA

Location [?]

- All locations
- Washington-Arlington-Alexandria MSA, DC
- Seattle-Tacoma-Bellevue MSA, WA
- New York-Northern New Jersey-Long Island MSA, NY
- Boston-Cambridge-Quincy MSA, MA
- San Francisco-Oakland-Fremont MSA, CA
- Portland, OR

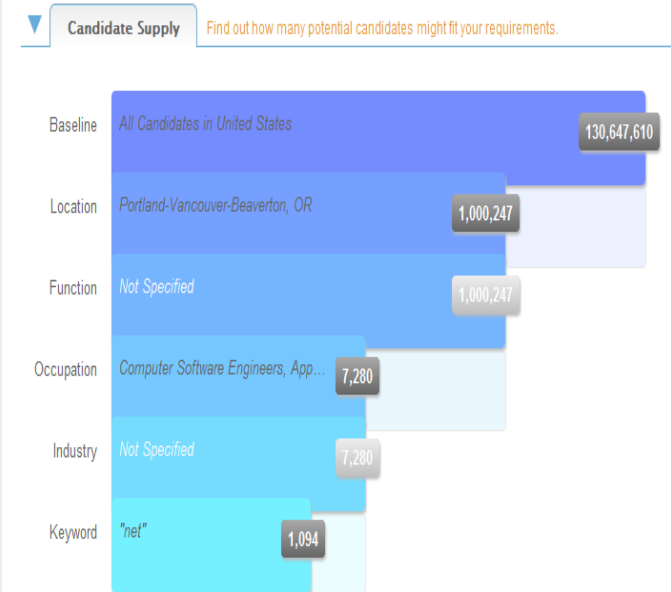
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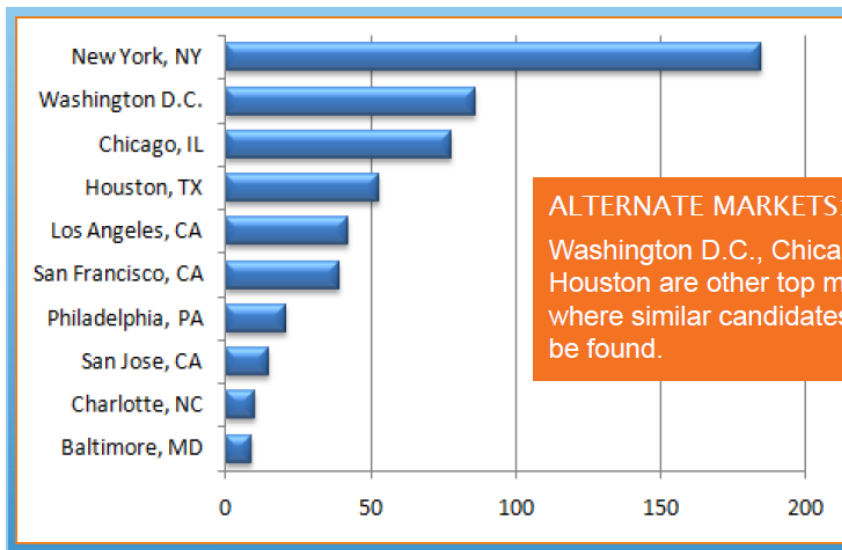
* All numbers are estimates based on WANTED and third party data.

Analysis of DOL talent supply (SIC Code) in two markets (Seattle vs Portland) by job title and unique skill keyword (.net)

NOTE: Seattle has an estimated 5481 .net application programmers compared to 1094 in Portland. Seattle is clearly the better location to establish a new office

Market Ranking by Difficulty to Recruit (\$\$)

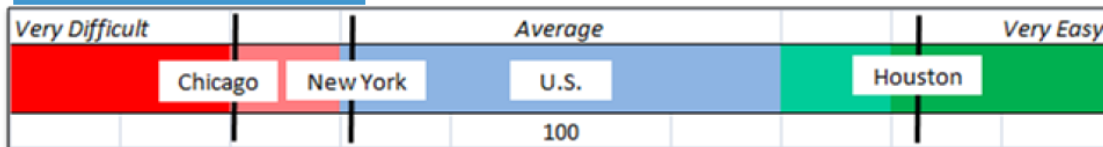
- Influences Key Decisions and Investments



ALTERNATE MARKETS:
Washington D.C., Chicago and Houston are other top markets where similar candidates could be found.

Knowing this information in advance of opening an office may save you thousands in additional compensation and recruiting costs needed to compete for the best talent in a more challenging market

Sourcing Difficulty Index



Candidates will be relatively more difficult to source in the New York and Chicago markets than in Houston.

Examples of Target Competitor Research Using Data Mining Tools

Using high tech online data mining tools, your researchers can generate a target company employee list in minutes or only a few hours vs. many hours or days if done manually through traditional cold calling name generation research

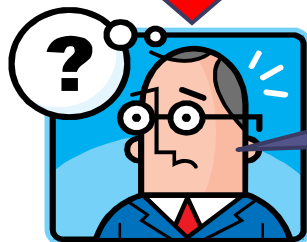
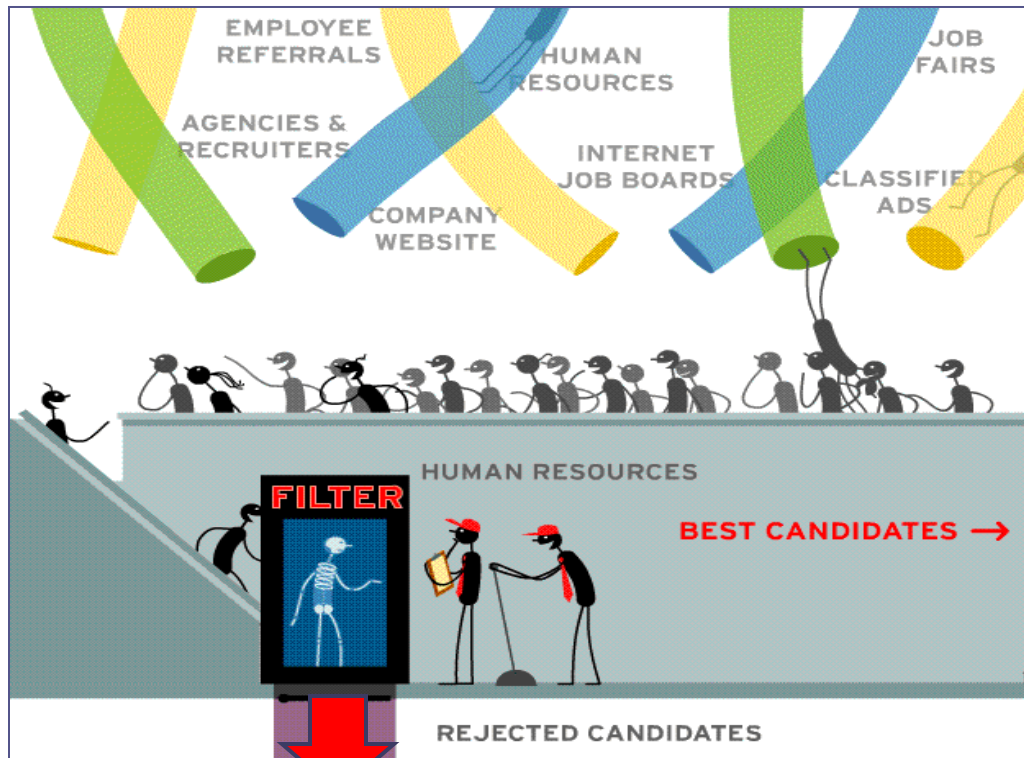
Metaformers List 33- Contacts

Name - Last	Name - First	Company Name	Title	City	State	Phone	Email
Roberts	Jim	metaformers	Senior Consultant	Mclean	VA	415-386-6382	jim.roberts@metaformers.com
Bouryng	Esther	metaformers	Senior Solution Architect	Mclean	VA	415-386-6382	esther.bouryng@metaformers.com
Southard	Kenneth	metaformers	Senior Consultant	Mclean	VA	415-386-6382	
Hutchings	Robert	metaformers	Senior Solution Architect	Mclean	VA	415-386-6382	
Haas	Mariene	metaformers	Senior Consultant	Mclean	VA	415-386-6382	
Cazel	Doug	metaformers	Sr. Consultant	Mclean	VA	415-386-6382	
Mcgoldrick	Teresa	metaformers	Senior Consultant	Mclean	VA	415-386-6382	
Nelson	Curt	metaformers	Sr. Consultant	Mclean	VA	415-386-6382	
Rodrigue	Timothy	metaformers	Practice Manager,	Mclean	VA	415-386-6382	
McCasky	Matthew	metaformers	Project Manager	Mclean	VA	415-386-6382	
Barnard	Michael	metaformers	General Manager - UK	Mclean	VA	415-386-6382	
Pfeffer	Christina	metaformers	Consultant	Mclean	VA	415-386-6382	
Dembo	Beverly	metaformers	Assistant General Manager	Mclean	VA	415-386-6382	
Brinker	Nancy	metaformers	Consultant	Mclean	VA	415-386-6382	
Dembo	Beverley	metaformers	Assistant General Manager	Mclean	VA	415-386-6382	
Bohnert	Karlin	metaformers	Former CTO	Mclean	VA	415-386-6382	
Schindler	John	metaformers	Former CIO	Mclean	VA	415-386-6382	
Thompson	Robert	metaformers	Director	Mclean	VA	415-386-6382	
Berman	Jeaninne	metaformers	Solution Architect	Mclean	VA	415-386-6382	
Mustafa	J	metaformers	Systems Support Manager	Mclean	VA	415-386-6382	
Caporale	Christina	metaformers	VP of Solutions	Mclean	VA	415-386-6382	
Kroker	Roy	metaformers	Consultant	Mclean	VA	415-386-6382	
Collins	Nancy	metaformers	Consultant	Mclean	VA	415-386-6382	
Chao	Maria	metaformers	Consultant	Mclean	VA	415-386-6382	
Macway	Gregory	metaformers	Consultant	Mclean	VA	415-386-6382	
Abrashoff	Michael	metaformers	Consultant	Mclean	VA	415-386-6382	
Prieta	Loma	metaformers	Consultant	Mclean	VA	415-386-6382	
Valley	Hayes	metaformers	Consultant	Mclean	VA	415-386-6382	
Alley	Stevenson	metaformers	Consultant	Mclean	VA	415-386-6382	
Nelson	Curtis	metaformers	Senior Solution Architect	Mclean	VA	415-386-6382	
Newberry	Jim	metaformers	Consultant	Mclean	VA	415-386-6382	
Swan	Sharon	metaformers	Director of Purchasing, School C	Mclean	VA	415-386-6382	

Oracle HQ – Redwood City, Ca 159 Contacts

Name - Last	Name - First	Company Title	City	State	Phone	Email
Oracle			Redwood City	CA	800-633-0738	
Prettner	Abram	Oracle				abram.prettner@oracle.com
Alomari	Ahmed	Oracle				ahmed.alomari@oracle.com
Hachiya	Akira	Oracle				akira.hachiya@oracle.com
Antonatos	Alex	Oracle				alex.antonatos@oracle.com
Jacot	Allen	Oracle				allen.jacot@oracle.com
Baranovskis	Andrejus	Oracle	Oracle Ace Director			andrejus.baranovskis@oracle.c
Romero	Andres	Oracle				andres.romero@oracle.com
McCue	Andrew	Oracle	CIO Executive Board			andrew.mccue@oracle.com
MacMillan	Andy	Oracle	VP Product Manager			andy.macmillan@oracle.com
Reynolds	Antony	Oracle	Oracle Fusion Middle			antony.reynolds@oracle.com
Nanda	Arup	Oracle				arup.nanda@oracle.com
Kumar	Atul	Oracle				atul.kumar@oracle.com
Boehmer	Barbara	Oracle				barbara.boehmer@oracle.com
Khan	Basheer	Oracle				basheer.khan@oracle.com
Powell	Bill	Oracle				bill.powell@oracle.com
Swanton	Bill	Oracle				bill.swanton@oracle.com
Rhubart	Bob	Oracle	Community Guru			bob.rhubart@oracle.com
Eidelman	Brian	Oracle				brian.eidelman@oracle.com
Chizen	Bruce	Oracle	Former CEO			bruce.chizen@oracle.com
Sun	Buy	Oracle				buys.sun@oracle.com
Sato	Carol	Oracle	United States and Cai			carol.sato@oracle.com
Poon	Casey	Oracle	SVP Oracle Consultin			casey.poon@oracle.com
Phillips	Charles	Oracle	Grc Automation			charles.phillips@oracle.com
Rozwat	Charles	Oracle	Executive VP, Custom			charles.rozwat@oracle.com
Muir	Chris	Oracle				chris.muir@oracle.com
Jones	Christopher	Oracle	SQL Developer, Data			christopher.jones@oracle.com
Reese	Cindy	Oracle	Senior VP			cindy.reese@oracle.com

Does Your Process **ENGAGE** or **REPEL** the Best Candidates?



That job I applied for weeks ago was perfect for me!

Careers

At Maven Wave Partners we believe that exceptional talent can conquer long odds with lower risk and higher return. We are always in the market for exceptional business and technology leaders who demonstrate confidence in ability, without arrogance or ego. Our highly talented consultants bring expertise, integrity and professional prowess to execute an approach. Our consultants are both business oriented and technology savvy and bring relevant experience, problem-solving mastery and a level of professionalism that is unparalleled in the industry. The combination of our methods and talents achieve tremendous results.

Career Development

At Maven Wave Partners, we are dedicated to developing premium talent by focusing on rapid career growth in addition to a work-life balance. The career model is built upon a core thread of developing business oriented, technology savvy consulting professionals. Maven Wave talents are unique in that they will work on engagements that might first include a client's business strategy or transformation plan, and the same individuals might next develop and implement a technology oriented system. These are not separate "divisions" of Maven Wave, and every professional learns to excel across a variety of business and technology competencies.

Typically, the career path for a team member starts at the Consultant level, progresses to Manager level and culminates at the Partner level. For strong professionals willing to work hard, the learning and experiences are intense, the rise is rapid, the reward potential is great, and we will have lots of fun along the way.

Connect With Us Online

To learn more about Maven Wave Partners, please visit us on our social network webpages. This is a great way to interact and build relationships with current employees. It will help you better understand the experience here at Maven Wave and what it is like to be part of our team.

LinkedIn



Facebook

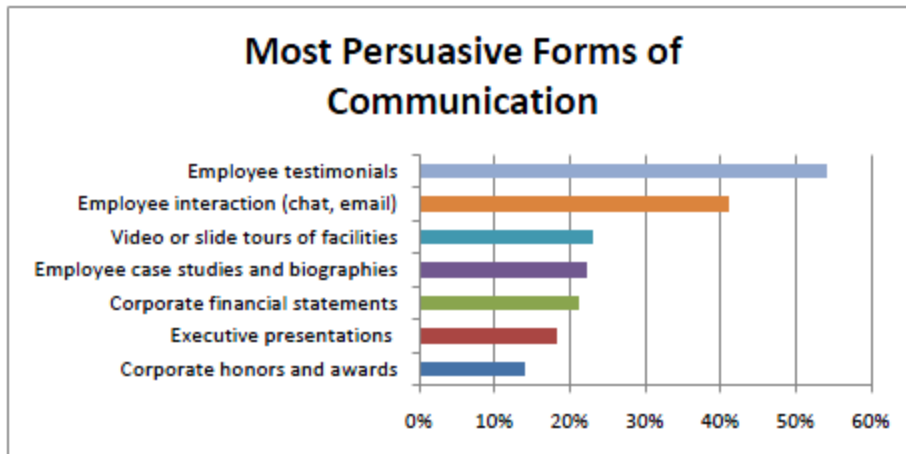
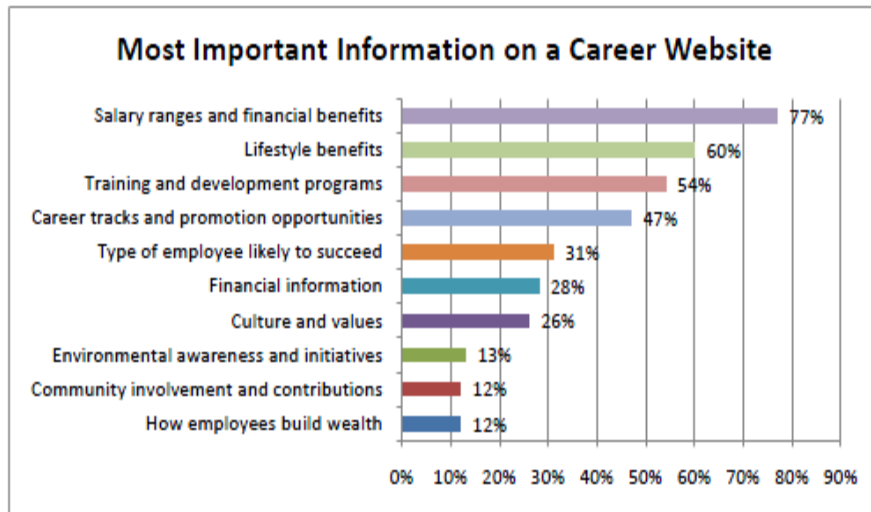


[View Our Jobs](#)

Please visit our job portal to view all our current job openings. Once you register with us you can upload your resume and



Engaging Top Talent On Your Website or Talent Community



Think like a job seeker!

1. Do a keyword job search on Google to test the search engine ranking of your jobs
2. Compare your current online job posting and website messaging to your top 3 **TALENT** competitors
3. Search and apply to one of your own jobs

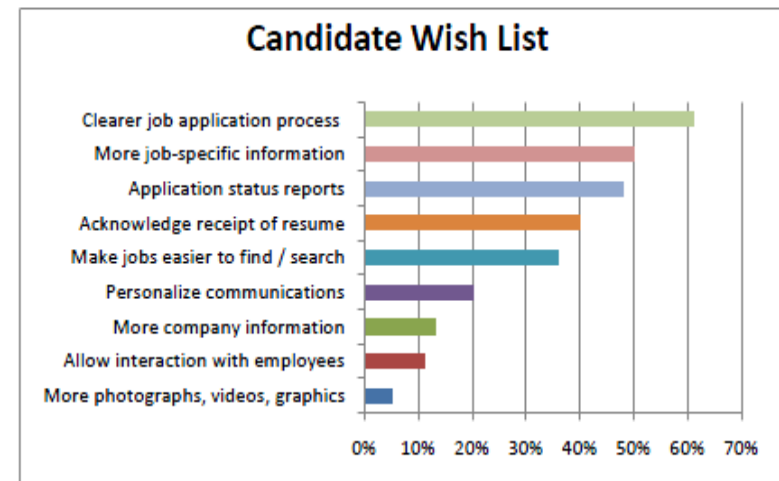


Figure 124 - Few job sites are perfect. If you could offer advice to corporations on theirs, what would it be?

Source: Corporate Recruiting Benchmark Study – Staffing.org 2010

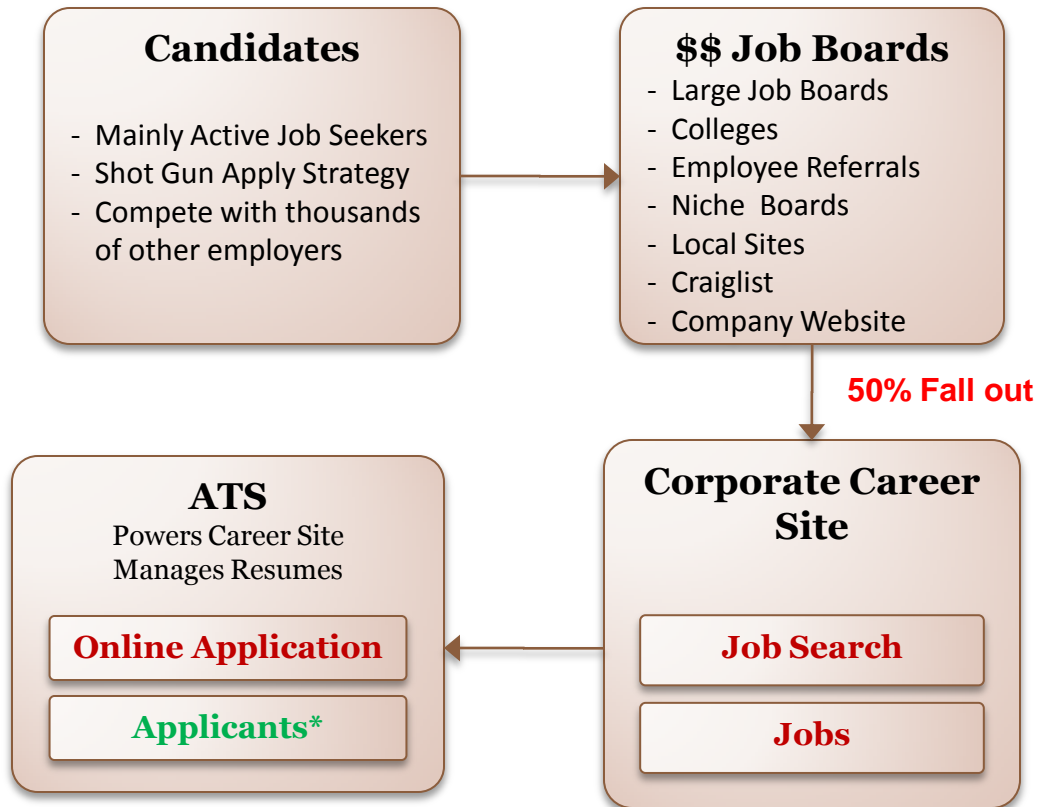
Typical “Active” Candidate

- High Volume “ATS” Centric Process

Corporate Career Site



- ✓ Compete with other employers for the BEST candidates
- ✓ Job descriptions are not connecting with your targeted candidate
- ✓ Not Driving Targeted Traffic
- ✓ Not Capturing Passive Candidates
- ✓ Not Measuring Sources Accurately
- ✓ Fragmented Candidate Pools
- ✓ Inconsistent Brand Messaging



Typically, only about 10% of career site visitors start the application process and less than 5% complete it!

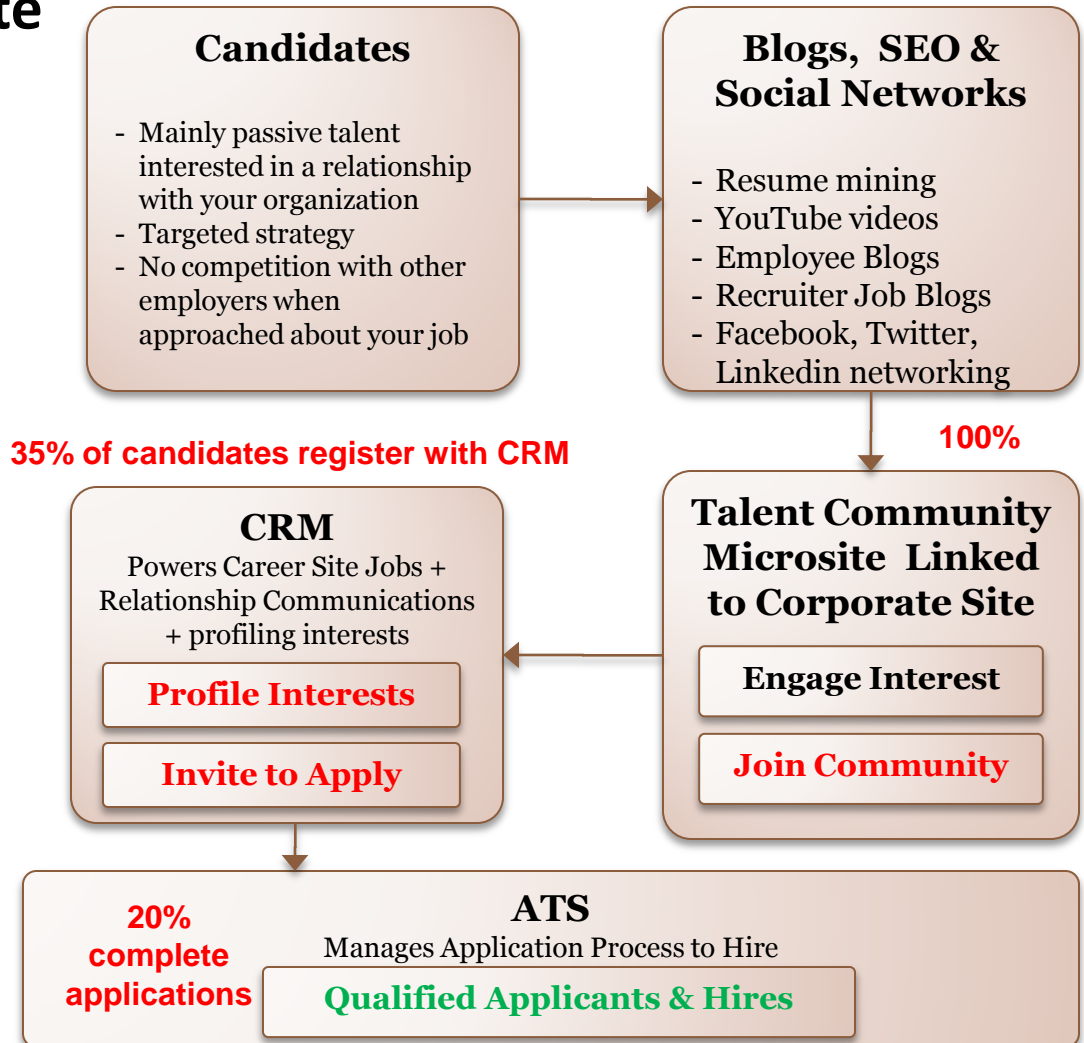
Leveraging a “Passive” Candidate

- “Relationship” Centric CRM Process

Talent Community Micro Site



- ✓ Highly targeted passive talent sourcing and relationship building tool
- ✓ Relationship accelerates hiring cycle time for critical skill / difficult to fill hires
- ✓ Viral nature of model reduces sourcing costs and improves branding ROI
- ✓ Leverages organic SEO strategies at little or no cost to attract top talent to your organization



Centralized Sourcing Vs. *Full Life Cycle*- Which is **BEST** for High Volume Hiring?

Full Life Cycle Recruiter

Responsibilities

- Meet with hiring managers
- Applicant tracking/metrics
- Write job ads
- Post ads/update postings
- Internet research
- Develop posting strategy
- Review resumes
- Telephone screening
- Contact candidates
- Interview scheduling/ rescheduling
- Interview candidates
- Check references
- Make offers



Sourcing Team Support

Responsibilities

- Meet with hiring managers
- Applicant tracking/metrics
- Write job ads
- Post ads/update postings
- Develop posting strategy
- Internet research
- Review resumes
- Telephone screening
- Contact candidates
- Interview scheduling/ rescheduling



Sourcing Team



Centralized Sourcing Vs. *Full Life Cycle*

Full Life Cycle Model

- All recruiters are not equally good at sourcing and most *spend less than 15%* on proactively sourcing the best talent – *Highly impacted by Req Loads*
- Most spend the majority of their time screening unqualified APPLICANTS out of consideration
- When multiple recruiters recruit as a team to fill the same positions, they are more likely to redundantly source AND contact the same candidates
- May have to time share resources to keep resume database license costs low and some may not use the tools optimally (Saved searches, etc)

Centralized Model

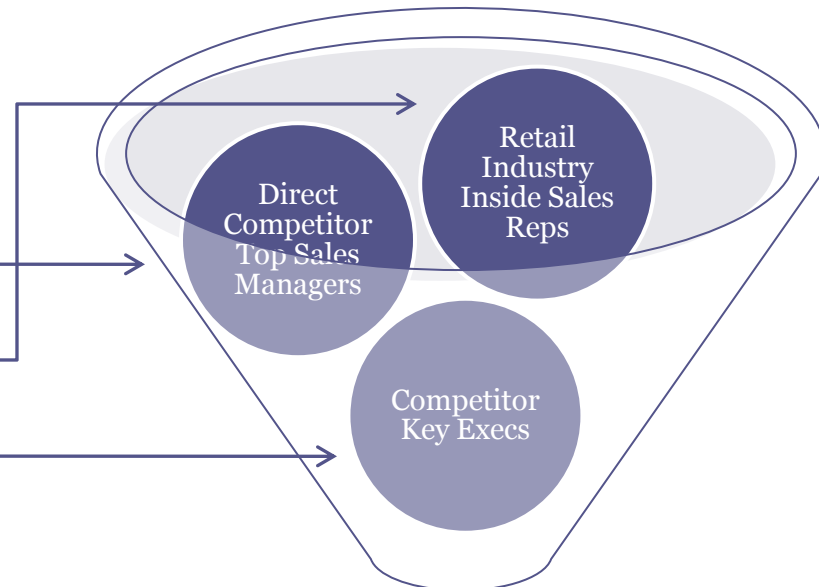
- Sourcing recruiters become experts at sourcing and *spend 100% of their time* focused on it and *can easily be scaled or re-deployed to focus on more challenging needs or assist with spikes*
- More time available to creatively identify new sources and target top talent at competitors
- No redundancy in sourcing time spent as each sourcer is dedicated to support recruiters in one or two markets
- High touch candidate experience -there is only one person contacting them
- Fewer resume database licenses needed and the tools are used optimally (Saved searches, etc)
- Candidate referrals build over time

Strategic Sourcing

Building & Leveraging Talent Communities

Talents Pools

- ✓ Strategic (2)
- ✓ Volume (16)
- ✓ Opportunistic (2)



Avature CRM



How Do People Use Social Networks to Find Jobs?

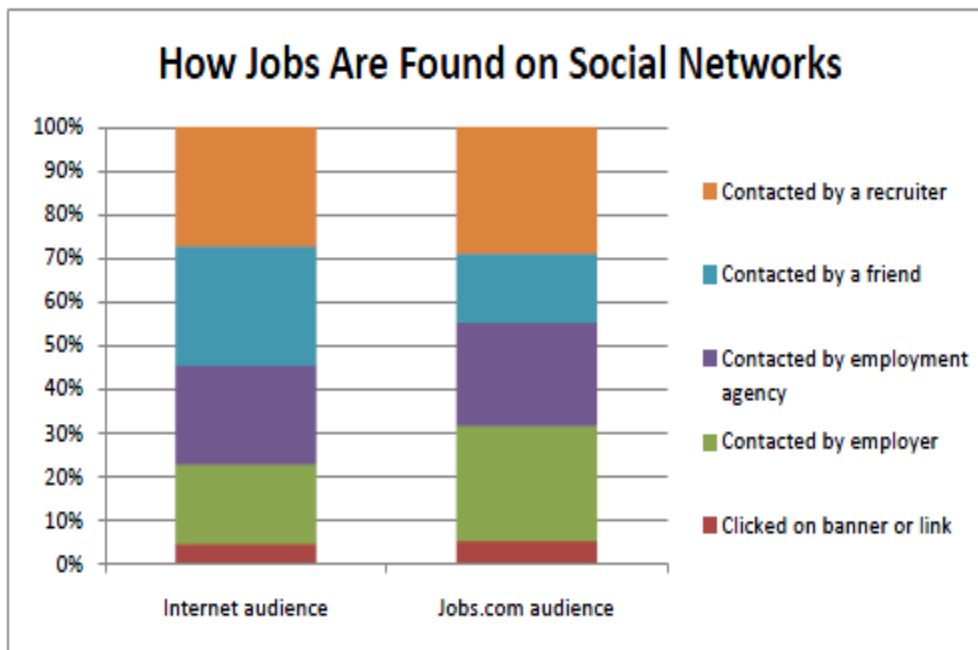


Figure 91 - Jobs found through social networking sites. Source: Staffing.org JSA 2009.

*A majority of people report they have found jobs on social networks by **being FOUND** and approached with a job by a recruiter*

***Less than 5%** report they have found a job by clicking on a banner ad or job posting link posted on a social network*

Using A CRM Driven “*Sourcing Toolbox*”

Job Advertising & PR / Awareness



Leveraging Contacts & Cultivating Relationships / Communities



Distribution Conduits



SEO Optimized Content / Jobs & Website



Brand Building On YouTube - Be Viral

- You can embed video from YouTube on your Career site and Facebook careers pages
- One billion+ users/viewers per day
- Viral appeal of funny videos
- Broadcast your:
 - Current HOT opportunities
 - Job Previews
 - “Day in the life”
 - Overview of the recruiting process or culture in the company



* Source: You Tube

Benefits of Mobile

- **91% of Americans** are now wireless subscribers
- Mobile is personalized and private
- Mobile is timely and flexible – goes with you everywhere !
- Mobile SMS has a **95% read rate**
- SMS campaigns have a **15-20% response rate vs 1%** for traditional media and marketing campaigns
- Easy to do group broadcast – events, notifications, jobs
- Easily measured
- Very cost effective over traditional mediums

U.S. Statistics

Did you know...

SMS/Text-messaging is no longer just for “teens” or the 20-somethings.

Source: Nielsen Mobile, 2009

The survey measured the billing activity through an “opt-in” panel of more than 50,000 U.S. mobile lines across the top four mobile carriers.

Quarter	Phone Calls	Text Messages
All Subscribers	204	357
12 & Under	137	428
Ages 13 - 17	231	1742
Ages 18 - 24	265	790
Ages 25 - 34	239	331
Ages 35 - 44	223	236
Ages 45 - 54	193	128
Ages 55 - 64	145	38
Ages 65+	99	14

Average Number of Monthly Calls vs. Text Messages Among U.S. Wireless Subscribers by age.



Building Talent Communities Strategically



Web 2.0 Strategic Sourcing Strategy

Build and Manage *RELATIONSHIPS* with *TOP TALENT* *IN ADVANCE* of Hiring Need and *ONGOING*

Tactics



Connect: Build talent communities by leveraging blogs, website content, SEO, Mobile & social media technology to target, attract and engage TOP TALENT

Pitch: Leverage email and online content to foster regular communications, “Profile” your talent communities interests and create long term candidate relationships

Qualify: Invite candidates to consider new opportunities as they open up by asking them to answer a few simple qualification “knock out” questions. Those that pass, are invited into the full recruiting process.

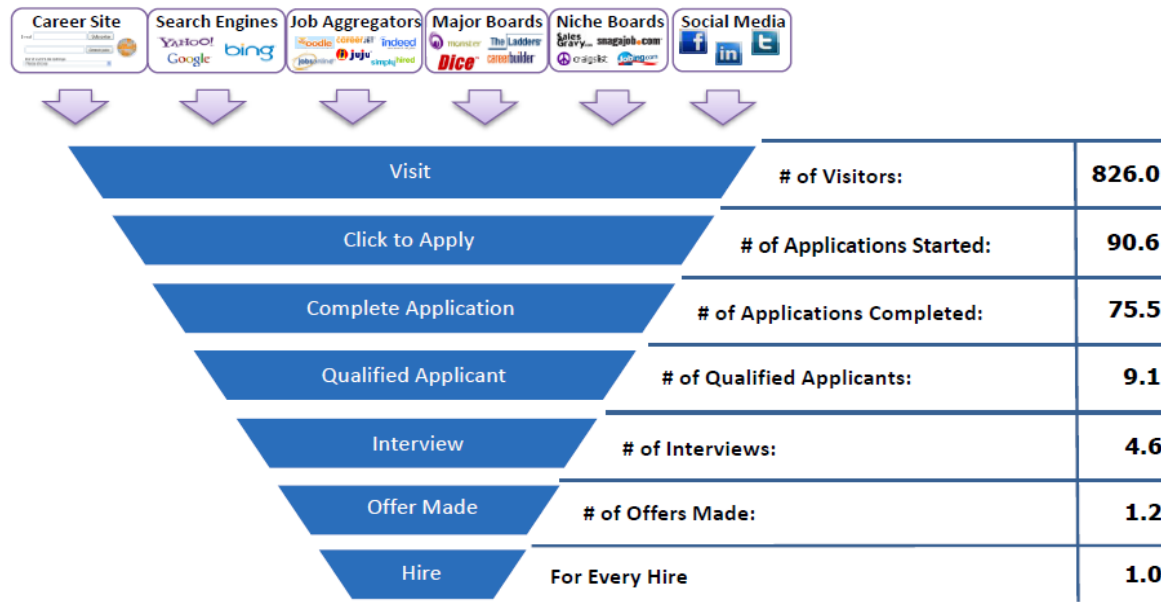
Measure: Track quality of talent communities, conversion readiness and conversion ratios from application to interview and hire.

Critical Success Factor

Talent Community Sourcing Metrics

Measuring Clicks by Source is Not Enough!

It is important to measure and compare full line of site funnel ratios

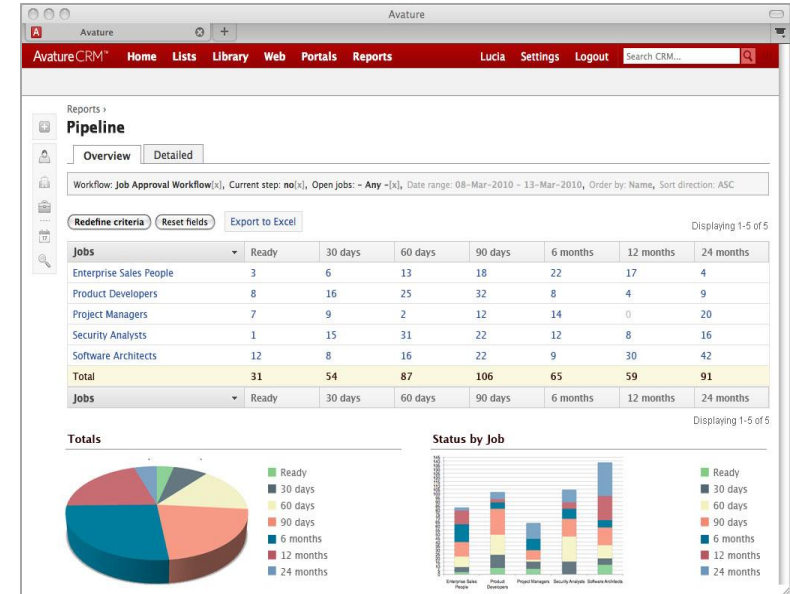


Based on 2010 results for key Jobs2web clients providing ATS applicant status full year data. Includes 14.3 million visitors, 1.3 million completed applications & 26,000 hires.

Measuring Centralized Sourcing Success

- *What Metrics Matter Most?*

- **Quality of candidates** – Funnel ratios and volume of candidates screened, submitted, accepted for interview and hired vs. rejected
- **Sourcer & Recruiter accountability** - Avg. time candidate is in status steps – makes recruiters and sourcers mutually accountable for their role in the process
- **Quality of candidates hired** – Measured by first year retention and performance
- **Talent Pool Growth and Quality Reporting** - # of identified, qualified, high potentials, short term availability vs. long term availability
- **Sourcing Activity Score Card** – new records created, emails sent, phone screens completed – workflow, timely step updates
- **Source Usage and Performance Tracking** – manage ROI on sources



Reported **ROI** of Employers using a Web 3.0 + CRM + “Talent Community” Sourcing Strategy

- Cost reduction against retained and contingent search compared to internal costs reduced by 79%
- Marketing and advertising, including job board spend, reduced by 65%
- Time to fill dropped by 25%
- Average age of requisitions reduced by 7%
- Agency use down 50%
- Application to interview conversion ratio increased by 70%
- Interview to hire ratio decreased by 40%
- Candidates were 33% more likely to be diverse as opposed to agency hires

Case Study

High Volume Sourcing

- Case Study Overview

- **Our client's full life cycle recruiting team** were struggling to meet their hiring goal to fill scheduled training classes with entry level sales hires in 3 critical markets during the year end holiday season.
- **Nearly 50% of positions are typically filled with employee referrals.** Most external sourcing was targeting **ACTIVE** and **IMMEDIATELY AVAILABLE** candidates from postings, recent grads or referrals who were immediately available
- **Hiring Managers revenue forecasts and income** is heavily weighted on all training classes being filled
- **2 of the 3 markets were located in non-major metro locations** with a small talent pool and/or poor quality entry level talent

TalentRISE was first engaged 3 weeks prior to the hiring cutoff dates to provide targeted, centralized sourcing assistance to the clients full life cycle recruiters where needed so that the hiring goals would not be missed

Employer Challenges

- Role, Process & Operational

Role Specific Challenges

- **Broad qualifications** – basically everyone qualifies; Wide hiring manager selection criteria
- **Compensation** – base salary of \$25,000 plus commission (total \$30-\$34K / possible)
- **Set training and new hire orientation dates every 6-8 weeks** - A target number of new sales hires are required to start work immediately following training class.
- **New hires are unable to take any time off** during training period (first 6 months)
- **Hiring Managers are not allowed to over-hire** from goal, so no wiggle room for no-shows or turnover
- **Locations in high income or non-major metro areas** attracted fewer new grads and candidates due to compensation or location

Process / Operational Challenges

- **Online sales assessment test is required** after online application and prior to speaking with a recruiter - 40% failed; Many incomplete tests
- **Proactive sourcing activities and metrics** were managed manually (Excel) and mostly outside their ATS system by each recruiter
- **No future class candidate pipeline leverage** – Recruiters start over with each new class ; Good candidates are lost if they could not start when contacted about the current class
- **Full life cycle recruiters doing it all** - manual job posting, sourcing & screening (except for Monster & CareerBuilder posts through ATS)
- **Recruiters assigned by market size** not recruiting difficulty
- **Redundant sourcing efforts** in larger markets
- **Recruiters manually recreated search strings daily** - Mass email and saved searches / search strings not always utilized by recruiters,

Activity / Candidate / Metrics Tracking

-Before talentRISE + Avature CRM

Recruiters manually tracking all candidates in Excel and send to sourcing team lead each night

Daily am spreadsheet merge by Sourcing Team Lead before 9am status calls

Lots of data normalization and clean up by client team lead daily

Pipeline metrics not real-time or 100% accurate

Title	Phone	Email	Source	tag	Sent to DB folder Name	State	Date of 1st Call	Date of 1st Email	Date of 2nd Call	Date of 2nd Email	Applied	Passer Assessment
Computer Tech	773-467-0759	celinachalas@yahoo.com	Dice	deanna,a/m sales,virginia,sal0000y6		IL		10/14/2010	10/15/2010			
Account Executive/National Business Development Manager	773-929-5909	kim.katchmar@sbcglobal.net	Dice	deanna,a/m sales,virginia,sal0000y6		IL		10/14/2010	10/18/2010			
Customer Service Technician	773-315-5193	js146fb7@westpost.net	Dice	deanna,a/m sales,virginia,sal0000y6		IL		10/14/2010	10/15/2010	10/18/2010		
Technical Assistant / Customer Service	(773) 772-0757		Dice	deanna,a/m sales,virginia,sal0000y6		IL		10/14/2010				
Team Leader	773-269-1994	malek.haddad@gmail.com	Dice	deanna,a/m sales,virginia,sal0000y6		IL		10/14/2010	10/15/2010	10/18/2010		
Lead Refresh Technician/Desk top Suppor	847) 859-2365	AaronC.79@gmail.com	Dice	deanna,a/m sales,virginia,sal0000y6		IL		10/14/2010				

Employer Strengths To Leverage

- Role, Process & Operational

- **Quick interview process** – recruiter screen, manager interview and offer all can be completed within 1 business day depending on schedule availability
- **Employer embraces workplace diversity**
- **Realistic job preview video on career site** – helps candidates self select out of the process before applying online
- **Numerous past employer of choice awards** and strong brand recognition among competitors
- **Career growth opportunity** - Policy and history of promoting and developing employees
- **Company growing during economic slump** – Best \$\$ year in company history in 2009 and 2010

talentRISE Solution

Centralized Sourcing + CRM Process Overview



Targeted Online Sourcing, Email Networking + Posting

→ TR Recruiter Phone Screen & Sell Oppty

- 2 recruiters assigned to focus 100% on sourcing to assist recruiters where needed
-
- Focused on 3 challenging markets with smaller talent pools or lower talent quality

Invite to Apply on Company Career Site

→ Job Preview Video
→ Online Application + “Sales” Assessment

- Close partnership with client recruiters
- Divide and conquer approach to minimize duplicate efforts
- Realtime pipeline metrics via **Avature** Excel reports

Client Recruiter Phone Interview

→ PASS
→ Manager Interview
→ Hire 2:1

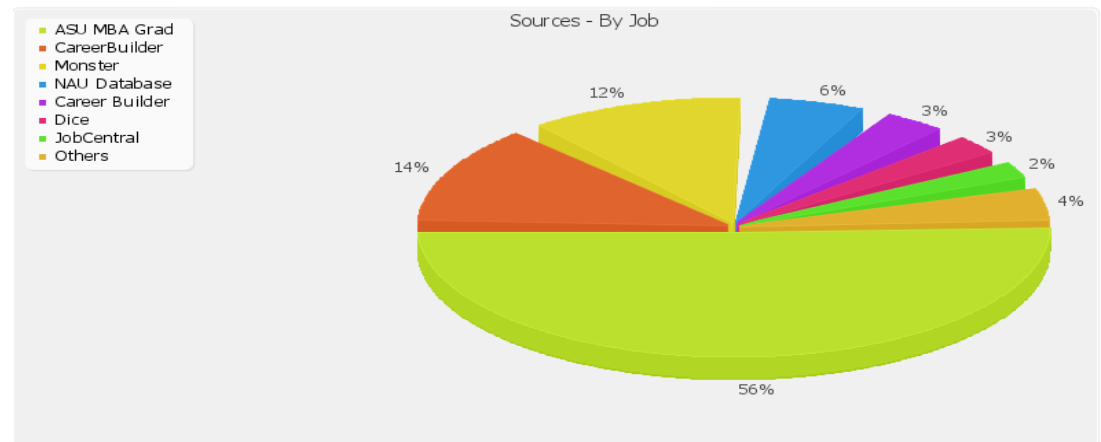
- Shared success in filling classes
- Pipeline of candidates moved forward to next class = accelerated initial hires
- Source tracking & refinement ongoing = Optimized recruiter time

Activity / Candidate / Metrics Tracking

-After talentRISE + Avature CRM

talentRISE Sourcer Tracked Data						
Location	Linked People	Contacting	Invited to Apply	Passed Assessment	Recruiter Interview	Hiring Manager Interview
Woodland Falls, IL, United States	1070	782	15	15	0	1
Chandler, Arizona, United States	456	420	10	4	2	0
Chicago, IL, United States	444	363	14	6	0	1
Woodland Falls, IL, United States	0	0	0	0	0	0
Chicago, IL, United States	0	0	0	0	0	0
Patontown, NJ, United States	427	388	7	7	2	2
Totals	2397	1953	46	32	4	4

Sourcing Pipeline Fun Jan 2011 Class	
Avg Contacting to Source Ratio	81%
Avg Contacting to Invite to Apply Ratio	2%
Avg Apply to Pass Assessment Ratio	70%
Avg Contacting to Not Interested, Not Qualified or Withdrew Ratio	14%
Avg Could Not Contact to Contacting Ratio	1%
Failed Assessment to Invited to Apply Ratio	24%
Future Class Consideration to Contacted Ratio	0%



Case Study

- Results / Hiring Metrics

- **First classes were filled at 98% of goal (53/54)**
 - **13% filled** by talentRISE Sourcing team in only 3 weeks on the project
- **Second classes were filled at 96% of goal (101/105)**
 - **25% overall filled** by talentRISE Sourcing Team
- **Over 1200 candidates** were able to be re-contacted by a single Avature CRM email blast for the second class following the cutoff dates to fill the first class
 - **At least 7** of the initial second class hires came from the first class candidate pool pipeline and email blasts



The Final Numbers:

- Cumulative Metrics (Both Classes)

8080	Sourced	Funnel Ratios	
4956	Identified	61%	2:1
7398	Contacted/Screened	149%	N/A
1321	Invited to Apply	18%	5:1
272	Passed Assessment	21%	5:1
179	Recruiter Interview	66%	2:1
59	Manager Interview	33%	3:1
32	Hired	54%	2:1
159 Goal			

Source Analysis

- 20% TalentRISE Sourcing Team
- +47% Employee Referrals
- +33% Client Recruiting Team
 - Ad postings
 - Website Career Site
 - ATS Past Candidates
 - College relationships
 - Local referral networks

The Final Numbers

- Metrics Analysis / Quality

Funnel Ratios - Nov + JAN Classes

	%	Ratios
Source to Identified	61	1.6 to 1
Contact to Invite to Apply	18	5.5 to 1
Invite to Apply to Pass Assessment	21	5 to 1
Recruiter Interview to Passed Assessment	66	1.5 to 1
Recruiter Interview to Hiring Manager Interview	33	3 to 1
Hiring Manager Interview to Hire	44	2 to 1



1. **First Class** strategy focused more heavily on driving awareness and applicant volume due to urgency & timing
2. **Second Class** strategy changed to focus more on quality over quantity:
3. **Improved invite to apply / passed assessment ratio** indicates improved quality (From 21% to 43%)

Funnel Ratios - Jan 17 and 31 Only

	%	Ratios
Source to Identified	68	1.5 to 1
Contact to Invite to Apply	8	12.5 to 1
Invite to Apply to Pass Assessment	43	2.3 to 1
Recruiter Interview to Passed Assessment	68	1.5 to 1
Recruiter Interview to Hiring Manager Interview	34	3 to 1
Hiring Manager Interview to Hire	39	2.5 to 1



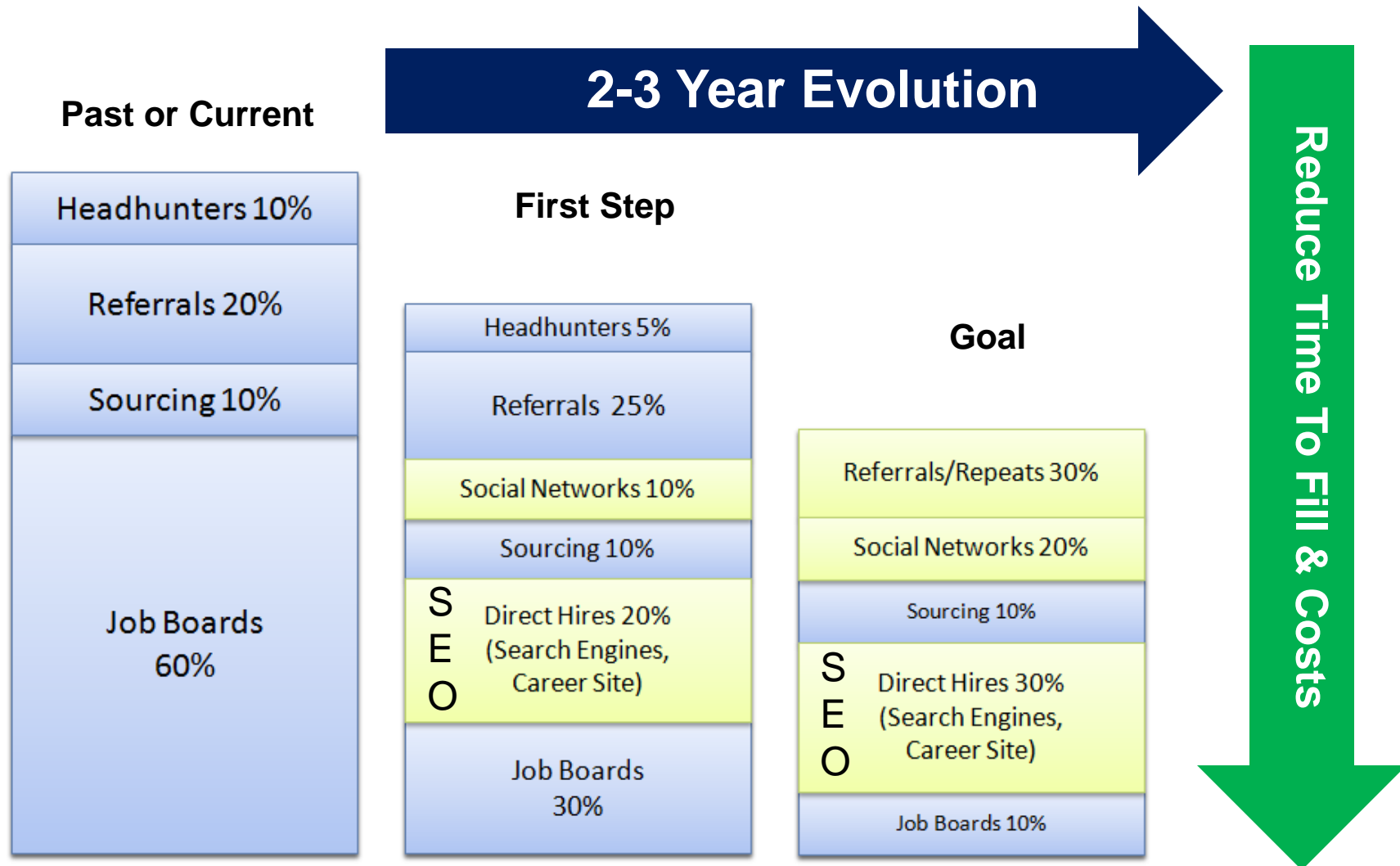
4. **Consistent hiring manager interview to hire ratios = 2:1 is significantly better than best practice for entry level hiring = 5:1**

Sourcing Team Approach

Intangible Value Add

- **Consistent and targeted company branding** driving passive and active candidates to the CLIENT website – *Over 8000 candidates sourced + nearly 7500 contacts attempted*
- **Recruiter bandwidth scalability** to redirect more resources or underutilized bandwidth as needed to address more difficult to fill markets – *High income, less populated, lower quality pool*
- **100% dedicated focus on high volume, creative sourcing, email and phone outreach** to passive and active candidates - *supplements Client recruiters available sourcing time so they can focus more on employee referrals and driving the interview to hire process forward*
- **Sourcers provide additional points of contact communications with all top, potential candidates** creating possible current and future interest, referrals and hires for sales and other opportunities as they arise. -- *Nearly 100 candidates were flagged too experienced and recommended to apply for experienced sales positions and 75 candidates were flagged to be considered for future opportunities.*
- **Sourcer proactive candidate phone follow up on invitations to apply** and resolving issues with broken assessment links or online application glitches *creates a positive Client employment experience*

Corporate Sourcing Strategy Trends



What Is Your **2011** Strategic Sourcing Plan?

2010 Strategic Plan

- ✓ Reduce Job Board Spend
- ✓ Improve support of International Operations
- ✓ Reduce Time to Fill for Exempt positions
- ✓ Build key internal relationships

Questions

Carl Kutsmode

Partner

Ph 773 509 6801

carlkutsmode@talentrise.com

www.talentRISE.com

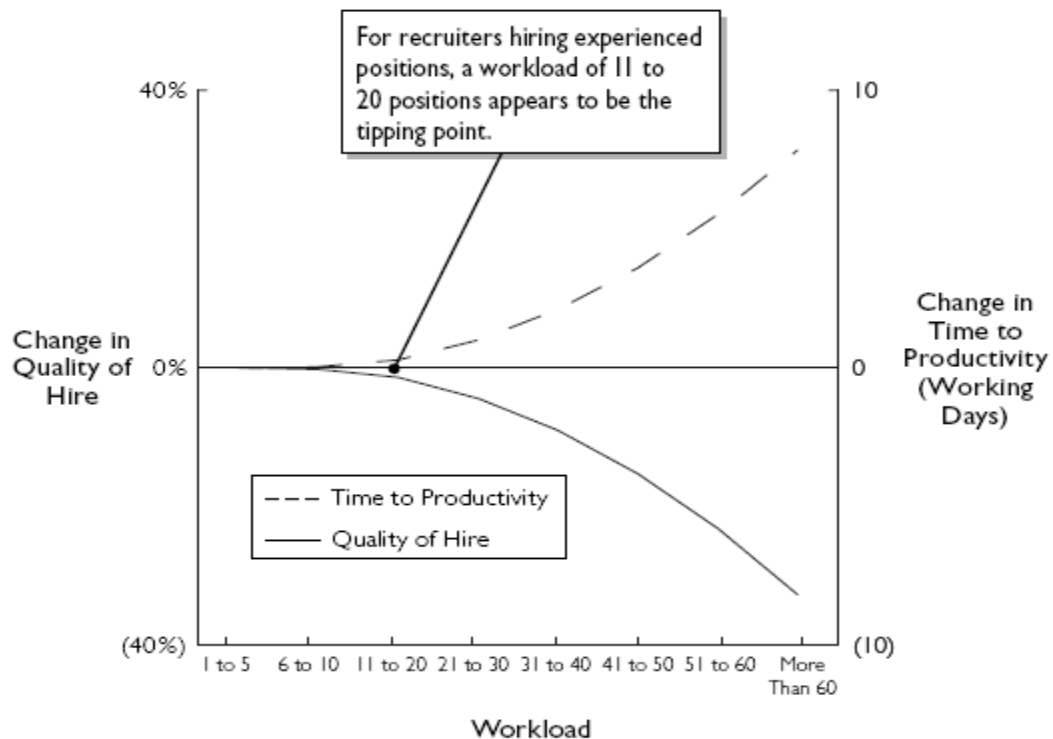
Call us today for a **FREE** consultation on how to optimize your use of Avature with your recruiting processes and sourcing strategies to more effectively achieve recruiting success!

*“We help employers optimize their recruiting and talent management systems, processes and strategies so they can recruit, develop and retain the **best** talent”*

Workload Tipping Point

- Impact of Workload on Speed and Quality

Requisition Workload Impact on Quality and Cycle Time
Recruiters Hiring Full-Time, Salaried, Experienced Employees²



The “Tipping Point” is the threshold where increased workload (open requisitions) causes an increase in Cycle Time in conjunction with a significant decrease in Quality of Hire

While the absolute value of the tipping point will vary based on several factors, (including the complexity of the positions being filled) it is clear that raising workload to unmanageable levels will have a detrimental effect on a full life cycle recruiter performance

Workload is defined as the average number of open requisitions per recruiter

Experienced employees are defined as those with five or more years of experience

External Benchmark: Recruiting Roundtable research recommends for optimal performance a requisition load of 11-20 for recruiters hiring experienced positions. For entry level positions the recommended recruiter requisition load is 20-30

CRM Sourcing Critical Success Factors

Top 10 Characteristics of Companies Adopting the CRM Model

- 1. Current employees are recognized as the foundation of the company's hiring brand and are treated as a strategic company asset.**
- 2. Corporate culture is very much on display and actively promoted.**
- 3. Information flow is robust.** The more candidates know about the company and the company knows about the candidates, the better the chances of a proper fit.
- 4. The hiring bar is set unapologetically high from the onset,** with the emphasis on quality over quantity.
- 5. Clear distinctions are made between the things that computers can do well (provide 24/7 information on a website) and the things that people can do better.**
- 6. Short-term and long-term goals are equally balanced,** which leads to the careful treatment of both active and passive candidates.
- 7. Job seekers are never forced to reveal more than they wish to at any stage of engagement.**
- 8. All queries into the firm are respected and answered.** There is no such thing as a black hole into which applicants disappear.
- 9. Candidate questions are widely routed throughout the company,** even to the executive suite, and timely responses are required. No one is considered too busy or too important to respond to a candidate.
- 10. Recruiting and sourcing are separate but equal functions.**

ATS	CRM
Traditional Just-in-Time Model	The Candidate Relationship Management Model
Formal Hiring Process	Pre-Formal Hiring Process - Sourcing
Requisition centric – processing people linked to requisitions	People centric - an intense and constant focus on understanding, servicing, and communicating with candidates
Candidates linked to open positions	Candidates – internal and external - linked to segmented talent pools
Assembly line metrics with historical data around time and cost reduction	Metrics forecasting hire readiness (pipeline health), aligned to WF plan
Used by full lifecycle recruiters	Used by sourcing recruiters and full lifecycle recruiters
Geared towards processing active candidates	Geared at finding passive candidates and engaging both passive and active
Attraction - Company Career Portal for posting jobs	Attraction – built-in Sourcing tools, role/skill specific micro-sites, and multiple registration pages
Short term goals based on current needs	Short and Long term goals are balanced