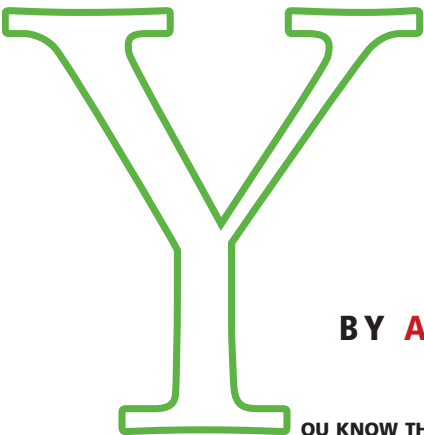


Six Ways to Strengthen STAFFING

A company's performance hinges on the quality of its people. And that means your staffing activities need to be in tip-top shape.



BY **ADRIENNE HEDGER**

YOU KNOW THE DRILL. There's an open job and you need to find an ideal candidate—someone with the perfect mix of talent, knowledge and personality. Someone who will exceed the company's expectations. Oh—and you need to find that person right away.

Make a mistake, and it could cost dearly. Indeed, experts place the cost of losing an employee at somewhere between 30 and 150 percent of the person's yearly salary.

Staffing has never been an easy endeavor—but over the next five years the playing field will become even more interesting and challenging (see sidebar). With a labor shortage, changing work preferences and the rapid evolution of online recruiting, the industry is entering an era unlike any other.

"The next few years will be dynamic," says Mike Lafayette, Director of Product Development for the Staffing business segment at Monster.com.

"There is no status quo," agrees Diane Shelgren, Executive Vice President of Strategy and Client Development at Veritude, which provides a range of strategic human resources services. "Companies that understand the changes will be able to attract the best talent."

What should you consider as you fine-tune your staffing



strategies? Here are six areas of focus that leading companies will be addressing over the next year.

1: Get Better at Finding the Needle in the Haystack

Currently there are more than 52 million resumes sitting in the Monster.com database. And roughly 40,000 resumes are

COMPANY PROFILE



The RightThing, Inc. has been providing comprehensive recruitment process outsourcing services to Fortune 1000 companies across North America for more than 16 years. Our only business is supporting the recruiting process through administrative and design services.

We partner with our clients HR team to support the execution of the hiring process on either an end-to-end or individual component basis. The RightThing services both hourly and salaried hiring programs and has extensive experience supporting a variety of Fortune 500 organizations across many business sectors with their hiring needs. We allow clients to re-focus their time on higher level responsibilities and stay involved in the strategic aspects of their recruitment process, allowing them to leverage our experience and best practices. Our services include the following:

- Hiring Process Re-design
- Recruitment & Sourcing
- Applicant Intake
- Requisition/Resume Management
- Test & Assessment Administration
- Interview Administration
- Interview Scheduling
- Offer Compilation/Candidate On-Boarding
- Exit Interviews
- Campus Recruiting
- Employee Referral Administration
- Applicant Tracking

To learn more about The RightThing, Inc. visit www.rightthinginc.com or contact us at 1.866.788.4464.

added every week. That's more than 280 added every hour, around the clock.

Meanwhile, profiles are constantly being created and updated on networking sites like LinkedIn, Plaxo, Jobster and Spoke.

All this is creating pathways to millions of potential employees—and while this certainly improves the odds of finding the right person, it can also lead to resume overload.

In response, companies are becoming more sophisticated about searching for qualified candidates. The Web site Zoominfo, for instance, extracts information from online sources including Web sites, press releases and electronic news services and bundles it in one report. Services such as W3 Data and Accurint also allow for targeted searches.

Advances in search technology are underway at sites like Monster.com as well. There, the company's SmartFind Resume Search helps employers and staffing companies quickly identify the most qualified applicants, reducing the number of resumes that need to be reviewed.

Meanwhile, companies are also working niche job sites into their recruiting strategies. In fact, media research firm Borrell and Associates predicts a "proliferation of specialized job sites" in 2007.

No matter which strategy—or combination of strategies—a company takes,

the ability to conduct a fast, targeted search will be crucial in the years ahead.

2: Knock on New Doors to Find Talent

With a labor shortage inching closer and closer, more companies are investigating alternative talent sources, such as retirees or stay-at-home moms who want part-time work.

In fact, according to one survey by CareerBuilder.com, 20 percent of employers plan to rehire retirees from other companies or provide incentives so their own employees delay retirement.

At The RightThing, Inc., an end-to-end provider of recruitment process outsourcing, the staff knows firsthand that tapping into these talent sources can be good for business.

"We've built a culture that values flexible work schedules," says Jamie Minier, Vice President of The RightThing. "Our company routinely employs retirees and work-at-home moms as part-time staff, and we help our clients recruit from these unique groups as well."

In part because of this strategy The RightThing was named one of the "25 Best Small Companies to Work for in America" by the Great Place to Work Institute.

Similarly, Veritude has tapped into an alternative talent source—this one in India. The team in India searches online for qualified job candidates, then sends

Keep An Eye On...

The Labor Shortage: An expected shortfall of 10 million workers by the year 2010. "Certain skills and geographic areas of the country will face even more stress," says John Hennessy, Senior Vice President of the Staffing business segment at Monster.com. "And things will get worse before they get better."

Many Generations, One Workforce: "We have four generations in the workplace right now," says Diane Shelgren of Veritude. "To effectively recruit these groups, companies need to understand what motivates each one."

It's a Wired World: A whopping 98 percent of all job seekers use the Internet in their search. "Integration of the Internet into recruiting processes will continue to evolve quite rapidly over the next few years," says Monster.com's Hennessy. "Particularly in light of the labor shortage."

The secret to success in business:
Find and hire good people.



To be really successful:
Find. Hire. Repeat.



Scaling up your staffing function just got a whole lot easier, more consistent and more efficient. The RightThing provides customized recruitment process outsourcing tailored to your needs.

When you need to turn on a dime or chart a new course, you need a trusted partner. You need The RightThing.

- Scalable Services
- Customized Solutions
- Quality Candidates
- Responsive Approach

The RightThing has helped define the RPO industry and we've earned the trust and respect of our clients by providing what they need...when they need it. Big or small. Long term or short term.

Work with us. You'll see we're The RightThing!



Your ultimate RPO partner 866.788.4464 www.rightthinginc.com

STAFFING PROCESS CONSULTING | RECRUITMENT & SOURCING | CANDIDATE INTAKE & PREScreenING | TEST & EVENT ADMINISTRATION
INTERVIEWING | SCHEDULING & PROCESS LOGISTICS | CANDIDATE ON-BOARDING | DATABASE MANAGEMENT

COMPANY PROFILE

Veritude

Veritude offers a full range of services and deep experience to help you find and manage talent. We provide everything from staffing and Recruitment Process Outsourcing (RPO) to consulting and managed services — all for a wide range of industries.

For more than 20 years, Veritude has helped clients improve their workforces, manage change and build competitive advantage. Our collaborative approach to talent management, with strategic forward-thinking solutions, enables you to acquire the specific expertise essential to your business success.

Partner with Veritude and your company will:

- Fill open positions faster
- Improve the quality and fit of hires
- Improve overall recruitment process efficiency
- Control recruiting costs
- Increase retention and employee effectiveness

To learn more about our services please visit www.veritude.com or call 800.597.5537.

the names to the company's recruiters in the United States.

"When our recruiters arrive at work in the morning, they already have a list of people to contact," says Shelgren. "This speeds the entire process."

Alternative talent sources will only become more essential as the pool of available workers begins to drain. "At this point," adds Minier, "if you're not tapping into alternative talent sources or looking globally, you're not ahead of the game."

3: Embrace Flexibility

Tapping into alternative talent sources dovetails with another emerging trend: more flexibility.

Indeed, 19 percent of employers say they are "very" or "extremely" willing to provide more flexible work arrangements for employees, according to a survey by CareerBuilder.com.

Meanwhile, the American Staffing Association reports that people are looking for flexibility in their employment arrangements—and an increasing number of people are deciding to become temporary or contract workers instead of entering traditional employment contracts.

In fact, according to the association's 2006 staffing employee survey, two-thirds of respondents said flexible work time was an important factor in their decision to become a temporary or contract employee. And a recent report by Veritude predicts that independent and contract workers will make up 25 percent of the workforce in the next five years.

This rise in flexible arrangements is inspiring companies to design creative

staffing solutions. Shelgren points to one example: "We're seeing an increase in an arrangement known as 'home-shoring,'" she says. "Basically, organizations are establishing technology that allows employees to conduct call center activities from home offices."

4: Get to (Really!) Know Your Candidates

Shelly Wheeler, Human Resources Director at Roche Diagnostics, remembers a recent close call in staffing.

"We had a candidate we thought was perfect for the job," she recalls. "But after he completed our assessment tool, we realized there were some gaps that we couldn't fill. Without the assessment data, we likely would have hired him."

Assessment tools have been around for a long time, but lately there has been an increase in the number of companies using them—and this upward trend is expected to continue.

In fact, according to a 2006 survey by Rocket-Hire, the number of companies using assessment tools to gauge personality measures hit 65 percent in 2006, up from 34 percent in 2005. And 53 percent were using the tools to measure a candidate's "fit," up from 35 percent in 2005.

"One of the key benefits is that these tools allow you to look ahead," says Gary Schmidt, Ph.D. and President of Saville Consulting. The company provides an online assessment tool called The Wave that is used by Roche Diagnostics and others. "For example, instead of just talking to the candidate about their previous jobs, you can assess

FINGER ON THE PULSE



One way to stay on top of industry trends and changes: Reading blogs. Try...

Recruiting.com's annual list of "Best Blogs," voted on by readers. The 2006 winner, CheezHead, can be found at www.cheezhead.com.

The Day in Recruiting (<http://thedayinrecruiting.com>), which brings multiple industry blogs together in one place.



When most staffing companies are finished,
we're just getting started.

We'll find you the brightest, most qualified talent. But that's just the beginning. Veritude is more than staffing. We realize you need to control costs, increase recruitment efficiency and improve critical workforce processes that affect your bottom line. So, along with qualified, high-performing workers, we offer comprehensive talent

management and consulting solutions that help you plan, assess and staff your workforce better. So next time you're looking for a specific skill set, be sure to ask for ours, too. **To learn more, call 800-597-5537 or visit veritude.com.**

Veritude

PROVIDING THE TALENT THAT DRIVES YOUR BUSINESS SUCCESS

COMPANY PROFILE



What are you working for?

Monster, the world's leading global online careers and recruitment resource helps people around the world find the right match for their career — by providing the tools and resources to connect them with the right job in the right place at the right time. Whatever your motivation for working; whether it's for your future or your family, to create, to succeed, or any motivation in between, Monster works to help both job seekers and employers find the fit that's best for them.

Monster works for everyone by connecting employers with quality job seekers at all levels and by providing personalized career advice to consumers locally and nationally. So whether you're looking for the right employee for your company or the right job to take you further in your career, Monster is ready to work for you.

To learn more about Monster's industry-leading products and services, visit www.monster.com.

whether they have the talent, skills and motivation to do something they've never done before."

The key to finding a good assessment tool: "Look for one that is scientifically validated, customizable, Internet-based and easy to use," says Schmidt. "You also don't want it to be too long—30 to 40 minutes maximum is a good target."

Some assessment tools can even deliver benefits after the candidate is hired. "We continue to rely on The Wave assessment tool to develop and coach our employees," says Jim Messina, Vice President of Sales for Maritz Learning, a division of Maritz Inc. "It's been a great tool for us."

"It doesn't cost much to have that other check in the system," adds Wheeler. "And it can save you from hiring the wrong person."

Another similar trend underway: giving prospective employees a "test drive." From simulated job environments to company tours, companies like Veritude, The RightThing and others are incorporating creative strategies to make sure the employee/employer fit is just right.

"These strategies work," says Shelgren. "We recently used a simulated environment to help reduce turnover at a call center by 50 percent."

5: Think "Temp to Hire"

Assessment tools and trial runs are powerful, but some companies are going a step further and using "temp to hire" scenarios, where an employee starts on a temporary basis through a staffing company, then later gets hired.

One telling statistic: When the American Staffing Association surveyed current and former temporary and contract employees, it found that more than 53 percent of the survey participants who remained in the workforce had moved on to permanent jobs.

"These arrangements seem to be growing in popularity," says Steven Berchem, Vice President of the American Staffing Association. "It's a win for the candidate as well as the customer because it's a great way to determine if there actually is a good fit."

Some professionals see temporary work as a good way to get a foot in the

door at highly sought-after companies. Indeed, companies like Veritude and The RightThing routinely place highly skilled workers in industries such as pharmaceuticals, advanced technology, product development and animation.

Still others prefer the flexibility and lifestyle that temporary and contract work provides.

Either way, this growing body of highly skilled and highly educated professionals is rapidly debunking the myth that only low-skilled workers or recent college graduates align themselves with staffing companies.

For their part, businesses are waking up to this fact and increasingly looking to staffing firms as a good source for talent—and potentially permanent employees.

"More businesses are using staffing strategically," confirms Berchem. "They are using temporary and contract workers to fill specific, targeted needs—projects that demand highly skilled workers."

"One way to look at it," says John Hennessy, Senior Vice President of the Staffing business segment at Monster.com, "is that there are roughly 145 million employed people in the U.S.—and 35 million are currently employed or have had a relationship with a staffing company during their career. That's a significant number."

Taking all this into account it makes sense that, according to the Bureau of Labor Statistics, the U.S. staffing industry will grow faster and add more jobs over the next decade than just about any other industry.

6: Consider the Outsourcing Option

As the staffing industry continues to change and evolve, employers will need to rely on new technologies, new strategies and new online tools to stay ahead. Some companies will manage this internally — but for others the answer will be outsourcing.

"We've definitely seen an increase in business over the past 12 months," says Minier at The RightThing. "And we expect this boom to continue over the next 18 to 24 months."

The advantages of outsourcing can be compelling. Many RPO vendors are equipped with the latest technology and have the broad, deep networks required to fill a large number of jobs—even highly specialized jobs—very quickly. Companies also find that an RPO strategy allows them to tap into a more diverse workforce, as well as outsource the labor-intensive work of tracking compliance.

"If a company does decide to outsource recruitment activities, it is essential to find a vendor that understands your culture," says Shelgren. "Ideally, the vendor will assign someone on site, so that person experiences the company the same way any employee would."

"Client expectations are very high in the RPO arena," adds Minier. "Companies want service providers who consistently deliver quality, use robust and unique strategies to find talent, and are highly reliable."

In response, RPO providers are stepping up their offerings to go beyond recruiting and deliver end-to-end talent management. "Our consulting practice at Veritude is growing rapidly," Shelgren notes.

Putting It All Together

A number of trends are reshaping the staffing world, but the industry's ultimate goal remains the same: find great employees as cost effectively and quickly as possible.

The challenge in the year ahead will be to stay on top of emerging trends and adapt staffing strategies in response. The staffing teams who get it right will secure the top talent, and will fuel their company's success.

"Selecting and hiring people is one of the most important skills a manager can have," says Jim Messina of Maritz. "If you pick the right person, that's 99 percent of the battle."

Shelgren agrees, adding, "The thing that ends up differentiating a company is the people. Every day they are a living embodiment of your brand, your values, and your culture. If you get the right ones, it's so powerful." ■



**Measure talent, motive, culture fit
in one dynamic questionnaire...**

- Assess person-job & person-culture fit
- Save time - 15 or 45 minute versions online
- Validated for recruitment and selection
- Easy-to-use reports for staffing / line manager
- Multilingual for global assessment projects
- Innovative aptitude assessments also available

www.savilleconsulting.com info.na@savilleconsulting.com
1-866-918-9009 (toll free)

Stay connected
and informed.

Workforce[®]
MANAGEMENT
Week

Your e-mail newsletter.
Delivered every Tuesday.

www.workforce.com

Workforce[®]
MANAGEMENT