

Strategic HR Recruiting Development

# DEVELOPING CRITICAL SKILLS & COMPETENCY TRAINING

For Strategic HR Recruiting Functions & Recruiters

*A STEP-BY-STEP HANDBOOK FOR OPTIMIZING STRATEGIC HR RECRUITING PERFORMANCE*



A Barefield Group Publication

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## **About the Author:**

Reginald L. Barefield, President of The Barefield Group, began his HR career as a HR recruiter and has held executive and professional positions within the human resources function for nationally recognized Fortune 500 employers such as, USAA, Humana, FedEx, AT&T and Nike. Reginald is the former Vice President of Strategic Staffing for USAA, one of Fortune Magazines' Top 100 "Employer of Choice" recipients. Previously he held the position Executive Director of Talent Resources and Recruiting Technology for Humana, Inc., where his HR strategic staffing team was the recipient of Workforce Magazine's HR Optimas Award for Financial Impact, as a result of reducing Humana's annual recruiting expense by \$12 million annually, while improving recruiting productivity by 125%. Reginald attributes this success to providing his recruiting team with continuous core competency and skills development training sessions for transitioning from an administrative HR Recruiter to a Strategic HR Recruiter. As a result many of Reginald's former staff members currently hold executive and line management positions within HR and the Staffing industry for nationally recognized employers. Reginald has been a guest speaker and workshop instructor for organizations such as HHRMA, NAAHR, IQPC, E-HR World, Workforce, HR Forum, and Fortune Magazine "Employer of Choice" HR Conferences.

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# Inspiring High Performance Hiring Practices for Strategic HR Recruiting Functions & Recruiters

INTRODUCTION	
<p style="text-align: center;"><b>Chapter 1</b></p>	<p><b>Strategic HR Recruiting Analysis</b></p> <ul style="list-style-type: none"> <li>○ FACTORS IMPACTING HR RECRUITING COSTS</li> <li>○ MANAGEMENT'S EVALUATION OF THE HR RECRUITING FUNCTION</li> <li>○ THE HR RECRUITING PROBLEM</li> <li>○ STRATEGIC RECRUITING LEARNING OPPORTUNITIES</li> </ul>
<p style="text-align: center;"><b>Chapter 2</b></p>	<p><b>THE EVOLUTION OF HR RECRUITING</b></p> <ul style="list-style-type: none"> <li>○ KEY AREAS OF EVOLUTION</li> <li>○ RECENT PROBLEMS WITH THE HR RECRUITING FUNCTION</li> <li>○ KEY BUSINESS FACTORS THAT IMPACT HR RECRUITING</li> <li>○ 10 CRITICAL RECRUITING ACTIVITIES TO FACE DURING THE 21<sup>ST</sup> CENTURY</li> <li>○ UNTAPPED POTENTIAL FOR THE HR RECRUITING FUNCTION AND RECRUITERS</li> </ul>
<p style="text-align: center;"><b>Chapter 3</b></p>	<p><b>THE FATE OF HR RECRUITING</b></p> <ul style="list-style-type: none"> <li>○ IDEAS AND POSSIBILITIES FOR THE HR RECRUITING FUNCTION</li> <li>○ UNDERSTANDING HUMAN CAPITAL MANAGEMENT</li> <li>○ THE FUTURE OF HR RECRUITING</li> <li>○ 21<sup>ST</sup> CENTURY RECRUITING ISSUES</li> </ul>
<p style="text-align: center;"><b>Chapter 4</b></p>	<p><b>DEVELOPING CRITICAL SKILLS AND CORE COMPETENCIES</b></p> <ul style="list-style-type: none"> <li>○ Describing Competencies for Strategic HR Recruiting Functions and Recruiters</li> <li>○ Value Added Strategic HR Recruiting Competencies</li> <li>○ CBT for Strategic HR Recruiters</li> </ul>

# Introduction

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Performing today's HR Recruiter function has not significantly changed since unemployment was at an all time low of 3.9% a few years ago. In fact, the job of a HR Recruiter has increased considerably due to the current and ongoing mass exodus of baby boomers from the workforce and the constant business requirement to recruit and retain a diverse workforce. HR Recruiting Functions and Recruiters in most organizations are faced daily with time consuming transactional tasks such as, prescreening thousands of resumes, preventing them from focusing on more strategic activities such as, building solid relationships with qualified candidates and hiring managers. Many HR Recruiting Functions and Recruiters are experiencing additional administrative challenges, with very little opportunity to learn the required strategic behavior that will significantly improve their value, productivity, performance and career growth.

Optimizing HR recruiting productivity and performance requires aligning your daily activities to the company's core business competencies and strategy, while improving upon those skills that not only add value, but also enhances your ability to be viewed as a Strategic HR Recruiting Function and Recruiter in the eyes of every hiring manager you serve.

This powerful handbook includes an overview of the core competencies required to reinforce and master the Strategic HR Recruiting and Recruiter function. Our goal is to help the Strategic HR Recruiting Function and Recruiter gain a basic understanding of what it takes to easily achieve individual and strategic hiring breakthrough performance results now and into the future.

Strategic HR Recruiting Development

# CHAPTER 1

# STRATEGIC HR RECRUITING ANALYSIS



## **Strategic Hiring Analysis**

Most companies cannot be competitive without implementing successful strategic HR staffing and recruiting infrastructures, policies, practices and technology. More importantly, HR Strategic Staffing and Recruiting Stakeholders require specific skills and knowledge in order to help their company to sustain a competitive advantage in attracting and retaining top and diverse talent.

According to industry sources, businesses in the U.S. spend in excess of \$244 Billion on HR and recruiting services annually. (Source: Recruiting Industry Reports). Unfortunately, not all HR organizations spend this money wisely.

### **Several factors are causing an increase in spending on hiring efforts:**

**Increased Labor Storage.** Demographic trends such as the aging of the Baby Boomers and decreasing birth rates, together with the continued growth in the U.S economy, are combining to cause a tight labor market. For example, according to a recent recruiting survey prepared by Interbiznet.com, over 60% of the recruiters surveyed experienced labor shortages. As a result, the recruiting process now focuses less on selecting qualified employees from a ready pool of candidates and more on managing a scarce and skilled resource.

**Increased Employee Turnover.** Employees currently change jobs more often than they have in the past and that even satisfied employees are increasingly investigating job opportunities. According to the U.S. Bureau of Labor Statistics, the average person entering the workforce today will work for between eight and ten different employers. This makes it more difficult for employers to retain qualified, experienced individuals and increases the number of hires that must occur each year in order to maintain or grow an employers' workforce.

**The Costs of Recruiting.** Some experts theorize that the cost of recruiting equals 50-60% of an employee's first year salary—and up to 100% for certain specialized, high-skill positions.

According to a recent survey conducted by the Employment Management Association, the traditional advertising cost-per-hire is \$3,295 while the Internet advertising cost-per-hire is \$377.

**Recruiting Concerns.** In a recent survey conducted by The Center for Organizational Research, Inc., responding organizations most frequently identified the following (in approximate order) as their biggest recruiting concerns.

1. Developing the skills to succeed in HR Recruiting and Human Capital Management
2. Managing recruiting costs and funding
3. Finding the right people in light of skill mix, cultural fit, long-term commitment, etc.
4. Competing with other organizations in a tight labor market

5. Employing effective application/interviewing/recruiting processes internally
6. Recruiting the right people within a demanding time frame

According to a recent survey conducted by The Center for Organizational Research, while most organizations feel that they are able to attract quality talent at least to some extent, 57% believe that they are not excelling in this area.

**Increased Urgency to Reduce Time to Hire.** Forrester Research, Inc. estimates that unemployment among "knowledge workers" is less than 1% relative to overall unemployment of 6%. Because of the shortage in highly skilled job seekers, qualified candidates must be hired quickly or they may be lost to competitors. The ability to quickly hire qualified employees may have a significant influence on the future success of a company.

**Senior Management Perception:**

The Human Resources Recruiting function has come under increasing scrutiny regarding its effectiveness and value for the investment it represents. Our experience with Fortune 500 employers to improve recruiting operational and organizational performance has given our team the opportunity to examine management's concerns in depth.

**Management's perception of the recruiting function is driven by four factors:**

1. Competitive pressures that have never been greater;

2. The routine challenge to remain profitable and develop strategic competitive advantage;
3. A growing lack of confidence in recruiting activity, the result of its negligible impact and increasing costs and time requirements; and
4. Concern about its relationship with the recruiting practitioners who provide recruiting services, and in particular their evident of being reactive, lack of business acumen, and their poor follow through. In making this evaluation, management is concluding more and more often that the sizable expense required for recruiting quality talent is not yielding an adequate improvement in performance by the HR recruiting function.

In making this evaluation, management is concluding more and more that the sizable expense required for recruiting quality talent is not yielding an adequate improvement in performance by the HR Recruiting function.

Further complicating this situation, management is coming to recognize that the organization itself may ultimately provide the sole avenue for acquiring quality talent to sustain a competitive advantage, and the strategic HR Recruiter is sure to play a major role in realizing this potential.

Senior management is faced with a dilemma: though the HR strategic recruiting function helps to plan for an acquire quality talent and plays a dominant role in establishing organizational competitive advantage, it currently represents a significant investment with too little apparent payback.

In response, many executives are deciding to reduce their investment in HR recruiting through the outsourcing of the function or department, or by restructuring and downsizing to support only entry-level or non-exempt internal hiring requirements.

Others are deciding to continue or expand enterprise-wide strategic recruiting activity, based on their instinctive belief that vacant positions impact lost revenue and their judgment that the investment in acquiring and retaining talent is imperative to business success.

Even today, HR professionals receive limited attention on best practices strategic recruiting methodologies and tools even in the best colleges and universities.

**The Problem:**

Many employers have no knowledge on how to implement best practice HR staffing and recruiting infrastructures, change management strategies, processes and technologies. We are talking about conducting an entire analysis of the employer's "as-is" recruiting structure, processes and technology to determine if it has the capability to achieve breakthrough recruiting results while trying to help their organization sustain a competitive advantage."

**The Fate of The Strategic HR Recruiting Function & Recruiter**

Management can benefit greatly from two types of information in deciding the fate of the Strategic HR Recruiting function and recruiter. First, management needs an objective appraisal of its HR recruiting department's current performance in cost-effectively meeting the organization's following needs:

- Human Capital Acquisition Planning
- Human Capital Acquisition Analysis
- Human Capital Acquisition
- Human Capital Integration
- Human Capital Retention

**Second senior management needs some ideas of the possibilities** – a sensible picture of what the Strategic HR Recruiting function and Recruiter could contribute if its mission did not limit its role to providing the traditional administrative recruiting activities, but included the following activities:

**Ten Key-recruiting activities that could be critical to the success of your company:**

1. Strategic planning
2. Recruiting analysis
3. Recruitment branding and marketing
4. Innovative talent sourcing strategies
5. Succession planning
6. Relationship building
7. Business acumen
8. Recruiting measurements
9. Hiring manager development
10. Recruiter selection and training

### The Online Recruiting Facts:

Online recruiting is not the total solution when trying to recruit the world's most qualified talent, the HR Recruiting function and Recruiters that support the recruiting organization or employees who make the first contact with potential candidates are the most important people in gaining the competitive advantage. But you must have a detailed roadmap for maximizing this endeavor.

The focus by most employment sites and Internet recruiting seminars is obviously on delivering candidates and not on increasing the HR recruiting practitioner's productivity, effectiveness and value in building a best practice Strategic HR Recruiting organization.

### **Strategic HR Recruiting Learning Opportunity**

We believe that most of the advantages offered by recruiting workshops and seminars have not been fully applied to the HR recruiting function and recruiter audience. While online job boards have improved the aggregation of job postings and job seekers, they have not targeted HR recruiting leaders and recruiters or provided content to address the global recruiting process, tools, behavior, performance and technology issues that face HR recruiting leaders and recruiters now and into the future. We believe that most employers are in the early stages of understanding how to build and manage a best practices HR recruiting organization and service to increase their competitiveness and value in recruiting quality talent via advanced recruiting strategies and technologies.

We believe that most of the current HR recruiting workshops and seminars don't offer answers to the following issues:

**Lack of Recruiting Redesign and Reengineering Tools.** What tools are available to reinvent my recruiting organization? How do I determine the right structure, people training and operating processes? (Without obtaining a PHD in process re-engineering)

**Lack of Best Practice Recruiting Solutions.** Activity Based Costing and Workforce Analytics are not utilized effectively within HR Staffing and Recruiting functions. We believe that many experienced recruiting professionals do not have the required skills and knowledge to develop and track the proper cost and value elements to manage a best practice and productive HR staffing and recruiting function.

**Lack of Incentive Recognition.** HR Recruiting functions are sales and marketing functions and do not provide incentives for their recruiting personnel. How do I reward my strategic recruiting team for achieving breakthrough results?

**Lack of Customer Service Skills.** Many recruiters don't have a good understanding of how to build business relationships with their internal and external customers.

**Lack of Marketing Skills.** Many recruiters don't have a good understanding of how to market their company's total compensation and benefit packages. In addition, a lack of understanding and ability to communicate their company's key non-monetary benefits exists.

**Lack of Marketing Tools.** Many HR Recruiting functions don't have the required tools or knowledge to strategically market their organization at job fairs, trade shows, and open houses to prospective and diverse applicants.

**Lack of Lead Generation Techniques.** Many HR Recruiting functions don't have the time or knowledge to apply proactive lead generation techniques.

**Lack of Strategic Recruiting Skills.** Many corporate HR recruiting functions and recruiters have no formalized training in the art of recruiting from a corporate strategic perspective.

**Lack of Recruiting Leadership Experience.** Many of the HR recruiting managers have no experience developing and managing a best practice Strategic HR Recruiting team. Most recruiting leaders come from the ranks of traditional recruiting functions. Therefore, their understanding of how to develop, manage and motivate a team of quality strategic HR recruiters is limited.

**Lack of Tracking Recruiting Metrics.** Many HR Recruiting functions do not know what metrics to track or understand the importance of measuring recruiting performance and how it impacts the company's bottom line.

**Lack of Recruiting Technology Awareness.** Many of the HR Recruiting functions do not have a good understanding of technology enablers that allows them to automate and streamline their recruiting processes.

**Lack of Vendor Management Expertise.** Many HR Recruiting functions do not understand how to negotiate and manage vendors to identify the right cost for the right product that meets their business requirements.

**Lack of Strategic Recruiting Information.** Many of the HR Recruiting functions do not have access to value added strategic recruiting information that keeps them abreast of their competition.

**Lack of Diversity Recruiting Awareness.** Many of HR Recruiting functions do not properly train their HR Recruiters and hiring stakeholders on best practices diversity recruiting and retention strategies.

**Lack of Hiring Management Training.** Many organizations do not invest in the development of their line managers on essential hiring and retention skills and competencies. Research has proven that most employees leave because of poor management. In addition, most line managers do not enhance their ability, skills and competency to ensure that they retain their top talent.

Strategic HR Recruiting Development

## **CHAPTER 2**

# **THE EVOLUTION OF STRATEGIC RECRUITING**



## **The Evolution of the HR Function**

The HR function has evolved from the early days of the industrial revolution to the present. This evolution is typified by increased complexity and regulation, as well as rapid pace of technological change. Highlights of this evolution follow:

**The late 1800s to 1930s.** The industrial revolution spawned giant manufacturing complexes that replaced the small business, cottage industry model that had been the focal point of commerce during previous centuries. As the giant oil, electrical, and railroad companies grew, they spawned the first staff departments, one of the first of which was the personnel department. The personnel department was formed to meet the need to recruit and pay thousands of people to work the new machines of the new age. Since the industrialists of the age focused on new ways to manufacture, the people function and worker were not highly valued. Employees were treated as if they were production parts, and those in the personnel department were treated as if they were inventory clerks. This system stayed largely in place through the end of the World War II.

**The 1940s and 1950s.** An organization's personnel function began to develop into more than an offshoot of payroll. More sophisticated compensation and training technologies were developed. Personnel remained a reactive service, and labor was considered an adversary to management.

**1960s.** Government intervention through passage of the Civil Rights Act, ERISA, American Disabilities Act, and OSHA forced companies to place responsibility on personnel departments to meet new government requirements.

**1970s.** Baby boomers moved into the work force, demanding meaning and satisfaction from their jobs. New laws required organizations to provide welfare benefits and social activities in addition to employment. The first large-scale, automated HR information systems (HRIS) were deployed.

**1980s.** Personnel departments became involved in designing new pay plans, training, and organizational development interventions. "Personnel" became "HR," a factor in the management of large, complex organizations, focused on running internal programs. Following painful layoffs during the 1980-81 recession, HR led the drive to use recruiting companies strategically to build flexibility into a company's work force.

**1990s.** Organizations began to turn to their HR departments for help in running the business. There was more recognition that HR is a truly critical variable. HR directors began to transform their departments into business partners, establishing partnerships with their internal customers and developing the ability to track business partners, establishing partnerships with their internal customers and developing the ability to track the effect for their work on the outcomes of internal customers.

HRIS systems became more sophisticated and valuable; they moved from the data-processing department to the HR department. Sophisticated HR departments began to outsource non-core processes to dedicated resources in order to focus on more strategically important functions.

**The HR function certainly has evolved.**

**Key areas of evolution include the following:**

- 1) Human capital has replaced plant, property, and equipment as an organization's most critical asset
- 2) The death of the "organization man"
- 3) The development of sophisticated HRIS packages
- 4) The growing acceptance of outsourcing business processes
- 5) The increasing scope of responsibilities that fall under the auspices of human capital management.

While these changes have been material, the level of sophistication and progress that HR and the recruiting function has achieved falls far behind the evolution that has transformed other corporate activities such as inventory management, manufacturing, distribution, marketing and finance.

Strategic HR Recruiting Development

## **CHAPTER 3**

# **UNTAPPED POTENTIAL FOR STRATEGIC RECRUITING STAKEHOLDERS**



### **Untapped Potential for Strategic Hiring Stakeholders:**

As a Hiring Manager, HR Leader and Recruiter begin to imagine the possibilities, by considering several objectives that might belong to a hiring stakeholder that is aggressively supporting senior management's goal to improve human capital management performance:

- Provide just-in-time strategic recruiting solutions that are unquestionably effective, fast, low-cost, and flexible.
- Partner with hiring managers upon request to resolve hiring performance issues.
- Garner the full support of hiring stakeholders to reengineer recruiting operations for significant gains in recruiting productivity and performance.
- Facilitate the systematic, continuous improvement of the internal and external recruiting process enterprise wide.
- Expand the organization's recruiting performance capability by fostering an organization-wide recruiting learning and development program.
- Team up cross-functionally with corporate divisions to develop and implement corporate wide recruiting and retention productivity improvement solutions.

- Target large-scale employee-referral programs and develop distinguishing reward for results incentives that transforms the strategic HR recruiting activities into a source of competitive advantage.

In developing skills as a Strategic HR Recruiter, we propose a future that fully exploits the understanding and application of human capital management knowledge – related to:

- E-recruiting
- Recruiting and work force solutions
- Executive search
- Assessment and verification
- Human capital supply chain solutions
  - Recruitment automation systems
  - Human capital exchanges
  - Vendor management systems
- HR outsourcing
- HR recruiting processing
- Comprehensive HR outsourcing
- E-HR
- HR consulting

A thorough understanding of above listed human capital management sectors could help you and your company improves strategic recruiting processes that positively impact bottom line business performance.

We also recommend that every hiring stakeholder gain the knowledge to restructure or reinvent the Strategic HR Recruiting function, including rethinking and redefining its purpose, redesigning and reengineering its processes, and repositioning and redeploying its resources within their respective organization.

**These changes are necessary if the Strategic HR Recruiting Function and Recruiter is to:**

- Help management solve business performance problems
- Capitalize on untapped recruiting and retention potential
- Improve recruiting performance and productivity
- Retain a highly productive and diverse workforce of knowledge and service employees

And for employers to become a competitive advantage, senior management will require the skilled support of all Strategic Hiring Stakeholders.

Obviously these recommendations challenge the hiring stakeholders. Some hiring stakeholders may consider this critique of current hiring practices inappropriate and an unwelcome challenge to their hard work and accomplishments.

This would be unfortunate because, in fact, we are stressing the hiring stakeholders importance to the success of their organization.

The role of the hiring stakeholder is pivotal, and that is why as a unique resource you must substantially change your work so that you become many more times effective.

### **The Future of Strategic HR Recruiting**

The Strategic HR Recruiting function is changing right before our eyes. Sweeping technological, societal and economic changes have placed new and challenging demands your organization and the management of the Strategic HR Recruiting function. Forces both inside and outside your organization have given rise to a wide range of recruiting problems and issues, which must be faced, on a daily basis by every Hiring Manager, Strategic HR Leader and Recruiter.

### **Here are seven hiring issues that you and your organization will face during the 21st century:**

- 1) The ever-increasing cost of hiring, wages, salaries and benefits;
- 2) Changing market conditions
- 3) Unemployment rate are still at an all time low
- 4) The intense competition for quality talent
- 5) Attracting quality and diverse talent
- 6) Reducing hiring cycle time
- 7) Recruiting and retaining a diverse workforce

## HIRING OUTSOURCING

Because of the rapid rate of recruiting technological change and corresponding cost and risk. It appears increasingly less prudent for companies to develop their own systems to address recruiting needs, given the rapid pace of technological change. Often it is better to rent HR recruiting and recruiting systems and software, and replace them with new packages as new recruiting technology comes to the fore.

**The Internet makes a seamless, transparent deliver of outside recruiting and recruiting services possible.**

In previous years, HR departments felt that relying on outside recruiting vendors for the delivery of HR hiring services would diminish service quality and reduce access to information for hiring managers. Furthermore, there were concerns that relying on outside recruiting vendors would be readily visible to senior management and could potentially increase hiring costs. In addition, many hiring managers and HR recruiting functions do not hold staffing vendors to measurable performance standards.

Finally, and most important, there was a concern about loss of control. However, currently, with the advent of the Internet, recruiting services can be delivered seamlessly to Strategic HR Recruiters in a manner that is transparent to hiring managers.

Strategic HR Recruiting Development

# Chapter 4

## **CRITICAL SKILLS & COMPETENCY BASED CERTIFICATION TRAINING FOR STRATEGIC HR RECRUITERS**



Core Business Competencies:

**Companies need to focus on core competencies.** It is a cliché', but we believe it is true and successful companies will focus on the following:

**Outsourcing recruiting technology and software development** - It is not a core competency of a firm to develop its own software packages to manage HR recruiting programs when there are superior packaged, customizable systems available. HR departments will turn to outside recruiting vendors or employ packaged recruiting software delivered via an ASP model to address non-core, routine business processes, such as prescreening resumes.

**Value Added Recruiting Competencies:**

**HR at successful companies will focus on adding value**, strategically recruiting and retaining the "right" human capital, deploying it optimally, and making sure that programs are in place to develop and retain the best human capital.

**The Strategic HR Recruiter and Generalist will play an important roll in this transformation.**

### **Core Competencies of Strategic HR Recruiting Functions and Recruiters**

HR recruiting personnel who understand how their competencies relate to their organization's mission become significant contributors and can create new opportunities for themselves and their HR function.

### **Identifying your HR recruiting core competencies:**

In HR recruiting, your ability to put your functions skills, knowledge and personality characteristics together into competencies relevant to those of your organization is an important part of your HR career growth and recruiting strategy.

Identifying competencies is not always easy. Your HR recruiting department's competencies must be important to your organization. It cannot be simply a function. Competencies describe you and your functions value to your organization's business objectives.

To identify your HR staffing position and function's competencies, what should you consider?

- 1) What your HR recruiting function does that no other recruiting vendor/competitor can do quite the way you do it.
- 2) What your internal customers will pay a service premium for.
- 3) How you can set your HR recruiting function apart from others in your industry.
- 4) How you can sustain your HR recruiting breakthrough results in the future.

### **Describing your HR Recruiting Competencies:**

The following are examples of HR recruiting competencies, which could be useful in identifying the “Right” recruiting skills development training programs and linking them to your HR recruiting function's and organization's core competencies.

#### **1) Analytical Thinking**

- The Ability to break down staffing and recruiting issues into their component parts and absorb information from multiple sources and to determine the true nature/relationship(s) of a recruiting issue in support of business decisions

#### **2) Change Management**

- Championing and managing change: supporting and leading change efforts and manages conflict within the HR Strategic Recruiting process and department.

#### **3) Coaching and Consulting**

- Guiding line management and candidates in developing their understanding of precision recruiting processes.
- Effectiveness in assessing and monitoring line management in the conduct of hiring.
- Managing recruiting resources effectively: assessing, obtaining, and monitoring recruiting resources and applying them effectively and responsibly to the business.
- Identifying and selecting high performance candidates and new employees.

#### **4) Earning and Building Trust**

- Ability to adapt and relate to recruiting team members and recruiting process stakeholders
- Acting ethically and authentically: Demonstrating ethical conduct and unfailing integrity. Demonstrating commitment: supporting your organization and what it represents.
- Adapting your recruiting position or actions to change in hiring plans or circumstances.

#### **5) Communication**

- Guiding candidates and line managers in the hiring decision making process
- Identifying and referring high performing candidates
- Effectively deliver facts and trends related to strategic recruiting stakeholders

#### **6) Assessment and Measurement**

- Skill to accomplish and be accountable for constructive change in a timely fashion and be responsive to hiring stakeholders' expectations

#### **7) Valuing Diversity**

- Demonstrates diversity sensitively in recruitment efforts
- Presents diversity business case in regard to increased creativity, productivity and competitive advantage

- Assures a diverse candidate pool is referred to hiring management
- Does not let personal views impact ability to screen and interview candidates
- Explains value of diversity toward employee retention goals.

### **8) Vision**

- Ability to use and adapt the basic concepts of hiring process and lead change management efforts to satisfy hiring stakeholders needs.
- Establishing company and/or business unit purpose and vision and inspiring candidates to join in its achievement
- Anticipating, developing and reacting to business hiring opportunities strategically and creatively
- Talking prudent risks: assessing risks and making timely and responsible recruiting decisions
- Showing initiative and urgency: pursuing hiring goals independently and expeditiously.

### **9) Planning & Budgeting**

- Develops short-and-long-range recruiting plans/objectives
- Develops, monitors and executes recruiting program initiatives

- May develop, monitor and execute recruiting budget for line managers, business units and programs
- Organizational skills sufficient to develop for recruiting proposals or like documents to achieve operational and strategic hiring objectives

### **10) Initiative**

- Ability to take action to avoid recruiting problems or create recruiting opportunities at some point in the future
- Ability to do more than is required or expected in the job, doing things that no one requested, which will improve or enhanced recruiting results and avoid problems or finding or creating new recruiting opportunities

### **11) Functional Expertise**

- Understanding of strategic recruiting methodologies, processes, key result areas and short/long term recruiting objectives and translate needs into HR recruiting processes and policy, if required
- Knowledge of federal, state and laws and regulations relative to employment, EEO/AA, and benefits.
- Knowledge of HR policies, programs and enterprise wide practices.

## **12) Talent Management**

- Understanding job requirements
- Conducting effective interviews
- Identify and utilize cost efficient candidate sourcing resources
- Refer appropriate candidates for further consideration or selection

## **13) Technology Expertise**

- Maintain, retrieve and use available recruitment and HRIS databases: Corporate Intranet sites, Internet searching, Applicant Tracking System, HRIS, and special software applications.
- Utilize applications to produce graphics, spreadsheets, documents, recruiting reports and briefings.

## **14) Business Acumen/Organizational**

- **Knowledge of the external environment**
  - Understanding the social, economic and political environment, including product and labor markets, legislative and regulatory frameworks, etc.
- **Knowledge of your organization's industry and sector**
  - Shareholders perspective
  - Sector and industry standards

- **Knowledge of organization**

- Market position, vision, mission, and management style
- Organization structure and culture
- Organization development and change
- Cross-functional flexibility
- Who the stakeholders are

### **15) Customer Focus**

- Responds to hiring manager's needs in a manner that provides added value
- Maintains focus on hiring manager's key needs
- Closely monitors hiring manager satisfaction and changing needs, and updates approaches based on feedback.
- Looks for ways to add value for the hiring manager by improving his/her staffing and recruiting processes.
- Helps hiring manager determine how to access and interpret meaningful information for hiring decision-making.

### **16) Vendor Management**

- Identifies, selects and manages vendors in a manner that maximizes benefit to the HR staffing and recruiting function.
- Identifies, selects and mentors diversity staffing suppliers in a manner that maximizes benefit to the organization's diversity strategy.

**Examples of Soft and Hard Strategic HR Recruiting Competencies**

<b>Soft</b>	<b>Hard</b>
✓ Quarterback	✓ Recruiting
✓ Sales driven/Ability to sell and market	✓ Understanding of Human Resources
✓ Closing skills	✓ Recruiting: retained, contingency, research
✓ Psychological	✓ Compensation Trends
✓ Motivator	✓ Compensation Negotiation
✓ Educator	✓ Relocation trends
✓ Quality focus	✓ Cost of living issues
✓ Diplomat	✓ Recruiting associations: EMA
✓ Multi-tasker	✓ Employee Referral Program
✓ More extraverted	✓ Sales Process & Techniques
✓ More Type "A"	✓ Strong communication skills
✓ Account Manager	✓ Strong organizational skills
✓ "Hunter" Process Driven	✓ Strong project analysis skills
✓ Strategic	✓ Position description development
✓ Compassionate	✓ Strong decision-making skills
✓ Ability to understand & respond to hiring manager's needs	✓ Computer savvy
✓ Discipline to identify & focus on top candidates	✓ E-mail
✓ Skills to drive candidates through the process	✓ Internet
✓ "Chameleon"	✓ Automated tools
✓ Creative	✓ Telephone skills
✓ "Killer Instinct"	✓ Corporate structures
✓ Inquisitive	✓ Competitive landscape
✓ Pressure player	✓ Where hiring manager can compete
✓ Strong listening skills	✓ Corporate culture
✓ Sense of Urgency	✓ Marketplace
✓ Loves the game	✓ Relationships & their impact on the process
✓ Highly competitive	
✓ Free spirit	

## Critical Strategic HR Recruiting Skills and Competencies

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### Example of Sourcing Strategist Core Competencies

- | - <b>Soft</b>             | - <b>Hard</b>                                   |
|---------------------------|---|
| -                         | -   |
| - Numbers focused         | - Research                                      |
| - Quantity driven         | - UseNet Groups                                 |
| - Behind the scenes       | - Networking                                    |
| - Methodical              | - List buying vendors                           |
| - Needs to be unleashed   | - Nexis   |
| - Independent             | - Resume database mining                        |
| - Autonomous              | - Portal personal home pages                    |
| - Single Mission focus    | - Research associations                         |
| - Tactical                | - Name generation                               |
| - Analytical              | - Strong decision-making skills                 |
| - Pragmatic               | - Strong problem-solving skills                 |
| - "Farmer"                | - Computer literate                             |
| - "Chameleon"             | - E-mail  |
| - Creative                | - Internet                                      |
| - Inquisitive             | - Telephone skills                              |
| - "Killer Instinct"       | - Corporate structures                          |
| - Pressure player         | - Data tracking (i.e., which sources are best?) |
| - Strong listening skills |   |
| - Sense of urgency        |   |
| - Loves the game          |   |
| - Highly competitive      |   |
| - Free spirit             |   |

**Is there a need for Competency Based Training for Strategic HR Recruiters in your company?**

What is CBT?

In a traditional HR recruiting workshop, the unit of progression is time and it is focused on sourcing candidates. In a Competency Based Strategic HR Recruiter Training curriculum, the unit of progression is mastery of specific strategic recruiting knowledge and skills and is learner-or participant-centered. Two key terms used in competency-based strategic recruiter training are:

**Skill**—A task or group of tasks performed to a specific level of competency or proficiency. Some skills, however, such as interviewing, are knowledge- and attitude-based.

**Recruiting Competency**—A recruiting activity and skill performed to a specific standard under specific conditions

**Characteristics of Competency-Based Strategic HR Recruiter Training Programs:**

1. Strategic Recruiting Competencies are carefully selected.
2. Supporting theory is integrated with skill practice. Essential knowledge is learned to support the performance of recruiting skills.
3. Detailed strategic recruiter training materials are keyed to the competencies to be achieved and are designed to support the acquisition of strategic knowledge and skills.
4. Methods of instruction involve mastery learning, the premise that all participants can master the required strategic recruiting knowledge or skill, provided sufficient time and appropriate training methods are used.

5. Participants' knowledge and skills are assessed as they enter the program and those with satisfactory knowledge and skills may bypass training or competencies already attained.
6. Learning should be self-paced.
7. Flexible training approaches including large group methods, small group activities and individual study are essential components.
8. A variety of support materials including print, audiovisual and simulations (models) keyed to the skills being mastered are used.
9. Satisfactory completion of training is based on achievement of all specified competencies.

### **Advantages and Limitations of Competency Based Training for Strategic HR Recruiters**

- HR Recruiters will achieve competencies required in the performance of their jobs.
- HR Recruiters build confidence as they succeed in mastering specific competencies.
- HR Recruiters receive a transcript or list of the competencies they have achieved.
- HR Recruiter training time is used more efficiently and effectively, as the trainer is a facilitator of learning as opposed to a provider of information.
- More HR Recruiter training time is devoted to working with participants individually or in small groups as opposed to presenting lectures.
- More HR Recruiter training time is devoted to evaluating each participant's ability to perform essential job skills.

While there are a number of advantages of competency-based Strategic HR Recruiter training, there also are some potential limitations. Prior to implementing CBT, it is important to consider these limitations:

Unless initial Strategic HR Recruiter training and follow-up assistance is provided for the trainers, there is a tendency to “teach as we were taught” and CBT for Strategic HR Recruiter trainers quickly slip back into the role of the traditional teacher.

A CBT Strategic HR Recruiting course is only as effective as the process used to identify the competencies. When little or no attention is given to identification of the essential job skills, then the strategic recruiter-training course is likely to be ineffective.

A course may be classified as competency-based, but unless specific CBT Strategic HR Recruiting materials and training approaches (e.g., learning guides, checklists and coaching) is designed to be used as part of a CBT approach, it is unlikely that the resulting course will be truly competency-based.

### **Evaluation and Assessment in CBT for Strategic HR Recruiters**

Evaluation in traditional recruiting courses typically involves administering knowledge-based tests. While knowledge-based assessments can certainly be used in CBT for Strategic HR Recruiters to measure mastery of information, the primary focus is on measuring mastery of skills. The decision to recognize a Strategic HR Recruiter's performance as satisfactory and to determine competence should be the basis for success of a competency-based program.

Assessment in competency-based HR recruiter training programs must be criterion-referenced with the criterion being the critical competencies upon which the program is based. Finally, simulation and work sample HR recruiter performance tests should include a checklist or some type of rating scale.

### **The Correct Approach To CBT for Strategic HR Recruiters:**

We suggest that you adopt a competency-based approach to conducting strategic HR recruiter training. Based on the principles summarized in this handbook, the correct approach to CBT for Strategic HR Recruiters involves key activities, which occur during the design, delivery and evaluation of our training courses. These activities are summarized here and are performed in detail in the Barefield Group's ***Certified Strategic HR Recruiter Workshop***.

The key activity around which competency-based Strategic HR Recruiter training is built includes design, delivery and evaluation activities. The components of each are summarized in the following examples:

#### **Example 1: Design Activities**

1. Identification of the specific strategic recruiting skills (e.g., workforce planning, recruiting strategy development, building solid relationships with hiring managers, and recruiting cost efficiency) that will form the basis of a competency-based strategic recruiter-training course.
2. Identification of the conditions (e.g., using case scenarios, role plays, internal and external clients) under which the skills must be demonstrated.

## Critical Strategic HR Recruiting Skills and Competencies

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3. Development of the criteria or standards to which the strategic recruiting skills must be performed.
4. Development of the competency-based strategic recruiter learning guides and checklists that list each of the steps and sequence (if necessary) required to performing each skill or activity.
5. Development of strategic HR recruiting reference manuals that contain the essential, need-to-know information related to the skills to be developed.
6. Development of modules (e.g., valuing diversity, interviewing and selection, talent management) to be used during training.
7. Development of training objectives that outline what the participant must do in order to master strategic recruiting skills.
8. Development of course outlines which match a variety of training methods and supporting media to course objectives.
9. Development of course syllabi and schedules that contain information about the course.

### **Example 2: Delivery and Evaluation Activities**

1. Administration of a pre-course questionnaire to assess the participants' knowledge and attitudes about course content.

## Critical Strategic HR Recruiting Skills and Competencies

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2. Administration of pre-course skill assessments using models to ensure participants possess the entry-level skills (e.g., able to perform the strategic recruiting position) to complete the course successfully and role plays to determine the level of their communication (recruiting) skills.
3. Delivery of the course by a trainer/facilitator using an interactive and participatory approach.
4. Transfer of skills from the trainer to the participants through strategic recruiting skill demonstrations using slide sets, videotapes, models, role-plays and finally, customers.
5. Development of the participants' skills using a humanistic approach, which means participants acquire the skill and then practice until competent using assessment models and role-plays.
6. Practice of the skills following the steps in the learning guides until the participant becomes competent at performing the skill. During this time the trainer functions as a coach providing continuous feedback and reinforcement to participants. Only when participants are assessed and determined to be competent on a model do they work with customers solo.
7. Presentation of supporting information and theory through interactive and participatory classroom sessions using a variety of methods and audiovisuals.

## Critical Strategic HR Recruiting Skills and Competencies

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8. Administration of a midcourse questionnaire to determine if the participants have mastered the new knowledge associated with the strategic recruiting skills.
9. Guided practice in providing all components of strategic HR recruiting services.
10. Evaluation of each participant's performance (i.e., knowledge, attitudes, practice and strategic recruiting skills) with customers. The evaluation by the trainer is performed using competency-based checklists. The participant is either qualified or not qualified as a result of the knowledge, attitude and skills assessments.
11. Presentation of a statement of qualification that identifies the specific HR recruiting service the individual is qualified to provide.

### **Summary:**

Based on the concepts and principles presented in this handbook, the key features of our recommended approach to Strategic HR Recruiter training include:

- Development of competencies (knowledge, attitude and practice) is based on award winning methodologies.
- Quality of performance is built into the training process.
- Emphasis of the training is on development of participants, not on the number of HR recruiters undergoing training.

## Critical Strategic HR Recruiting Skills and Competencies

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- Training builds competency and confidence because participants know what level of performance is expected, how knowledge and skills will be evaluated, that progression through training is self-paced, and that there are opportunities for practice until mastery is achieved.

### **Next Steps:**

Now that we have established the first steps required in developing critical skills and competencies for Strategic HR Recruiting Functions and Recruiters you must reach an agreed upon objective by a specific date, and chart a course of action for not only developing the course content but implementing a competency based Certified Strategic HR Recruiter training program within your organization.

Of course, you must identify your organization's core competencies and the individual development requirements of your HR Recruiters. The following exercise provides you with a baseline for accomplishing this task.

### **Exercise: Strategic HR Recruiter Training and Development Plan**

List at least six strategic business core competencies for HR Recruiters that you and/or your recruiting staff needs to personally develop and what type of training you and your department will provide to develop you and your team in these areas?

1. Competency \_\_\_\_\_

#### **What training will you provide?**

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2. Competency \_\_\_\_\_

#### **What training will you provide?**

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## Critical Strategic HR Recruiting Skills and Competencies

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3. Competency \_\_\_\_\_

**What training will you provide?**

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4. Competency \_\_\_\_\_

**What training will you provide?**

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5. Competency \_\_\_\_\_

**What training will you provide?**

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The next step is to act in accordance with the plan at the appropriate time. For many HR professionals training occupies a considerable amount of time, keeping them from the other important tasks. Nevertheless, training is imperative, because the HR Recruiting function is responsible for results and by far should be one of the most professional HR functions within the company. More importantly, many organizations do not hire the best and the brightest personnel for this very strategic function. In fact, many people are placed into the recruiting function from an entry-level; lets get you started into human resources mind-set.

In most organizations new HR recruiters are selected from existing recruiters, the quality of the HR Recruiter team within your department will depend largely on the development potential of the HR recruiters your organization recruits. Those recruited under pressure are not as likely to measure up to the necessary standards, as are those recruited in a deliberate and planned manner.

## Critical Strategic HR Recruiting Skills and Competencies

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If you and your organization are not careful in this regard, you may find yourself saddled with a mediocre HR Recruiter on whom you spend an inordinate amount of time trying to make a "Strategic HR Recruiter." You will inevitably fail and then have the whole job to do over again. In the meantime you and your HR Recruiting Function's performance will have suffered.

What I am trying to emphasize is that the Strategic HR Recruiting function is extremely important, not only to the hiring manager but to the company and its bottom line as well. The problem is to find methods whereby training can be done thoroughly and well, yet without too great an expenditure of time.

Research has proven that it is universal to assign a new HR Recruiter to a department without training. There is a growing feeling in HR Recruiter circles that many good HR Recruiters are lost to the company because of the lack of training during their first week or two on the job. In addition, many employers face high turnover within the HR recruiting function, because they lack the necessary strategic career development opportunities and appreciation for the services they provide. Lastly, there is thought to be a widespread lack of understanding of HR Recruiters and the pressures under which they are working. People learn best by doing and teachers teach best by observing their students perform the function, correcting and encouraging them, and repeating the process until they can perform the task without any need for correction.

### **A Final Word**

Rather than summarize what has already been stated at length in the preceding chapters, it would be more helpful to conclude this handbook with a brief checklist that will help you to answer that all important question: "Am I doing my job well as a Strategic Recruiting Leader or Strategic HR Recruiter?" You can be satisfied that you are performing your job as Strategic HR Recruiting Leaders or Recruiter well when:

## Critical Strategic HR Recruiting Skills and Competencies

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1. You have mastered the skills and competencies of "high Performance" Strategic HR Recruiting Functions and Recruiters.
2. You know how well you and your team is doing with regard to every strategic recruiting task that has been assigned to you.
3. You know the next step that you must take to achieve your personal career objectives.
4. You strive constantly to improve your own strategic recruiting performance and that of your recruiters and peers.
5. Your internal and external customers realize that they are doing a better job because of the help you have given them.