



Granite Consulting

Hiring Leader Relationship Management

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SHANE CREAMER AND SIMON PARKIN

Our Backgrounds

How are relationships
with Hiring Leaders and
Candidates structured
within your organization?

Hiring Leader Relationship Management

Developing the Recruitment Mindset with your Hiring Leaders

“Start with good people
who are right for the job;
train and motivate them;
give them opportunity for
advancement; and
your organization will
succeed.”

Source: J.W. Marriott

The key message you need to
continuously sell Hiring
Leaders on is.....

**Every open position is a
chance to upgrade your
organization, increase its
capacity, and impact the
bottom line**

From a Hiring Leaders Perspective

- 95% of hiring leaders say hiring is number one or two in importance in their positions
- 95% of hiring leaders say they've made bad hiring decisions
- 1 of every 5 hiring decisions are bad ones
- 95% of hiring leaders don't like the hiring process
- 63% of Hiring Leaders feel that Recruiters understand the jobs they are trying to fill
- Hiring Managers believe that only 23% of candidates provided by HR are high quality
- 75% of hiring managers interview four or more candidates for a job

“Two of the most powerful measures of recruitment success are quality of hire and Hiring Leader satisfaction with recruitment outcomes.”

Source – Recruiting Roundtable

Typical recruitment challenges we face with our Hiring Leaders

- They don't want to spend the time or invest in a relationship with HR or Recruitment
- Unrealistic expectations & lack of understanding of the current and future labour markets
- They don't bring their network or contacts to the table in the sourcing phase
- Lack of understanding of the impact of a negative candidate experience
- They don't properly prepare for interviews
- They're not open to exploratory meetings with pipeline candidates
- They over-rely on skills and qualifications when evaluating candidates
- Lack of meaningful feedback on candidates
- Recruitment isn't one of their top priorities and lack the understanding of the overall impact of talent to the organization's bottom line

“57% of Recruiters feel that Hiring Leaders do not understand recruiting.”
- *Recruiting Roundtable*

Gaining Credibility with Hiring Leaders

1. Enhanced Job Qualifier Meetings – Taking the time to gain the credibility
2. Partnering with them to build Proactive External Talent Pipelines & help them leverage their networks for talent
3. SLAs between Recruiters & Hiring Leaders
4. Presentation of candidate profiles to Hiring Leaders need to be more than just sending resumes
5. Continually educating Hiring Leaders on the labour market - Proactive Competitive Talent Scans and High Level Labour Market Analysis
6. Continuous coaching and training of Hiring Leaders on Recruitment and Interviewing practices – most Hiring Leaders are quietly intimidated by Recruitment and Selection practices
7. Organizations should not just hold the Recruiters accountable for the Acquisition of Talent - Hiring Leaders need to have “skin in the game” and be accountable for their recruitment performance
 - Direct impact to their year-end performance bonus/rating aligned to specific Recruitment related performance goals – reward great Hiring Leaders!

The Job Qualification Meeting

Qualifier Discussion Goals:

1. Determine what the Hiring Leaders priorities are
2. Build hiring leader accountability into the recruitment process
3. Service Level Agreement and understanding
4. **Most important – set realistic timelines and expectations for your Hiring Leaders**

“I need a trilingual Actuary with .NET programming experience and a strong sales acumen to work in our Tisdale Saskatchewan office next week”
- *Unrealistic Hiring Leader*

Preparing for the Job Qualification Meeting

- If you are working with a new Hiring Leader or on a new role, try to arrange a face to face meeting with the Hiring Leader
- Think of yourself as a consultant – you are on the clock, so prepare, prepare, prepare in order to maximize your time with the Hiring Leader

“More than 40% of hiring managers feel that recruiters lack adequate knowledge about the organization and the jobs they are trying to fill.”

- *Recruiting Roundtable*

Some simple steps that will help you prepare:

- Read the job description or requisition thoroughly. Have your questions ready
- Research the HL’s role, group, department, etc. Get to know their business
- Prepare a high level Labour Market Analysis.
- Bring a few sample candidate resumes and or profiles to the meeting to review and discuss

Labour Market Analysis

Competitive Scan – what types of jobs are competitors posting, what is their EVP? Where are they sourcing, can I collect salary and benefits data about their offer?

Candidate pool identification – what candidate are readily available and why? Are my passive candidates ready to act?, What skill sets does available talent have? What other opportunities are they pursuing?

Labour Market Evaluation – what trends exist in the market today? What macro issues are impacting this industry? Are other industries also seeking the same talent? Are there demographic shifts that might impact the search?

“Hiring Leaders are more interested in Quality of Hire than in Time to Fill – but only to a point.”

- *Recruiting Roundtable*

Tips for Building Better Relationships with Hiring Leaders

1. Know their business.
2. Get in touch with them.
3. Adapt your communication style to your audience.
4. Don't waste their time.
5. Manage their expectations.
6. Be an expert.
7. Be an enabler.
8. Always add value.
9. Share a report, before they ask for it.
10. Ask for feedback.

“More than one-third of Hiring Leaders do not feel that they strong partnerships with recruiters”

- *Recruiting Roundtable*



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