

# The *(art and)* Science of Recruiting



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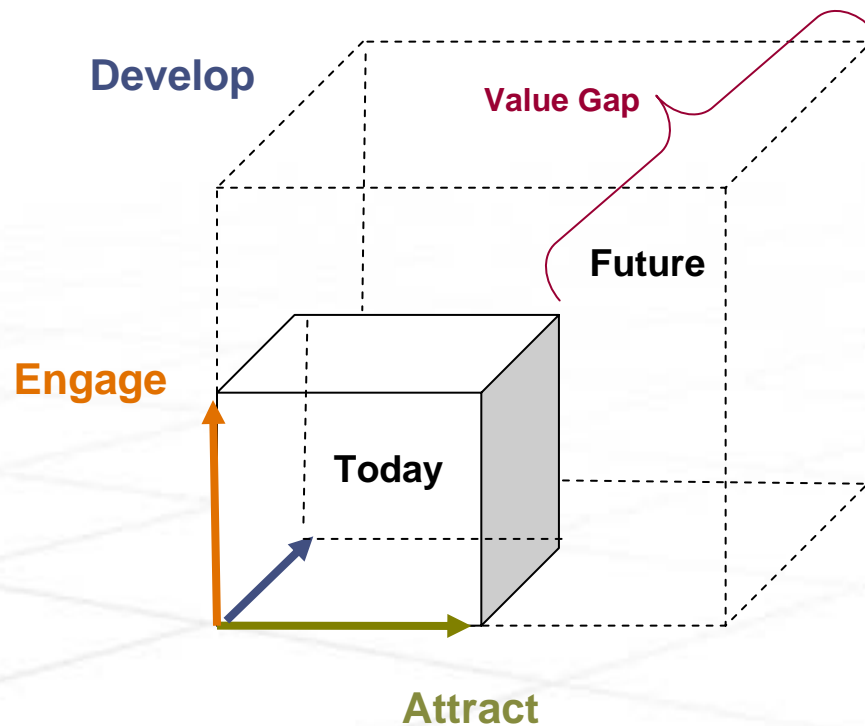
## **Human Capital Management and the Recruiting challenge – Key Topics**

### **"What's Keeping Canadian Recruiters Up at Night?" – Survey Analysis**

### **What does this mean to you? – Discussion**



# Human Capital Management is no longer just an HR challenge, it is now a business challenge as well



## Current challenges when attempting to attract talent

- Demographics
- Goal incongruence
- Candidate expectations
- Reputation / Brand

" the war for Talent"

*Closing the value gap by affecting change in all three directions is ideal*

# How are these Human Capital challenges shaping the recruiting process of tomorrow – key topics

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- The need to become better aligned to your organization's business priorities?

*"get plugged in"*

- Understanding which internal processes must become world class, and which process might you allow others to do for you?

*"best in class planning and execution competencies"*

- How can I get those outside of the traditional process involved?

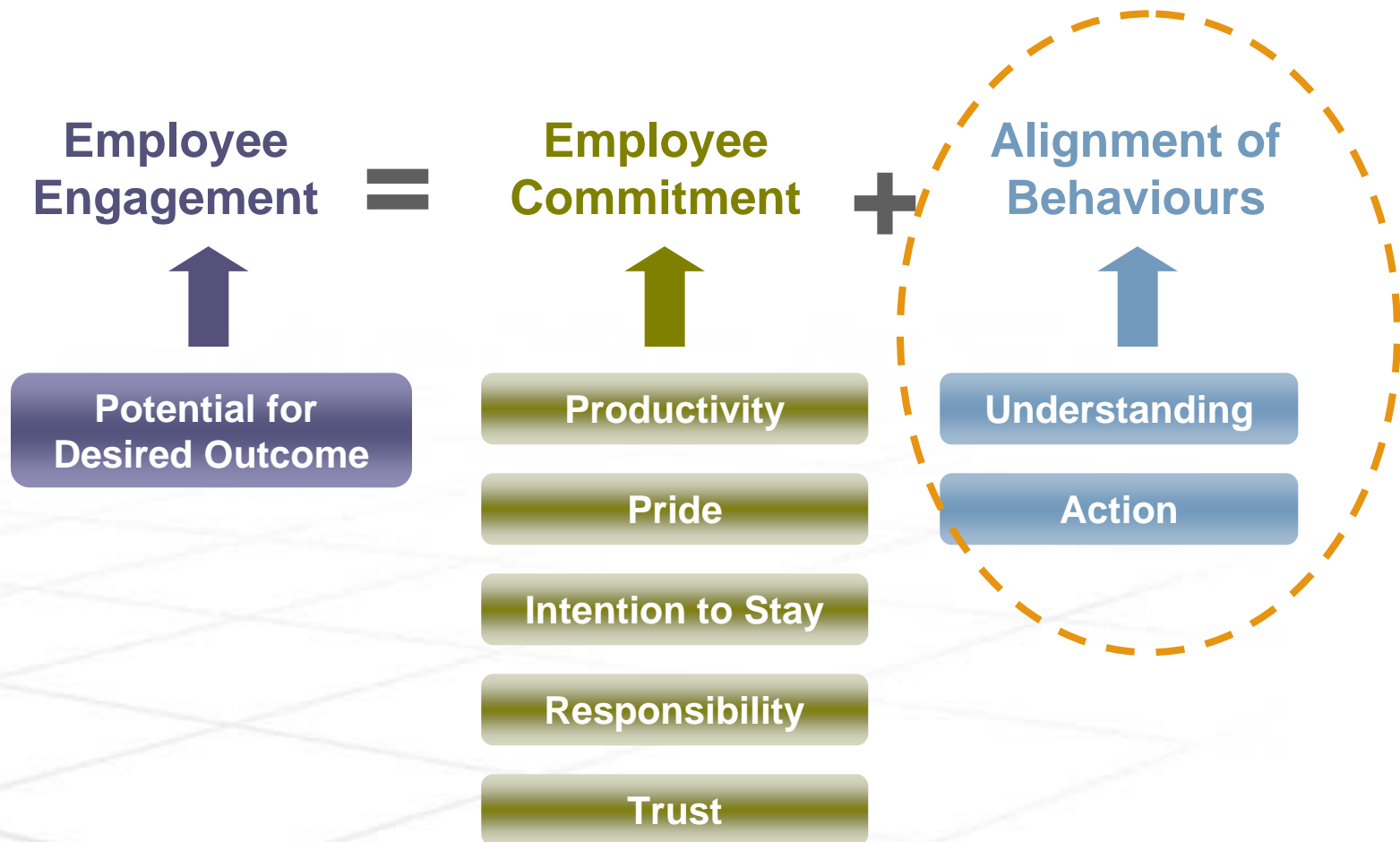
*"ubiquitous recruiting"*

**What interests my boss's boss, absolutely fascinates me!**



**Aon**

# The Engagement Model\* approach helps us better understand the requirements we are recruiting for



\* Aon Consulting

# Case Study – implementing a customer centric candidate assessment strategy

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Situation: A large North American retailer wished to improve on the following:

- Customer satisfaction
- Employee satisfaction

Solution: They sensed that in the past they were hiring the wrong people and therefore elected to implement a new candidate assessment process to support the hiring in-store employees.

## Impact on Customer Satisfaction Scores

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- Employees who score higher on these assessment are...

### Higher Performers

56% more likely to receive a rating of 90 or 100 on customer satisfaction of performance

### More Efficient Employees

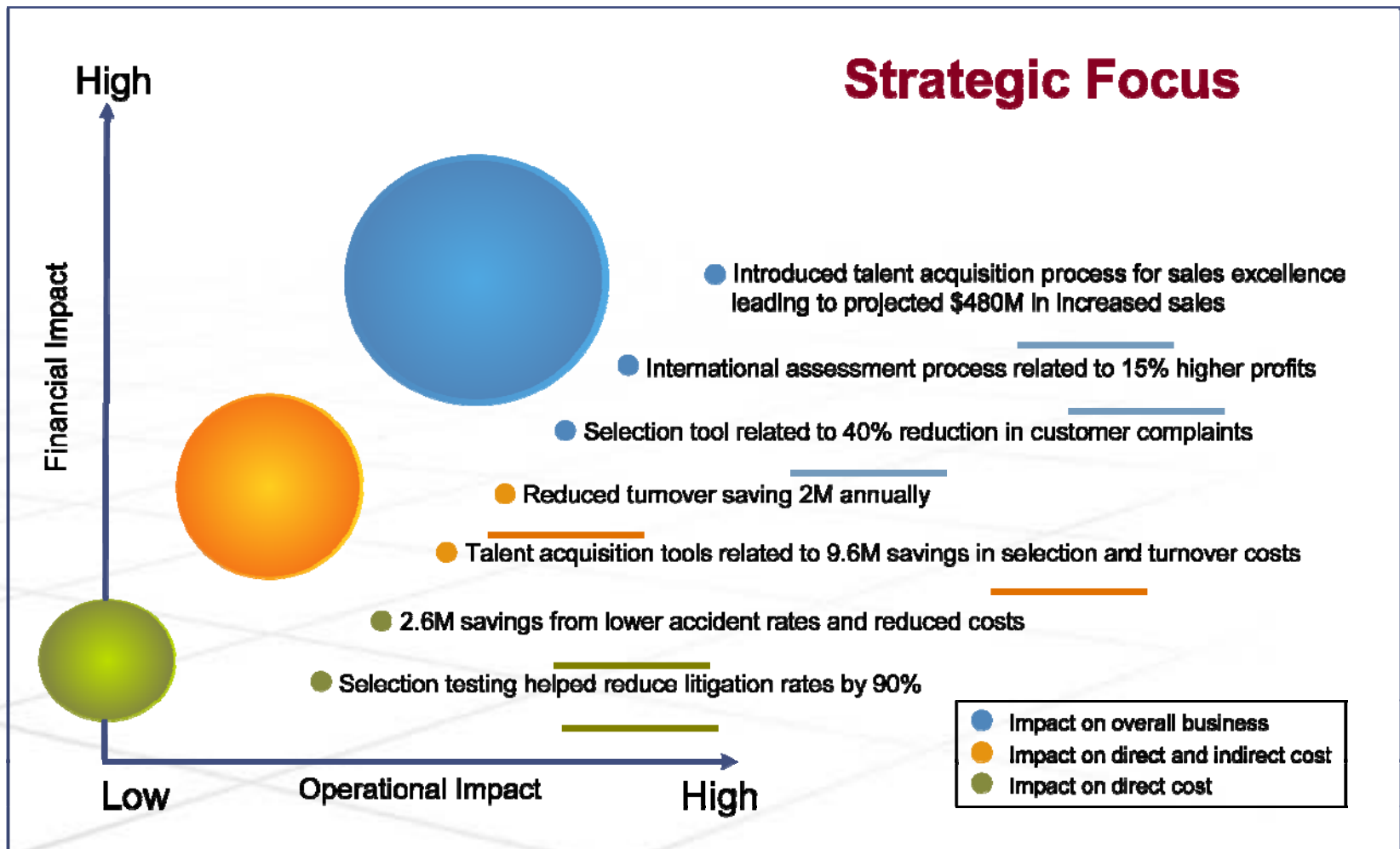
50% more likely to receive a rating of 90 or 100 on customer efficiency ratings

### Friendlier Employees

31% more likely to receive a rating of 100 on customer friendliness ratings

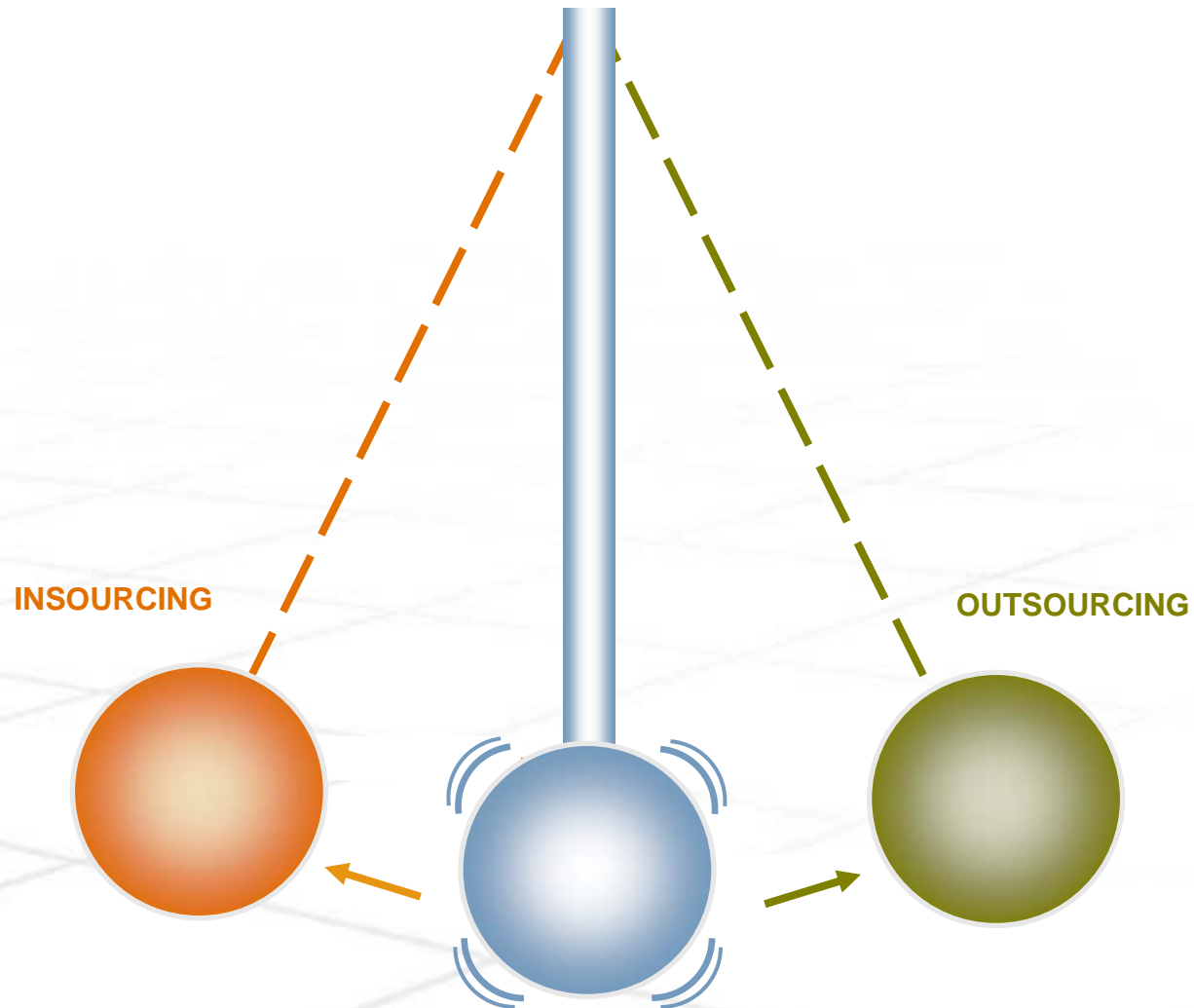
# An Initiative on the Right Track...

## Illustrating the ROI



# Understanding which internal processes must become world class?

*"best in class competencies – they keep changing"*



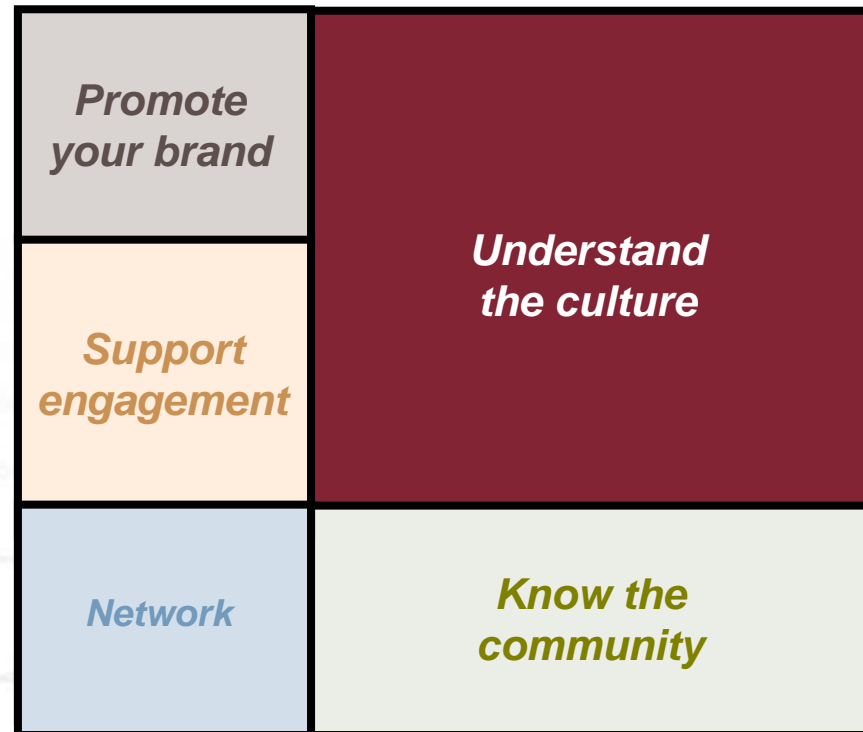
# We are learning that it is not so much who, but how, we execute the processes associated with recruiting

*"best in class competencies and the recruiting value chain"*



## The "art of recruiting" is not linear

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## Recruiters of tomorrow will be...

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### Traditional Recruiter Profile

- Job Centric
- Generalist
- Candidate Gather
- Administrator/Processor
- Vendor Manager
- Resume Screener
- Interviewer
- Fill position

### Recruiter of Tomorrow

- Talent Centric
- Trusted Advisor
- Specialist
  - Team of Experts approach;
  - Project Managers,
  - Business Analyst
- Networking/Marketing experts
- Outsourcing selectively
- Results/Metrics Driven

The business is becoming more interested in your business

# Understand the business of recruiting

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**BRAND**



What are you hearing from candidates about us?  
What is the "word on the street" about us?

**TACTICAL**



How many requisitions are open? Where?  
(i.e. facility location and functional group area)

**TIMING**



What is the average time it takes to fill a role?

**COMPETITION**



How many offers are being declined and why?

**PRICE**



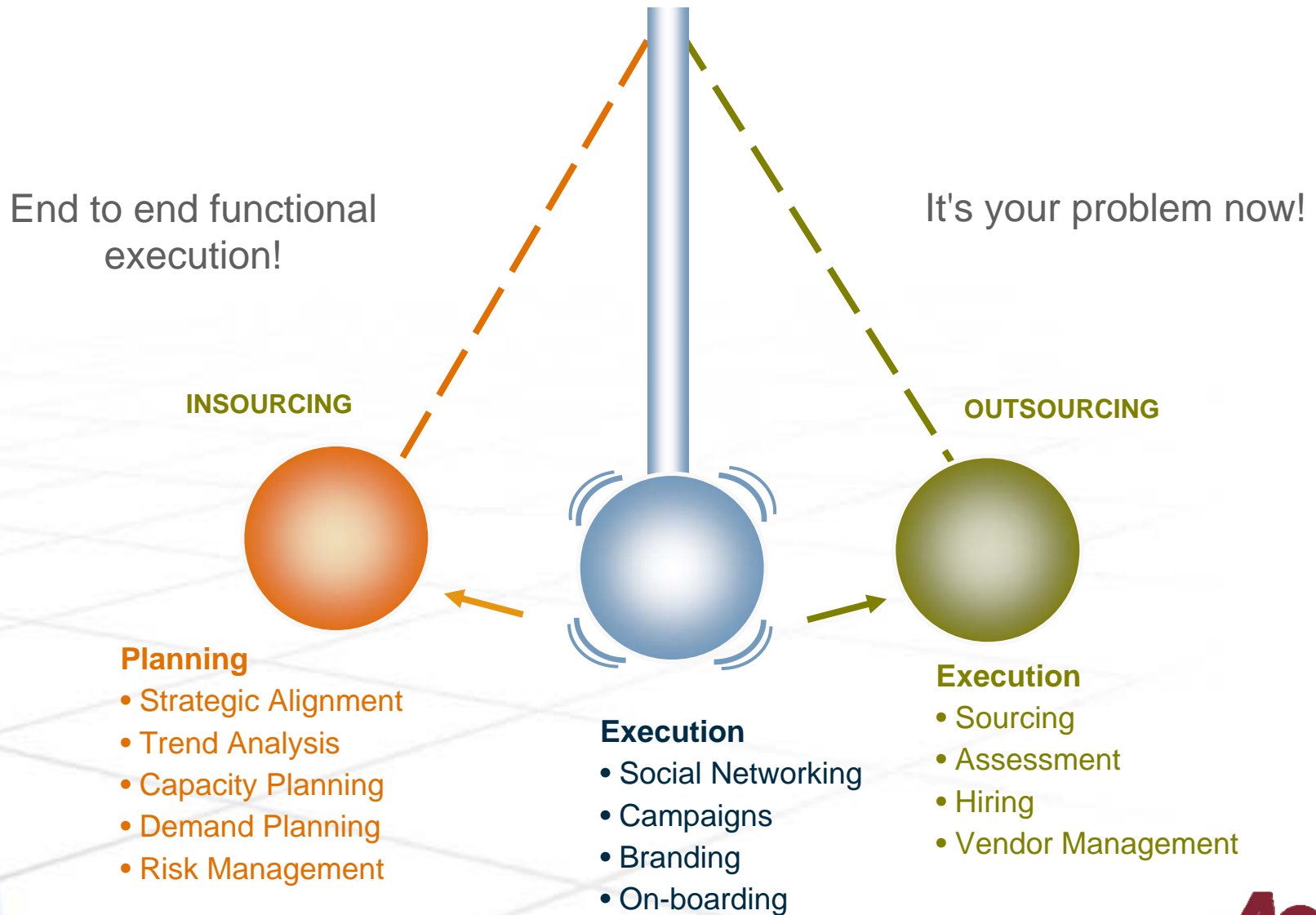
What is the cost per hire?  
What is the ROI on our recruiting spend?

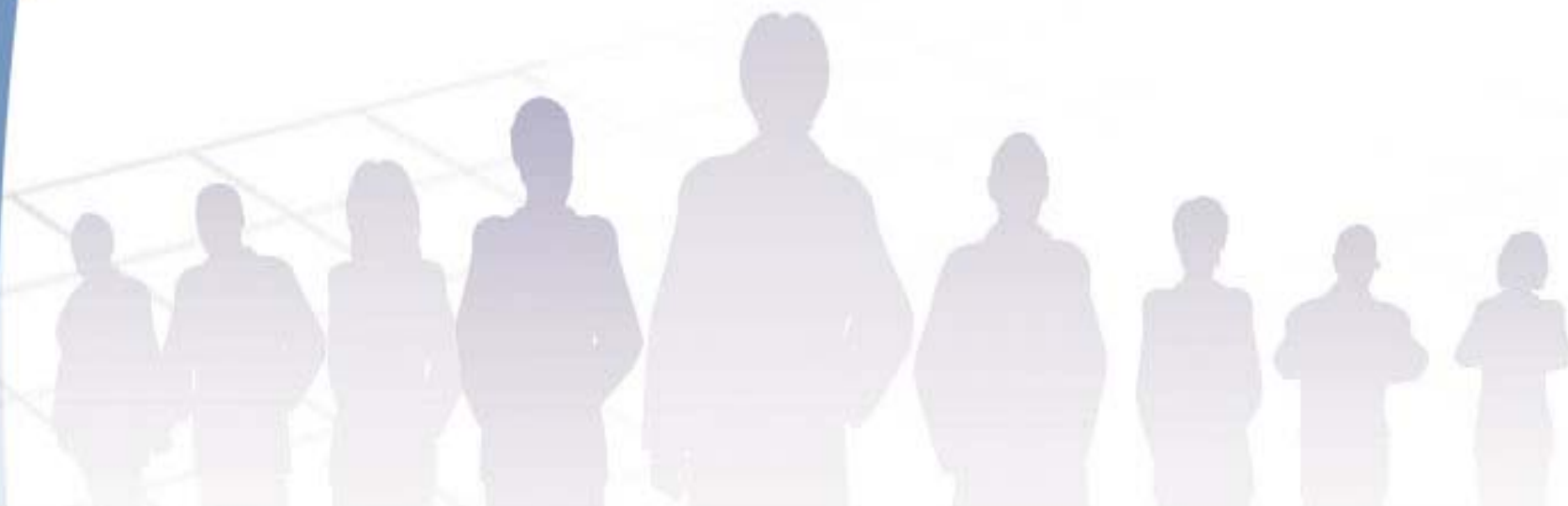
**PARTNERSHIP**



What is our new hire turnover?  
(usually defined as the first 3 to 6 months)

# Decoupling planning from execution





# "What's Keeping Canadian Recruiters Up at Night?" – Survey Analysis



# Pulse Survey of Canadian Recruitment Professionals...



## What kept you awake last night?

Take part in a pulse survey of Canadian recruitment professionals

Co-sponsored by  and 

- Brief trends survey was conducted on-line in mid-August by Aon Consulting in partnership with the Recruiter Networking Group
- Recruitment professionals from across Canada were approached – almost 100 participated
- Respondents were asked for their insights on:
  - key issues in today's marketplace;
  - what candidates are looking for during the job negotiation process;
  - candidate sourcing vehicles; and
  - outsourcing and in-sourcing trends.

# Pulse Survey Analysis – Key Issues

- Top three issues... *the war for talent*

1. Sourcing Qualified and skilled talent

2. Recruitment costs and budget constraints

3. Inconsistent new hire quality and high new hire turnover

- Emerging Challenges... *effective execution*

4. Inconsistent or unclear employment value propositions for potential new hires

5. Scalability of the recruitment function

6. Availability of metrics and reporting

# Pulse Survey Analysis – Job Offer Negotiation Process

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- The most requested benefits are:

- Higher rates of pay
- Additional vacation time
- Education compensation
- Flexible work arrangements

The least requested benefits are:

- Opportunity to take paid or unpaid future sabbaticals
- Work exchange opportunities (i.e. national or international)
- Parking allowance

# How do hiring managers in your organization perceive the recruitment function?

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- How do hiring managers in your organization perceive the recruitment function?

- **Collaborative and efficient-  
Managers are active participants  
throughout the recruiting process**

- **Subject matter experts -  
Managers provide insight and  
expect recruiters to  
proactively manage the  
process.**

# Pulse Survey Analysis – Perceived Value of Candidate Sourcing Vehicles

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1. Direct Sourcing

2. Job Boards

3. Employee Referral Programs

4. University Campus Recruitment

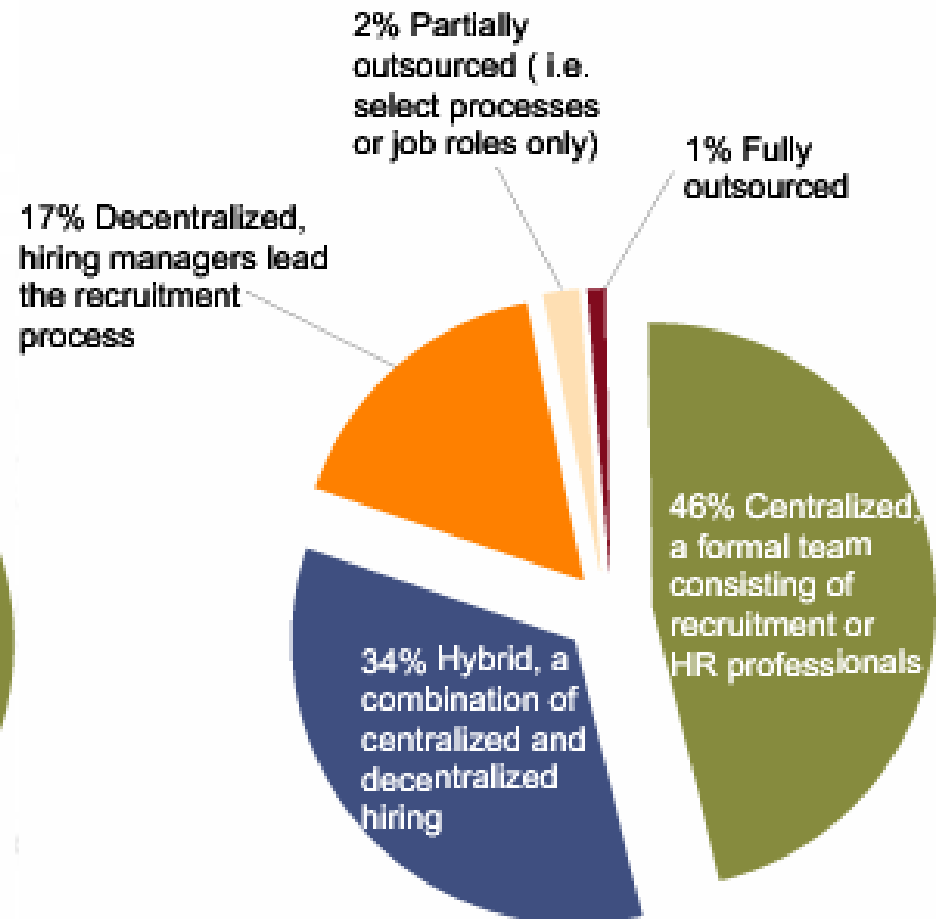
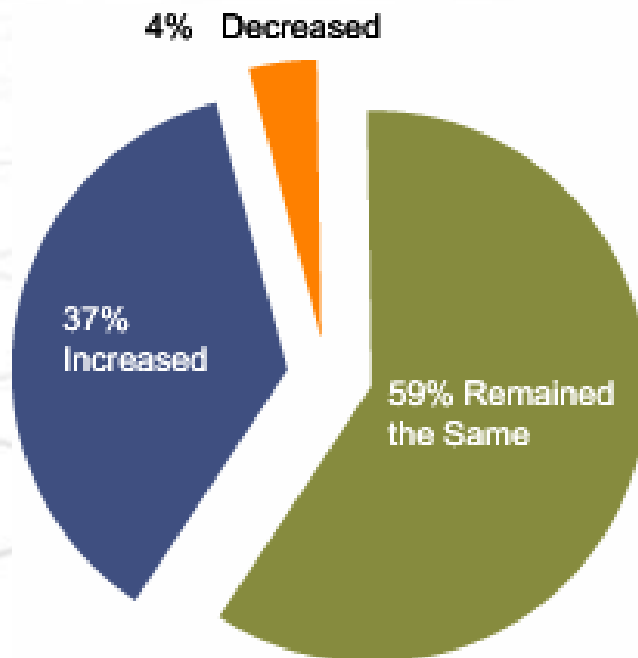
5. Agencies

6. Social e-networking channels

7. Company Alumni Program

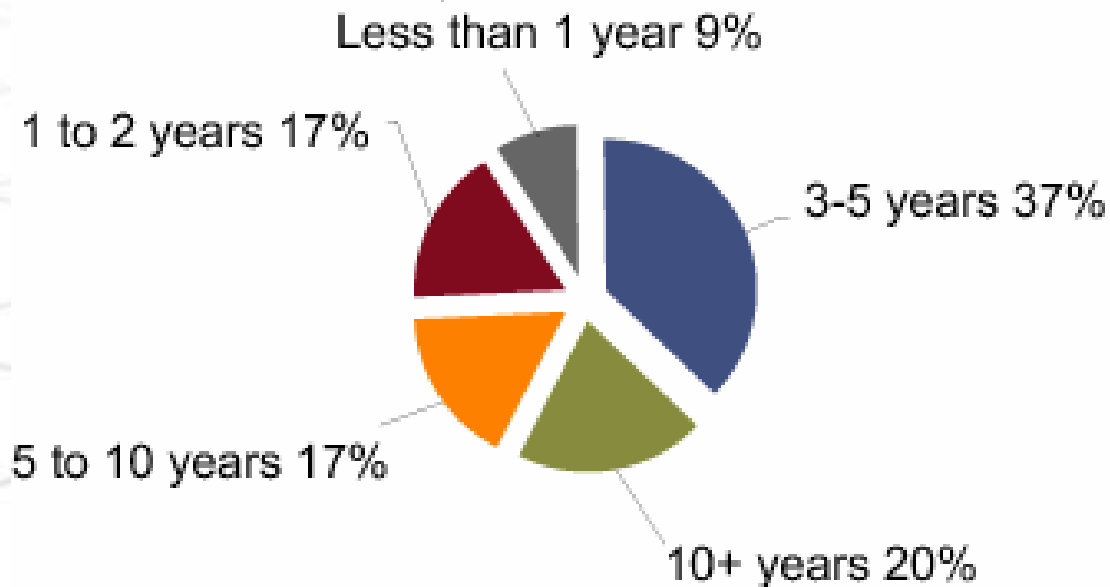
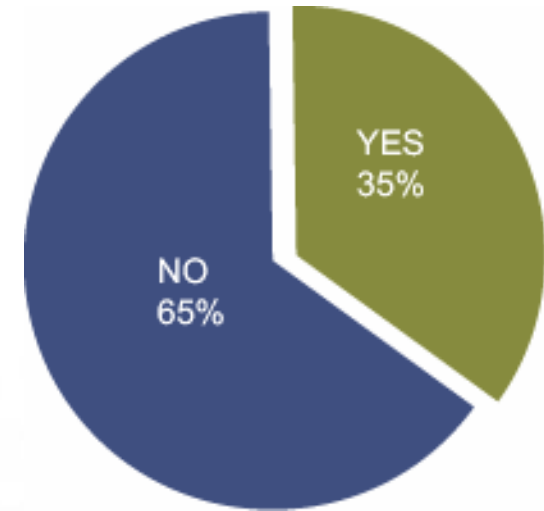
## Pulse Survey Analysis – Sourcing and Structure

- How has your organization's demand for external recruitment services (i.e. use of agencies, outsourcing partners, etc.) changed since 2006?
- How is recruiting currently structured within your organization?



## Pulse Survey Analysis – Your Recruiting Career

- Is there a clear career path for recruiting professionals within your current organization?
- How long do you plan to remain with your current organization?



## Summary

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- How can I become better aligned to my organization's business priorities?

*"get plugged in"*

- Which processes must we become world class, and which process might I allow others to do for me?

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