

RE-THINKING RECRUITING - OUT OF THE BOX STRATEGIES AND TOOLS

Computerworld

Dr John Sullivan
Chief Talent Officer
Agilent Technologies
(JohnS@sfsu.edu)



Agilent Technologies
Innovating the HP Way

AGILENT TECHNOLOGIES

- ✓ 43,000 Employees
- ✓ Global 40 countries, 1/2 outside US
- ✓ Spun off by HP
- ✓ “Best place to work on the planet”

Goal #1 or #2

- Communications
- Semiconductors
- Instruments
- Medical
- Chemical



I'M FROM THE SILICON VALLEY WHERE WE
ARE A LITTLE “NUTSO”

We give drug tests also

We just score them a little differently



We all need to learn to move at Internet speed
so if it seems like I'm going really fast...

It's because I am!



MY GOALS FOR TODAY ARE

- ✓ **Make you think!**
- ✓ **Show you what out of the box recruiting is like**
- ✓ **Have some fun!**



IT'S A WAR!

- ✓ INS
- ✓ Bounty for competitor talent
- ✓ Nortel - Santa Clara
- ✓ SGI listed the Q & A's to Microsoft's interview quest.
- ✓ Fix-up the resume
- ✓ Cards in a bowl

Who are your “Klingons”?

Guess who won the war??



IS THERE A SHORTAGE OF TALENT?

7

- 6 Billion World
- 230 million US
- 3 million SF area
- X in this room
- When was the plague???
- No longer a pool of unemployed people (96%)
- If you want top talent you must...take them away from another firm...**And that requires different tools!**



WHAT IS A PASSIVE?

I use the term...

Employed, Content Performers (everybody is looking more these days)

- Almost by definition, these people are less likely to be actively looking for an opportunity than unemployed people BUT when they do take a casual look...

It will take a WOW to get them to consider leaving

- Traditional recruiting tools will not get their attention
- We have to find them (with little help from them)



WHAT CEO'S SHOULD EXPECT FROM RECRUITING

I expect HR to act like a ROI (return on investment) department

I expect HR to lead organizational change...
And to do it at *internet speed*

CEO CISCO



HOW MUCH DOES TOP TALENT IMPACT BUSINESS?

- ✓ Total company value 10.1%
- ✓ Stock price (analysts opinions)
- ✓ Increased productivity of top talent (100x, 10x)
- ✓ Limiting factor to success (VC \$/ideas and the Capital/Labor inversion))
- ✓ Cost of a vacancy (7k, 50k, \$1 mill)
- ✓ Cost of a bad hire (300k)
- ✓ Cost of losing talent (200k/ 250k/ 29 mill)



HOW MUCH DOES TOP TALENT IMPACT BUSINESS?

- ✓ Cost of a slow hire (1 day/ 10%)
- ✓ TTM product development (25%)
- ✓ Allows us to grow fast (20%)
- ✓ Allow us to be global (> 50% profit)
- ✓ Great recruiter (20% perf diff, 100 hires of 600k RPE is \$12 mil)
- ✓ ROI on programs (referrals... 1 month)



HR “PROGRAMS” WITH THE MOST IMPACT??

If you needed a 7ft center or a 300lb lineman
and your current talent is Ally McBeal
would you rely on:

Training?

Rewards?

Retention?

Recruiting?



DO KEY PLAYERS REALLY MAKE A DIFFERENCE?

Can you put it in the simplest terms that anyone can understand exactly why we should invest in top talent?

SURE

How did the Bulls, Bronco's and the Falcons do this year?



RE-THINK YOUR APPROACH

IF you wanted to Hire Michael Jordan...

- Would Michael Jordan put his resume on monster.com?
- Visit your company job page?
- Have a current resume?
- Be conveniently looking on the day you had an open req?
- Would you say you already had a guard?
- If you hired them all...wouldn't you win them all!



THE NEW APPROACH

Who is the target?

Unemployed
Hire strangers

Target employed
Relationship/Pre-qualify
Buy firms for talent

When do we begin looking?

After req posted

Continuous search (evergreen)
Pre-need (lag)
Relationship recruiting

Who has the power?

No choice
US workforce

Free agent
Put work where talent is



THE NEW APPROACH

What is the hard part?

Finding them

Convincing them

Retaining them

Speed is king

What is the goal

Benchmark

Differentiate for competitive adv

Butts in chairs

Top talent/ key jobs

How to convince them?

Ads

Internet better sales tool

Equal treatment

Mass personalization

Training/ Comp does external PR



THE NEW APPROACH

What do they want?

Demand security

Want dot com environ

How do we assess them?

Quick assessment

Web/ Remote assessment

Put them in the kitchen

Who does the searching?

HR

Employees/ non-employees



RECRUIT ON THE WEB

- Mini-profiler (no resume)
- Connect to “who’s who” database
- Morph screen
- Assess what else you would like (Amazon)
- Instant response to questions
- Odds/ probabilities of success given
- People like me
- I’ve always wanted to/ dream job



NEW RECRUITING TOOLS AND STRATEGIES

The old tools no longer work



REMEMBER... THE POWER HAS SHIFTED

There is a WAR for talent... and guess who won!

- Free agency attitude is here
- **Workers have changed their expectations**
- **Give it up...The continuously evolving offer**

Give them what they want! (tied to productivity)



FILTERS FOR ASSESSING STAFFING IDEAS

- 1) **Prove it works** - With metrics not opinions
- 2) **Quality of hire** - Proof it hires top performers
- 3) **Continuous competitive advantage** - Bus impact
- 4) **Sales approach** - Market research driven
- 5) **Prioritizes** - Our customers and products
- 6) **Brand** - As “the best” place to work



REFERRALS ARE KING

- Highest quality
- Pre-screened
- Pre-convinced
- Non-employees can refer too



WITHOUT SPEED...

- Within 10 days...the top 10% are gone
- Quality of hire decreases over time
- Managers hate delays
- Try the number on the back game
- Prom dates



THERE ARE NO SECRET SUPERSTARS

Develop a “WHO’s WHO”

- There is no excuse for not having a **profile** of the best performers
- Know the best, it’s a managers job
- Reward and teach name finding
- **Someday you will work here**

Then build a continuing relationship



ATTRACT THEM WITH A BRAND

Develop a employer of choice/ great place to work brand

- Develop WOW programs and job features to get “talked about” in the press
- Develop a **motto and image**
- Advertise and do PR to spread the great
- place to work brand/ image
- **Get on “lists”**



COORDINATE YOUR RECRUITING, MARKETING AND PR EFFORTS

Recruiting is just SALES with a crummy budget!

- Get the sales team working as recruiters
- Coordinate recruiting events with PR events
- Employment needs to add PR staff to it's advisory team to coach recruiters
- Use “customer” lists as recruiting lists
- Get service people to include notices at all sites of “customer” contact



RECRUITING IS COMPETITIVE INTELLIGENCE

Poaching isn't just for eggs!

Ask your hires on the first day...

- Who else is ready& good
- Who isn't?
- Who is unhappy?
- Who is their best recruiter (recruit them)
- Ask new hires to scout for you
- List their best friends, mentors and who they learn from



GIVE THEM THEIR DREAM JOB

Dream Job and give them **a list of possibilities**

- Location
- Work with
- Do the best work of your life
- Do what you do best
- Part time rotation
- “**Your day**” project (Genentech)
- I’ve always wanted to try...

Give them an opportunity to do what they do best!
(100% of the time)



GIVE THEM A “.COM LIKE” JOB

- Challenge
- Risk taking
- I've always wanted to try...
- Bleeding edge learning
- A chance to make an immediate impact
- Decision making beyond my years
- Something to talk about/ brag
- Small group “fun team”
- Opportunity for wealth
- Open management style & 2 way **communications**
- Immediate **recognition & rewards**
- **Some degree of control** over their job / life



EVERGREEN JOBS

- Key jobs
- Plot frequency of openings
- Someday you will work here pool
- Continuous sourcing/ search



FORGET THE DAUGHTER/ SON... BRING A FRIEND TO WORK!

Seeing your people & feeling the environment is the best selling tool you have

-
- **Get me in the door (Invited “open house”)**
 - **Expose them to your WOW’s and projects**
 - **Do not let them leave without a decision? Why not decide today?**



BOOMERANGS (Alumni)

- They might think you hate them for dis-loyalty
- They won't leave a second time
- They can describe the color of the grass
- Use them as “friends” (referrals)
- Tether them...It's cheap and easy to track them...and it's good for business to keep up relationships. They might be great customers or referral sources too



INCENT THEM TO SAY YES

- **Sign on (intern)**
- **Reward them if they apply/ Interview**
- **Relocate**
- **Say “yes today” incentive (paid on day they start)**



EDUCATE YOUR MANAGERS

- Find out how your “offers” compare to your competitors offers (Focus groups of competitors, recruiters, headhunters)
- Give your managers side by side comparisons to improve their ability to “sell”
- Add “WOW’s” to keep ahead of the competition!



FORGET THE JOB FAIR

- Desperate “active” job seekers by the zillions
- No chance to assess
- Piles of resumes!

● NOW LET’S IMPROVE IT

- Go to a trade fair/ conference
- A micro-brew festival



INVOLVE THE CEO

Have the CEO call them and ask them to join the team



Maybe you should throw back the easy to recruit and focus on the hard ones to land!

What do you mean they didn't get a **counter offer**?

NOW LET'S IMPROVE IT

Look for people that are harder to convince

Prepare to fight their current boss



HIRE THEM BOTH!

- **A compelling reason to take a new job.**
- **Work and commute with your best friend!**
- **Hire two as a team (bring a friend)**
- **Hire the spouse (get over it)**
- **Hire their boss**
- **Hire a relative**
- **Hire their mentor**



BUY A FIRM FOR IT'S TALENT

- Cisco & Microsoft have done it for years
- Buy an intact team... ready to go
- Reduce your competition
- Get Comp Intelligence
- Instant R & D
- Use stay on bonuses to keep the best
- Cisco 7.1% 1st 24hrs crucial



HIRE YOUR CUSTOMERS!

- Frequent users mailing list
- Recruit the people that like/ patronize your firm
- Put notices in your products
- Signs out front
- Give customers a referral bonus



- Recruit your applicants references
- Educate an applicants references about what a great job it is... so that they will help you sell the job to the candidate
- Ask them to refer also
- Get them to buy also



DO A CANDIDATE PROFILE

Find out what they read/ do so we know how to get their attention

- **What they like**
- **Read**
- **Web sites they go to**
- **Conferences**
- **Events**
- **Listservers and chatrooms**



DO YOUR MARKET RESEARCH

TO IDENTIFY THEIR MUST ‘HAVES’

- What are their triggers to consider job switching?
- What are their criteria for considering a corp?
- What are their criteria for considering a job?
- What are their criteria for offer acceptance?
- Who will help them in the decision?
- What does it take to get them to leave a great job



TOO MANY COMPARISONS

Why if **Ally Mc Beal** walked in would you feel the need to also bring in Rosanne to check if she was really skinny?

Set fixed standards...and do a “instant hire” when you see it



PUSH INFO TO THEM

- Become a “friend” of xyz
 - Get their permission to Push info to them
 - It’s called “**permission marketing**”
 - Push a newsletter to them
 - Job openings
 - Info about how to do their job better
 - When they **buy on your site** get them to be a friend of
-



BORE ME WITH A JOB DESCRIPTION

- Why not sell the job with projects
- Working with great people
- Opportunities to learn etc.

Develop project an opportunity descriptions



- Press releases on promotions
- Got a counter offer 3 mths ago
- College hire 3 yrs ago
- Turned you down as a college hire
- Promoted
- Project ended
- Product introduced
- Kids graduated
- Always wanted to



TRACK THE SOON TO BE QUALIFIED!

Sorry you need more experience!

- Track the “soon to be qualified” so we can hire them later
- Track finalists, and those that said...no
- College students from 18mths ago



Hi-Per's judge your firm based on how you recruit !
APPLICANTS ARE... POTENTIAL CUSTOMERS
AND COMPETITORS

NOW LET'S IMPROVE IT

Treat applicants like customers

Use MYSTERY SHOPPERS

MEASURE SATISFACTION - (MANAGER /
APPLICANT)



DEATH BY INTERVIEW?

- How do you improve an interview (more/ less)? (hold a professional conversation) AND KEEP IT TO < 3
- Why ask the same question over and over without taking notes and sharing?
- Shouldn't assessments be made only on things we know?



NEW HIRE CELEBRATION

- Corning found a **20% decrease in turnover** as a result of stretching it out over 6 weeks
- Have a new hire party, access to boss, lunch coupons, send family gifts, picture gallery, buzz word dictionary.
- 3Com found it a major cause of frustration

What is yours like?



CONVERT TEMP'S TO PERMANENT

- The highest success rate of any hiring process
- Test them in the kitchen
- Include consultants, temps, contractors
- Watch out for microsoft issues



ATTRACTING GenXer's AND WEB TYPES?

- Maybe you are “out of touch” and wear wingtips!
- Do you think “South Park” is part of a park?
- NOW LET’S IMPROVE IT
- Put your “coolest” employees on your recruiting advisory team
- Do market research on the “different” expectations that creative people often have
- Loosen up dress & reference expectations



DO A MOTIVATION PROFILE

On the first day ask

- **Why accepted?**
- **Issues/ concerns?**
- **Other offers? Those considered and why?**
- **Find out what motivates them?**
- **Why did they quit their last 2 jobs?**
- **How they like to be managed?**



YOU DO NOT HAVE THE RIGHT TO REMAIN SILENT

- Explaining the shared responsibility - Educate each employee (first day) that they have a shared responsibility to help their manager and the company understand what motivates and frustrates them
- Setting expectations - On the first day it is important for the manager to put forward their expectations, It is equally important for the manager to find out what expectations the new employee has.



DON'T LET BAD MANAGERS HIRE...

- **“C” players don’t hire “A” players**
- **“A” players won’t work for “C” players**
- **“C” recruiters can’t recruit “A” PLAYERS**
- **Develop a hiring team**

**So - FIRE bad managers! Give them an auto
expiration date**



REWARD YOUR RECRUITERS

“In Seattle it has become the trend that in-house hi tech recruiters are being offered salary, plus a flat rate for each new placement...\$1,000 - \$3,000 for each placement”

Lee Stafford The H.R.

Subsidium

Price, Waterhouse, Coopers pays their recruiters \$2,000 per hire

NOW LET’S IMPROVE IT

Reward recruiters for the performance of their hires



REWARD YOUR MANAGERS

- Managers do what is measured and rewarded

Why not...

- Add **metrics** for the performance of the hires
- Make 10% of their bonus contingent on attracting and retaining the best
- **Reward recruiters** for great recruiting



COLLEGE RECRUITING - TIPS

- **Build faculty relationships (\$5)**
- Drop the career center
- On-campus reps
- Internships
- Evaluate at classes (teach)
- Serve on advisory board
- Referral bonus to college students
- Pre-qualify students for hiring (web based)
- Find the top 1% from non-top 10 (internet)



-



- Top performers hate interviews
- Interviews focus on the negative & the past
- Interviews make them nervous & that impacts the quality of the info. you get

Instead consider...

- Consider a “professional Conversation” between the manager and the applicant
- Spend a majority of the time on selling the job/ team (50% sell)



PUT THEM IN THE KITCHEN

Demand validation/ data

Stop using words as proof

Experience and Education...

“ain’t what it used to be”

NOW LET’S IMPROVE IT

Give them your problems to solve

Hire them for a “weekend”

Portfolio’s over resumes



- Fut R Views emphasize the **forward thinking**, behavioral interviews focus on the past.
- You can't beat the competition if you use the same tools
- To Get better people you need new information & you need to ask different questions.
- **Fut R Views excite and challenge “fast change” workers**



BUT I'M A SMALL BUSINESS IN NOWHERESVILLE?

Sell what you've got

- Stability (Schwab ex)
- See impact
- Work...life (schools, crime, commute)
- Make a difference (little pond)
- Challenge
- Great managers

Who loves you baby? (customers/ suppliers)



INTRAPLACEMENT PROGRAMS -

Help them move...faster

- Lack of movement may be due to a lack of job search skill / information
- Why not use external recruiting tools ... Internally
- Passive job seekers work for us too!



SOURCES/ TOOLS THAT PRODUCE “QUALITY”

- 1) CEO calls
- 2) **Top performer referrals** 43,000 (pre-assessed/ sold)
- 3) **“Friends” referrals** (former employees, customers)
- 4) **One day hiring** (Agilent)
- 5) **Who’s who” database** (multiple indep. matches)
- 6) **Web** (Corp page, chatrooms & portfolio web pages)
- 7) **Invited open houses on your site** (same day offers)
- 8) **Convert “temps”, interns etc. to permanent**
- 9) **Branding & PR write ups/ BPTW listings**
- 10) **Passive “Events”** (Find them when they are not expecting to be recruited)
- 11) **Dream job/ Always wanted to quest.** (www.jobs.agilent)



RECRUITING TOOLS

- Market research - Ask new hires “why said yes” and what were potential deal breakers
- Dream jobs made real web site
- Boomerangs
- Buy firms for talent
- Hire the best recruiters (Warrior recruiters)
- Select a “hiring team”
- Professional conversation
- Mass personalized information & offers
- Great convincing/ sales tools
- Hire them both
- Predatory rec. - Raid those that hit a bump



RECRUITING TOOLS

- Cards in a bowl
- Hire customers
- Answer guy - web site
- College - student group, interns as “on-campus reps”
- Raiding - . Managers must develop "blocking tools”
- Job descriptions stink
- Death by interview
- Experience/ education... ain't what it used to be
- Buy a firm for talent
- Demand 5 good, no uglies
- New hire orientation
- Motivational profile/ Right to remain silent



RECRUITING TOOLS

- Prioritize jobs/ managers
- Simulations (Put in the kitchen)
- Futureview
- Use mystery shoppers/ send own through
- “Push” jobs to candidates/ Newsletter
- Refer jobs to friends
- Measure applicant satisfaction
- Yield model for forecasting/planning
- Comparison offer sheets (focus groups)
- Buy firms for talent
- Apprentice program
- Trade fairs



RECRUITING TOOLS

- Rewards for external customer satisfaction
- Rewards for managers
- Rewards for recruiters
- Rewards for fast acceptance
- Track where turnover goes (competitor?)
- 43,000 recruiters
- United way type “referral quota”
- Competitive intelligence (first day)
- Beer / wine festivals (bus cards)
- Fire 5%
- Drop drug test
- Background check (post)



RECRUITING TOOLS

- A competitive advantage (non-copyable)
- Pre-need hiring
- WOW's
- Branding / EOC
- Define a strategy
- Fire, divorce fast also
- Remote hiring
- Hire great recruiters
- Mass personalized information & offers
- Great convincing/ sales tools
- Friends of agile referrals
- References refer others



<http://www.ereexchange.com/ere3/search.asp?SearchID=ARTCL&USERID=429912132>

JOHNS@SFSU.EDU

For copies of the slides
Retention toolkit e-book
Recruiters toolkit e-book
Metrics e-book

