

How to Inject Urgency into the Hiring Process

Presenter: Bob Marshall, Founder – The Marshall Plan

Bob Marshall, founder of The Marshall Plan, has an extensive background in the recruiting industry as a Recruiter, Manager, VP, President, Consultant and Trainer. Since 1980, Bob has been a leader in the recruitment industry. Bob started in search and recruiting with a large recruitment organization and soon became a Pacesetter. In his first office, he was named Account Executive of the Month sixteen times, and is the recipient of the Million Dollar Hall of Fame Award. In 1986, Bob founded The Bob Marshall Group, and travels extensively throughout the United States, the United Kingdom, Malta and Cyprus training recruiters.

About this Program

In this presentation, Bob discusses the 9 critical pieces of information you must have in each job order, the 5 points in developing the Time Compression plan with the Hiring Manager, and much more. His goal is to ensure that every job order you work will be fillable!

Meeting: “How to Inject Urgency into the Hiring Process” by Bob Marshall

If you are reviewing this episode with a team, watch the entire session and use the discussion points below to expand on the information shared.

Facilitator: One of the primary areas Bob covers is that of viable search assignments. He feels that one of the biggest issues facing recruiters (other than planning and organization) is working “Can’t Help” job orders as an actual Search Assignment. Out of 15 job orders taken, only one might be a truly viable Search Assignment. As an exercise, think about the search you are dedicating the most time to at the moment. How does it measure in each of the following areas?

1. Will the employer pay a full fee?
 - Whose budget does the money come from? How much is budgeted for this position? Who has control of the budget, and are you in contact with that person?
2. What is the complete hiring procedure?
 - Start with the date that the candidate must physically report to work, and then walk backwards. How long will you need to recruit three candidates? How long does the hiring process take? How long do you anticipate the candidate needing to give notice of resignation?
 - Who within the company must interview the candidate, when, where, how many times, what is their availability?
 - How many candidates must be interviewed before an offer can or will be extended?

3. What is the job responsibility description?
 - How much administrative work is involved, and how important is it? How much supervisory work is involved? How much technical work, and how important? In these three categories, ask for a breakdown of responsibilities in a total a percentage that equals 100%.
4. What are the minimum qualifications needed by the candidate to perform the job description?
 - What are the qualifications that would be most attractive to the employer? What do they need to know in the immediate evaluation period in order to make a go or no-go decision?
5. What are the biographies of the two or three major players inside the company?
 - What makes them tick? What are their hobbies, where did they go to school, and what type of experience did they have prior to joining the company or moving into their current role?
6. Do you have a solid 'Feature, Advantage and Benefit' presentation on the company?
 - Where did the company come from? Where are they now? Where do they anticipate going? How quickly do they expect to get there? The answers to these questions are going to be used when you are recruiting candidates.
 - What dirty laundry does the company have – negatives you might hear or candidates may think? Do they have layoffs periodically? Do they have any scandals? Is there any negative press about the company? Is the company on the verge of being bought out by another company?
7. What is the Defined Opportunity?
 - What is the clear, concrete opportunity as far as where your candidate will be in six months and a year in the future?
8. Have access to the end-users and decision makers.
 - Are the characters you are working with the end-users and/or decision makers? How knowledgeable are they? How cooperative are they? Can they reach the point of a decision and then make a decision?
 - Make sure to penetrate a company at the highest levels. At these levels, these people can refer you to the people you'll need to deal with in the company. By establishing rapport and an initial contact with the president, you always have recourse back to that individual, and you'll be treated at the same level at which you penetrated the company.
9. Are You Serious?



Facilitator: The Multiple of Compensation Method can be an effective technique to establishing the value of the service we provide and that which the candidate brings to the table. How can we modify the following script to be one that fits to our industry and style?

"Based on studies conducted by the top business graduate schools in the US, an employee's value to their company is usually set at 5 times their salary. So, for instance, if your opening calls for a salary of \$100,000, then the value that person should bring to your company is \$500,000 per year.

My service charge, on the other hand is only 30% of their realistic first year's earnings, which, in this case, is only \$30,000. Or, to look at it another way, my fee is only 6% of this position's value to your company, and that's only for the 1st year! You benefit from the \$500,000 value year after year after year. I get my fee only one time. When you look at our fee structure in this way, we are definitely a bargain.

Conversely, taking the value of this position at \$500,000 per year and realizing that there are 2080 work hours in a year, you are hemorrhaging \$240 per hour for each hour that this position remains vacant. Think about it! That's about \$2,000 per workday, \$10,000 per work week, and so on. Three weeks with this position open will basically equal my fee, and you'll still have that vacancy."

Facilitator: Finally, let's dig in to the Time Compression Plan Bob discussed. Time Compression is a plan of action devised so that you can have more control over your Hiring Manager in the hiring process. How can we adapt the scripts and suggestions below to be ones we use in our hiring process and closing conversations with hiring managers?

1. Sell the hiring manager on the value of time:

"I know that your time is valuable to you. I also consider my time to be my most important asset. Thus, my searches are all arranged on a priority basis. Your search will become a priority to me when we have established a mutually agreed upon start date. You will need to give me a 5 business day lead time to identify, surface, assess and prepare candidates. I will usually screen several hundred potential recruits to get the best two to three for you. I will also, if necessary, engage other resources I deem necessary to recruit on your position to find the very best candidates possible."

2. Explain your program:

"Here is what you must do to insure maximum benefit for yourself. First, determine when you can interview for one day in our office. Second, contact your superior or whoever else needs to be available for second interviews and set a date within one week of the first interview. Third, a 'go' or 'no go' decision must be made within 24 hours of that second interview. If your decision is a 'go', an offer must be extended at that time."

3. Sell the hiring manager on the value of these concepts:

“Quick action is imperative in hiring the best candidate. All of my top prospects have multiple situations to pursue and the first company that shows real interest always gets them. In some instances, you can hire for 10%-15% less if you don’t make the candidate wait. So, as in all things with us, time is of the essence!”

4. Put the burden of time and hiring on the hiring manager:

“When you call me back with confirmation of first and second interview dates and times, I will work you into my priority status assignment schedule.”