

Critical Control Points

Presenter: Greg Doersching, Founder – The Griffin Group

Greg Doersching is Managing Partner and Founder of The Griffin Group, a National Search Firm working in the direct hire placement industry. For the past 13 years Greg has been recognized as one of the most cutting edge voices in the recruiting industry. He is an Internationally Recognized Trainer and one of the Top Producers for the state of Wisconsin. He served for 2 years as the President of the Wisconsin Association of Personnel Services and now sits on their Board of Directors.

About This Segment

In this session, Greg presents his Critical Control Points, which is a set of best practices for the recruiting process. Greg has tracked “problem” calls received over a span of 3 years and for 100 jobs. In this presentation, Greg shares his 9 key areas of the Recruiting Cycle that becomes the Critical Control Points.

Meeting, Week 1: “Critical Control Points” by Greg Doersching

If you are reviewing this episode with a team, break this episode into two different segments. Week 1’s suggested viewing schedule and exercises are below.

Facilitator: Before we start to explore each of Greg’s Critical Control Points, let’s do a quick deal analysis of the last few deals that have gone sideways. Take out a piece of paper and spend a few minutes reflecting on those candidates that did not result in placements. It could be anywhere in the process – they took a counteroffer, they didn’t get put through to second interview, or you are just struggling to get candidates submitted in the first point. Make a list of the last dozen frustrations you’ve felt pertaining to deals.

Control Points Checklist: Use this list to make notes on those points that have hindered you in the past, and write down some notes to help you keep control in the future.

Control Point #1 – Do you have a real job order?

- Do I have a complete picture of what the client is looking for? Their ‘haves’, their ‘wants’, and their ‘don’t wants’?
- Do I have a complete picture of how to “sell” the candidate?
- Do I have a strategy for where to go look for this kind of candidate?
- Do I have an understanding of how “good” this assignment is for me, the recruiter?

To me, it’s not a real job order until I: _____



How can I increase my control with Control Point #1 _____

Control Point #2 – Know what you'll say before you call.

- Do I fully understand what will make a happy, currently employed candidate leave their situation and come to work for my client?
- Have I tested my script with several of my colleagues for feedback?
- Does my script include anything whatsoever about what I need or what my client needs? If so – remove it! Sell first and screen second.
- Have I called and delivered my recruiting script to my client?

How can I increase my control with Control Point #2 _____

Control Point #3 – Know who you'll say it to.

- Have I planned on a daily basis with at least 100 candidates or companies to connect with?
- What are the at least two titles of individuals that are one step below the position I'm recruiting for?
- What is my average amount of down time between calls? If you don't have a Call Accounting System, find a sand timer or egg timer that will help you eliminate your tendency to get stuck in research during your phone calls.

How can I increase my control with Control Point #3 _____

Control Point #4 – Do you really have a candidate?

- If I'm honest, have I ever:
 - Submitted a candidate because they are close to what my client is looking for, and I'm eager to get a resume in front of my client
 - Submitted a candidate who was qualified but fell significantly outside of the client's salary parameters
 - Submitted an unqualified candidate because it had been several weeks and I still didn't have a submittal
- Does my candidate meet 85% of the client's specified preferences?
- Can my candidate clearly articulate reasons for making a change, and it's not about compensation?
- Does my candidate have an expectation of a compensation increase that is no more than 5% over the top of my client's specified salary range?

How can I increase my control with Control Point #4 _____

If you need to keep your training meetings to less than an hour, pause the video after the first half.

Week 2 Meeting: “Critical Control Points” by Greg Doersching

Resume the video where you left off last week (the beginning of the second half of the video), and use the Facilitation Guide to help you continue to identify Critical Control Points in your recruiting and deal driving process. Watch through the end of the video.

Control Point #5 – With your submittals, are you guaranteeing an interview?

- In concise bullet format, have I made a clear match between my client's specific search criteria and my candidate's background and qualifications?
- Have I shown my client that they can afford my candidate?
- Have I shown my client that my candidate is both motivated to join their company, and stay there once they start employment?
- Have I included a high-lighted resume, at least one reference check, a thorough overview of the entire compensation package, clearly described motivations for making a change, and included possible dates and times for interviews?

How can I increase my control with Control Point #5 _____

Control Point #6 – How are you preparing your candidate for his/her first interview?

- Have I reviewed with him/her the questions he/she is going to ask in the interview? Are any of the questions 'what's in it for me' questions that I can answer instead of my client?
- Have I help them accurately recall their past accomplishments? Have I helped him/her fill out the Interview Preparation Worksheet?
- Have I created an Interview Preparation Packet that I can email my candidates prior to their interview with basic interviewing information?

How can I increase my control with Control Point #6 _____

Control Point #7 – How are you preparing your candidate for the final interview?

- Have I opened the door nice and wide for my candidate to walk out? Have I truly tested the interest level of accepting an offer?
- Have I gotten complete and unwavering family support from all members impacted by this decision?
- When was the last time I reviewed the original hot buttons of the candidate? The non-compensation motivators like quality of life, responsibilities, and advancement?
- When was the last time I reviewed not only the current compensation package, but the upcoming compensation expectations? Have I closed to the no, or 'um'?
- Has my candidate completed the Compensation Comparison Worksheet?

How can I increase my control with Control Point #7 _____

Control Point #8 – Have you covered not only the base salary, but the complete offer?

- Have I prepared a “Crunching the Numbers” Worksheet **before** I present the offer? Have I included **everything** that involves a monetary number?
- Have I, yet again, reviewed the original hot buttons of the candidate? The non-compensation motivators like quality of life, responsibilities, and advancement?

How can I increase my control with Control Point #8 _____

Control Point #9 – How have you followed through post offer and acceptance?

- What I am doing to keep this candidate in touch with his/her new company? Setting up a lunch? A business development meeting? How can I better tie my candidate in prior to start date?
- Have I sent my candidate a few sample resignation letters to follow, and have I seen the actual resignation letter my candidate has created?
- Have I covered the counteroffer early and often?
- What reminders have I created to continue to check in with my placed candidates?

How can I increase my control with Control Point #9 _____
