

An Insider's Point of View: Feedback from HR Professionals

Presenter: Greg Doersching, Founder of The Griffin Group

Greg Doersching is Managing Partner and Founder of The Griffin Search Group, a National Search Firm working in the direct hire placement industry. He is an active recruiter who still runs a highly productive desk and is in the trenches day-to-day, just like the rest of us. He is also developer and Chief Architect of the highly successful Bullseye Recruiting Process.

For the past 15 years, Greg has been recognized as one of the most cutting edge voices in the recruiting industry. He is an International Trainer and has presented dozens of workshops and Keynote Addresses for recruiting association events. He is consistently rated as one of the top presenters for each conference.

About This Program

In this presentation, entitled “An Insider’s Point of View: Feedback from HR Professionals”, Greg shares exclusive insights from a unique dinner invitation – as a guest to an open discussion with 12 human resource professionals. Topics of discussion included direct feedback about recruiters, the value they see in recruiters, their pet peeves, how to gain trust and earn their business, and what HR truly cares about when they choose to work with a recruiter.

Meeting, Week 1: “An Insider’s Point of View” by Greg Doersching

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

Facilitator (begin video and pause at 16:40): Even if you don’t utilize job boards, your candidates might! Ask each candidate directly when, if ever, they have posted their resume to a job board. Even if it hasn’t been recently, you want to make sure that when your hiring manager inputs the candidate’s information into whatever tracking they have internally, it doesn’t show up as originally (no matter how long ago) being sourced on a job board. If the candidate has ever sent their information to the client directly through a posted position, it may be flagged a certain way in the system that credits the originating source of the referral.

It is certainly acceptable to present outstanding candidates who are active in the marketplace, but follow Greg’s rules below make sure you are operating from a place of full transparency with your candidates and to continually elevate the perceived value of partnering with you with your clients:

Rule #1: Half of your candidates need to be candidates who were directly recruited. Go back and look at the last dozen or more individuals you presented to clients – where did they come from?

Rule #2: Make sure your first submittal *never* comes from a job board. Again, ask your candidate if they currently have their information posted or have responded to a position in recent months, but do a search in the major job boards to see if archived information exists. If it does, proactively source additional candidates to present *prior* to this individual being presented.

Rule #3: Never have more than three candidates in play for any search. To Greg, “in play” means two things – either they have been submitted and you are waiting on feedback from the hiring manager, or they are actively interviewing with the client. The total number of candidates presented to one open position should never be more than six individuals; you may think a higher level of volume shows that you are a great recruiter, but it (in the hiring manager’s eyes) may show an inability for you to process and comb through to find the absolute best and brightest.

Rule #4: Designate a proofreader; the catch is that your proofreader must be someone other than yourself if at all possible! If you are a solo recruiter, designate a spouse if you can. Greg’s point behind this suggestion is that you will glance over possible issues due to the higher level of familiarity you already have with the candidate and their background. Check for spelling errors, formatting issues, inconsistent information, and make sure that the representation the candidate is portraying is the best representation possible. Who will be your proofreader?

Rule #5: Use the Golden Rule of Recruiting: Make sure the candidates you send are not just highly skilled, but could actually get hired by that company. They must have 90% of the required criteria the client specified when giving you the original search assignment, they must be willing to accept an offer within the client’s range, and they must be motivated by something other than money. Look back at the last five candidates you presented to clients – how do your candidates measure up to the Golden Rule of Recruiting?

Facilitator (Resume video at 16:40 and pause at 30:50): Think about the bottom line that Greg just shared from his dinner with our hiring managers – their biggest objective is to find the recruiter who they know will get them results but with the minimum amount of hassle. They are conscious of the quality of candidate you provide and the ease of the process they will experience. Interesting feedback to note is that they want to work with at least two search firms, not because they don’t value your work, but because their fear is that no one agency has such a corner on the market that they can actually service all of their hiring needs.

For those who practice the concept of Market Mastery, Greg mentions the desire from hiring managers to have the ability to partner with a firm who can effectively search on multiple assignments from different departments – all while maintaining one point of contact. If you are looking to develop additional practice areas or niches, consider working within your current industry while diversifying into new roles or levels.

In addition to finding recruiters who will get them results with the least amount of hassle, what else do hiring managers care about? From Greg’s “Pick Me! Pick Me!” NLE TV Episode, the following are the six major services clients expect from recruiters:

Clients care *that you have a process.*

You need to be ready to explain the steps you will go through to ensure you will deliver quality candidates to your client and take them all the way through the recruiting cycle.

Clients care *about speed.*

How fast can you put candidates in front of a client?

Clients care *about accuracy.*

Speed is important, but clients also want to see only quality candidates; prove that you are accurately matching the candidates you present to the skills the client stated they required.

Clients care about accepted offers/show ups.

Clients are extremely aware of candidates finishing the process. They don't care how many good candidates you present, if none of those people accept the offers when they are extended or they don't show up for the first day of an assignment!

Clients care about longevity.

Once a candidate is hired through a recruiter, clients don't want to have to think about finding a replacement for that position for at least three years on a direct hire/permanent placement basis, or for the entire length of the contract if on a contractual/staffing basis.

Clients care about finding new talent.

This is the most important feature you have to sell! Show that you have access to people *they don't have access to* through their normal recruiting efforts.

Facilitator: Before we break, let's talk about the idea of flashcards and role playing that Greg just discussed. Repetition is the mother of all learning, and as much as Greg probably dreaded the Friday Flashcard session, his manager probably dreaded it more. However, that level of repetition and practice is what allows Greg to so confidently deliver his command performance of "why him". Greg breaks it down into different selling points – critically important when it comes to being able to sell what your buyer is buying. What are your key selling points you want to make sure you cover in each of the following areas? Next step – role play several of these each week, month after month, until you deliver the same command performance every time! Remember – quantify your facts!

"Sell me on how fast you are": _____

"Sell me on how your process ensures results/how our process differs from that of your competition": _____

"Sell me on your knowledge of the (specialty) industry": _____

"Sell me on how accurate you are with your presented candidates": _____

"Sell me on how long candidates stay once we hire them": _____

"Sell me on the track record of your firm": _____

"Sell me on how you can find people we cannot find on our own": _____

Break at this point if desiring two separate meetings for this Episode.

Week 2 Meeting: “An Insider’s Point of View” by Greg Doersching

Resume the video where you left off last week (30:50), and use the Facilitation Guide to help you continue to enhance your recruiting presentations and platforms. Watch through the end of the video.

Facilitator: Before we dig in to what Greg discussed as it relates to effectively matching and presenting candidates, it’s good to note the statistics Greg provided from the American Staffing Association. It takes three calls for a hiring manager to recognize your name, 5 calls for them to remember your company, and 7 calls before they are ready to buy from you. Remember – never, ever stop calling, especially when you learn that company uses recruiters!

As it relates to matching and presenting, Greg shares an interesting discussion point in that human resource professionals rarely will present the first candidate you send over. Instead, they want several to be able to share a strong slate to their hiring manager. If you are slow to receive feedback, it’s either because the candidate was severely off the mark or because they are waiting for more candidates!

Keep in mind these common mistakes when presenting candidates:

Search Desperation: When search desperation kicks in, there is a tendency to guide the conversation and focus on asking questions that prove this candidate is right for the position, rather than coming at the conversation from a neutral position. This could happen because you are excited you’ve found your first candidate who says “yes”, or it could be because you have searched for several weeks and have not yet found viable candidates. You tend to look for all indicators, no matter how small or insignificant, that support your need for *this* to be your perfect candidate – versus being objective and focusing just as much energy on why this candidate is *not* the best fit.

Candidate Enthusiasm: You are going to interact with candidates who are exceptionally enthusiastic and excited about meeting with your client. Perhaps they are anxious to get in the door with your client – perhaps they are actively searching because of unemployment – but their enthusiasm and expectation is hard to ignore. There is a tendency to get caught up in their enthusiasm and pass them through based on personality or desire, rather than the qualifications or experience your client is looking for.

Relative Comparisons: This happens when you benchmark candidates not against the criteria your client specified, but against other candidates who are interested in the opportunity. Don’t make the mistake of measuring all of your prospective candidates against each other – making them look better by comparison – versus comparing them to the original standards your client specified. Make sure you aren’t just sending over the best of what you could find – make sure you are presenting candidates who represent the caliber of candidate that your client hired you to find.

(Facilitator): Let’s move on to the Resume Presentation tool that Greg discussed. The purpose of utilizing such a tool is to create some increased value in the relationship process with your client, as well as the opportunity to differentiate yourself from other recruiters. If your hiring manager is going to make an assessment in 20 seconds or less as to if this is someone they want to interview, you want to control the information they are reviewing and in what order. Your recommendations are built in to the first page of the Profile, which is what your hiring manager will see first when opening up the document. This will help your hiring managers avoid making a decision solely based on their own interpretations of this candidate’s resume.

A second benefit? This tool sets the tone for your level of professionalism throughout this process. It will be obvious that you have taken the time to get to know this candidate, fully evaluated them based on what this client was looking for, and did more than simply pull a resume off a job board and push “forward”.

The Candidate Opportunity Profile on the following page is provided as an example, but take some time to review and modify based on however you feel best.

Relevant Skills: This section summarizes the relevant skill sets this client was looking for when you took the initial search assignment. The columns that you see can, and should, be adjusted based on the client’s desired specifications. This will help you articulate exactly those areas your client specified, and help them start to evaluate this candidate based on the areas they had previously stated were the determining factors for evaluation.

Motivations for Change: Remember to describe the candidate’s motivating factors in a positive light, and in a way that shows the alignment between this candidate’s desires and this client’s opportunities. An example: *“I’ve learned a great deal in my years of working at ABC, specifically being given the opportunity to lead projects over a million dollars. That being said, your firm has a phenomenal reputation in the industry, and I have kept a close eye on the types of work you are involved with. I strongly believe that the position with your firm would allow you to utilize my previous years of experience, while still allowing me to grow and diversify into the commercial sector – which currently, I don’t have the opportunity to do.”*

Availability to Interview: Pre-set interview times are one of the best ways to get a candidate and client in process together expeditiously – so in general terms, clear a few times that work for this candidate. It not only shows that this candidate has clearly indicated an interest in your client, but can make it an easy process for setting up an initial conversation. You heard that this is Greg’s fastest way to move candidates forward with the clients who trust his recommendations!

Initial Screening Questions: When you took the initial search assignment, you should have asked the hiring manager for some screening questions – what those first few questions would be they would ask of you or of the candidate in evaluation. Once you have those questions, this is the place to provide the answers – this will reinforce and build on how this candidate has, or done, what the client has indicated they need in this future hire.

Compensation: Make sure that you accurately detail what the candidate is making currently, as well as what they are expecting when making a move.

Resume: Page two and beyond will be the candidate’s resume embedded into the PDF, and highlight any specific areas that you want the hiring manager’s eyes to be drawn to. Don’t overdo it – but select the two or three skills, accomplishments, benefits, or quantifiable achievements that you want to make sure stand out on the resume.

Reference Check: This can be a great place to include a few sound bites or a brief testimonial from someone who has worked closely with this candidate. Your recommendation is a good one – but the recommendation of peers or colleagues in the marketplace is even better.



Once you've compiled all the information that is relevant for your Candidate Opportunity Profile, make sure it's formatted well, free of any spelling errors, and consider even turning it into a PDF document and putting your company logo and your contact information easily accessible as a header or footer on each page of the document. Remember - the purpose of this Profile isn't to make something so long that your client has to set aside an hour to shuffle through all the information – and possibly becomes too overwhelmed to even do so – so make sure that you don't over-complicate the point of this tool.

(Candidate Opportunity Profile Example on following page)





CANDIDATE OPPORTUNITY PROFILE

Candidate Name:	Position:
Current Role and Responsibilities	
Years of Experience	
Degree and Certifications(s)	
Relocation Details	
Management Experience	
Recent Projects	
Lead Projects	
Motivations for Making a Change	
Availability to Interview	
Screening Question	<i>Describe how you prospect and develop new client relationships:</i>
Screening Question	<i>Describe your most complicated project to date, and your role on that project:</i>
Screening Question	<i>Describe your experience with ABC Software:</i>
Current Compensation Outline:	Base Salary: Expected Bonus (Amount and Date): Previous Bonus (Amount and Date): Benefits: Vacation: Retirement/Equity/etc:
Expected Compensation:	Base Salary: Expected Bonus (Amount and Date): Previous Bonus (Amount and Date): Benefits: