

## The Pareto Activities of Recruiting

**Presenter: Jon Bartos – President, trustaff Solutions**

Jon Bartos is a premier writer, speaker and consultant on all aspects of personal performance, human capital and performance analytics. Jon is one of an elite group of executive recruiters who have billed over \$1 million annually. Within a 12-year period he has cashed in over \$11 million in personal production. The office has won over 17 international awards in the MRI Network, including International Billing Manager of the Year and Top 10 SC Office. Jon's passion for success continually drives him. Jon competes nationally in Masters Track and Field, winning the National Masters Pole Vault Champion title 4 times since 2004. His ultimate fulfillment however comes from mentoring and assisting others to reach their potential.

In this presentation, Jon shares how to address the top recruiting and marketing objections we will face as recruiters. We know that resistance is a natural part of the recruitment process – learn Jon's effective techniques to maneuvering through that resistance!

### **Meeting: “The Pareto Activities of Recruiting” by Jon Bartos**

**If you are reviewing this episode with a team, watch the entire Episode and use the information below to supplement the material Jon shares.**

**Facilitator:** There are four key areas Jon covered to help guarantee that the majority of your productivity stems from the most targeted activity possible. One of the skills necessary to develop as a recruiter is the ability to assess metrics and know the underlying causes of what ratios tell us. As an example, let's assume a recruiter has low connect time and wants to improve. There is no one-size-fits all recommendation, and it is important to first reveal what the true underlying issue is before putting a game plan in place. Is this a planning issue, an execution issue, a motivation issue, a candidate pool issue, an issue with opening the phone call, or something else completely? Without knowing the causes, it is impossible to truly recommend an approach that will impact the outcome.

In that spirit, let's evaluate each of key areas that Jon discussed, and create a structured plan for improvement depending on what the underlying issues may be.

**Job Order to Placement Ratio:** Jon gives ranges from 10:1 to 1.5:1. What is your desired Job Order to Placement Ratio? \_\_\_\_\_

What are some possible underlying issues that cause a ratio to be higher than desired?

- Clients have a low sense of urgency
- Clients have unrealistic expectations or search specifications
- Clients are insufficiently attracting candidates during the interview
- Searches are not exclusive to the recruiter
- Other: \_\_\_\_\_
- Other: \_\_\_\_\_

Now comes the important part. What are the possible solutions to overcome each of the issues and improve the job order to placement ratios? Think each one through, and list at least two solutions for each symptom.

- Clients have a low sense of urgency: Example: Need to find more and new clients – execute X new marketing calls per day for the next 30 days.
  - Solution #1: \_\_\_\_\_  
\_\_\_\_\_
  - Solution #2: \_\_\_\_\_  
\_\_\_\_\_
  
- Clients have unrealistic expectations or search specifications: Example: Revisit the search parameters with the client and get the three things they MUST SEE in each candidate along with pre-set interview times to interview candidates with those three qualifications.
  - Solution #1: \_\_\_\_\_  
\_\_\_\_\_
  - Solution #2: \_\_\_\_\_  
\_\_\_\_\_
  
- Clients are insufficiently attracting candidates during the interview: Example: Educate clients on passive vs active candidates; more thoroughly prepare clients for interviews; go through key selling points with each hiring manager.
  - Solution #1: \_\_\_\_\_  
\_\_\_\_\_
  - Solution #2: \_\_\_\_\_  
\_\_\_\_\_
  
- Searches are not exclusive to the recruiter: Example: Ask for exclusivity for limited timeframe.
  - Solution #1: \_\_\_\_\_  
\_\_\_\_\_
  - Solution #2: \_\_\_\_\_  
\_\_\_\_\_

- Other Scenario: \_\_\_\_\_
  - Solution #1: \_\_\_\_\_  
\_\_\_\_\_
  - Solution #2: \_\_\_\_\_  
\_\_\_\_\_
  
- Other Scenario: \_\_\_\_\_
  - Solution #1: \_\_\_\_\_  
\_\_\_\_\_
  - Solution #2: \_\_\_\_\_  
\_\_\_\_\_

**Recruiting Presentations to Candidates Recruited Ratio:** What is your desired Ratio?

\_\_\_\_\_

What are some possible underlying issues that cause a ratio to be higher than desired?

- Recruiting script lacks “sizzle” that describes the opportunity in a compelling and differentiating manner
- Calling the existing candidate pool but not sourcing fresh candidates and leads
- Most candidates are reluctant to relocate to the client’s area (if relevant)
- Candidates not apparently motivated to make a change
- Other: \_\_\_\_\_
- Other: \_\_\_\_\_

Again – the important portion of this exercise. What are the possible solutions to overcome each of the issues and improve the candidate conversations to candidates recruited ratios? Think each one through, and list at least two solutions for each symptom.

- Recruiting script lacks “sizzle” that describes the opportunity in a compelling and differentiating manner
  - Solution #1: \_\_\_\_\_  
\_\_\_\_\_
  - Solution #2: \_\_\_\_\_  
\_\_\_\_\_

- Calling the existing candidate pool but not sourcing fresh candidates and leads
  - Solution #1: \_\_\_\_\_  
\_\_\_\_\_
  - Solution #2: \_\_\_\_\_  
\_\_\_\_\_
- Most candidates are reluctant to relocate to the client's area (if relevant)
  - Solution #1: \_\_\_\_\_  
\_\_\_\_\_
  - Solution #2: \_\_\_\_\_  
\_\_\_\_\_
- Candidates not apparently motivated to make a change
  - Solution #1: \_\_\_\_\_  
\_\_\_\_\_
  - Solution #2: \_\_\_\_\_  
\_\_\_\_\_
- Other Scenario: \_\_\_\_\_
  - Solution #1: \_\_\_\_\_  
\_\_\_\_\_
  - Solution #2: \_\_\_\_\_  
\_\_\_\_\_
- Other Scenario: \_\_\_\_\_
  - Solution #1: \_\_\_\_\_  
\_\_\_\_\_
  - Solution #2: \_\_\_\_\_  
\_\_\_\_\_

**Candidates Presented to First Time Interview Ratio:** Jon shares that a 1:1 ratio is best case scenario and that anything less than 1.5:1 should be improved. What is your desired Candidates Presented to First Time Interview Ratio? \_\_\_\_\_

What are some possible underlying issues that cause a ratio to be higher than desired?

- Candidates not sufficiently matched to the client's search specifications
- Clients are not excited about the candidates that are presented
- By the time the client has provided feedback, the candidate has fallen out of process
- Other: \_\_\_\_\_
- Other: \_\_\_\_\_

What are the possible solutions to overcome each of the issues and improve the candidate conversations to candidates recruited ratios? Think each one through, and list at least two solutions for each symptom.

- Candidates not sufficiently matched to the client's search specifications
  - Solution #1: \_\_\_\_\_  
\_\_\_\_\_
  - Solution #2: \_\_\_\_\_  
\_\_\_\_\_
- Clients are not excited about the candidates that are presented
  - Solution #1: \_\_\_\_\_  
\_\_\_\_\_
  - Solution #2: \_\_\_\_\_  
\_\_\_\_\_
- By the time the client has provided feedback, the candidate has fallen out of process
  - Solution #1: \_\_\_\_\_  
\_\_\_\_\_
  - Solution #2: \_\_\_\_\_  
\_\_\_\_\_

- Other Scenario: \_\_\_\_\_
  - Solution #1: \_\_\_\_\_  
\_\_\_\_\_
  - Solution #2: \_\_\_\_\_  
\_\_\_\_\_
  
- Other Scenario: \_\_\_\_\_
  - Solution #1: \_\_\_\_\_  
\_\_\_\_\_
  - Solution #2: \_\_\_\_\_  
\_\_\_\_\_

**Example of Jon's Job Order Ranking Matrix is provided below -**

# JOB ORDER MATRIX

Signed SA: \_\_\_\_\_ CO./Position: \_\_\_\_\_

	A	B	C	D	E	Score
<b>Difficulty of Search</b> - Known availability of candidates	You know the match 5	Internal match 4	External Probable Availability 3	Specific Surgical Recruiting 2	General Recruiting 1	
<b>Urgency</b> - How high is the priority to fill this position quickly?	Extreme 5	Critical 4	Average 3	Little 2	None 1	
<b>Exclusivity</b> - Who else is trying to fill this position?	Total 5	Client will also search 4	One other firm 3	Multiple firms 2	Everyone 1	
<b>Hiring Cycle</b> - Time to process a candidate from first contact to final decision	Fast - 10 days 5	Good - 11-25 days 4	Average - 26-45 days 3	Slow - 40-60 days 2	Forever - over 60 days 1	
<b>Salary/Earnings</b> - Weight score based on high or low fee %	Over \$100K 5	\$80-\$100K 4	\$65-\$80K 3	\$50-\$65K 2	Less than \$50K 1	
<b>Repeat Business</b> - Realistic # of placements within the 12-month period	7 or more 5	5 to 6 4	3 to 4 3	1 to 2 2	None 1	
<b>Mutual Cooperation</b> - How involved and accessible is the Hiring Manager?	Total 5	Takes most calls 4	Must send resume first 3	Must go to HR 2	Little or none; not engaged 1	
<b>Fillability</b> - How realistic is it to fill - based on the combination of factors?	No problem 5	Easy 4	Average 3	Difficult 2	Extremely Difficult 1	
<b>Completeness</b> - How well-developed are the job order and descriptions?	No JO blanks 5	Some blanks 4	Unsure of answers 3	Sent Elsewhere 2	Skeleton 1	
<b>Fee</b> - What is the realistic gross fee this job will pay?	30%+ of 1st-year comp 5	25-29% of 1st-year comp 4	20-24% of 1st-year comp 3	Less than 20% but more than \$12K 2	Below minimum of \$12K 1	
<b>Relationship</b> - Is the client new or existing? Have there been successful past placements?	Long-term relat. w/ many placements 5	4	3	2	Never worked together 1	
<b>Interview Dates</b> - Have there been any interview dates set?	Date(s) set & confirmed 5	4	3	2	No dates set 1	
<b>Total 51-60 - "A" - Solid Search Assignment</b>				<b>Subtotal:</b>		
<b>Total 41-50 - "B" - OK Job Order - Can you improve it?</b>				<b>Agreement Adjustment (+/-)</b>		
<b>Total 40 or below - "C" - Upgrade Job Order or do not work on it.</b>				<b>Total:</b>		