Big Biller Secrets

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Peg Newman is President of Sanford Rose Associates – Salt Lake City, Utah. Peg has over two decades of success in recruitment in Accounting & Finance, Business Support, Construction & Real Estate, Engineering, Insurance, and Oil & Gas. Peg thrives on being able to help her clients find top candidates in their industry throughout much of the U.S., with a primary focus in the Western states.

About This Segment

In Peg's presentation, she discusses the differences and advantages of the Contract and Direct hiring services, how she identifies the best hiring solution for her clients, her on-going marketing plans for her practice, and the "X-Factor" for making successful placements.

Meeting: "Big Biller Secrets" by Peg Newman

If you are reviewing this episode with a team, watch the entire Episode and ask your group for their key takeaways and insights. Review the following below to fill in the gaps.

HOW DO YOU WORK? The very essence of a consultative approach requires that you first determine the specific need, problem or goal presented by your client and then align the proper service approach to meet the need, solve the problem or achieve the goal. There are numerous options that you have when it comes to customizing your service charge and approach to the needs of your client, and it is important to think through the "why" behind your professional recommendations. If you only "work" one approach, are you confident that you are customizing your recommendation to the specific needs of your client? It is still important to understand the variety of options, even if it is ultimately decided to only offer one or two.

Whether you ultimately recommend a Contingent, Retained, or Contract solution, use the list below to expand on the reasons why it would be in the client's best interest to proceed with the following course of action:

Why a *client* would prefer to work on a Contingent Basis:

- No financial risk as no fee is due until a hire has been made
- They do not have an urgent and critical need, but want to be made aware of strong candidates
- They would like to test your capabilities before committing financially
- It is an easier agreement to execute in order to expedite a conversation with your MPC
- They currently have candidates in process, but want to make sure they hire the best individual
- High volume of hires needed, and need multiple firms in order to manage that high volume
- ____
- ____

Why a *client* would prefer to work on a Retained Basis:

- They need to ensure that someone is held accountable to fully covering the marketplace on their behalf
- They need tremendous amounts of documentation or market research performed
- They want to ensure a truly consultative approach
- They want to compare outside candidates to their internal ones, but want all vested interests removed
- Perhaps they have had bad experiences with past recruiters, and would prefer performance milestones to be put in place
- Because of the shared risk, they may receive more favorable contractual terms
- There is a tremendous amount of “free press” when their story is told in the marketplace
- They would like weekly or monthly summaries or market analytics
- ____
- ____

Why a *client* would prefer to work on a Contract Basis:

- Project-based needs are generally better met with contract or temp staffing solutions
- Allows a client to adjust their workforce based on factors such as cyclical needs of their business or seasonal requirements
- Client needs additional support but is not sure of the long-term viability in either, or both, the budget or the role for such a position
- Allows the void to be filled immediately while the payroll and benefits are handled by someone else
- Provides the low risk of a short-term solution and the high reward of a long term employee
- ____
- ____

PROFESSIONAL RECOMMENDATION: Peg shares her specific script utilized when her professional recommendation for a client is to hire a candidate on a contract or temp-to-perm basis. If you are just introducing contract solutions into your process, or if you have been making this professional recommendation for some time and would like to blend pieces of her script into yours, her professional recommendation script is as follows:

"(Name), it sounds like you need help to hire someone for your (type of) department, but the budget for this level of position really doesn't meet company criteria for a direct hire fee. Is that right?

What I suggest is that we look at hiring for this position under our contract or contract-to-hire services. Let me explain how this works, and why I think this is the best way to hire for the role.

What we do is conduct a thorough search specific to the position you're looking to fill. We do the work on your behalf. We'll get the word out to the right people, we'll place appropriate advertising for the position, we'll review all of the resumes of interested candidates, and we'll eliminate those who don't meet your requirements. We'll then conduct an in-depth phone screen with those we believe have the right experience. During this screen, we'll verify the appropriate level of skill and professional commitment.

We will conduct either an initial in-person interview or video interview, and administer the appropriate proficiency assessments. We'll check professional references and then present you with a complete profile for the top candidates we recommend for your consideration.

After that – it's a simple matter of scheduling the final interviews with you. From there, we'll help you select the best possible candidate for the position.

Once your selection has been made, the candidate will be hired as a contract-to-hire employee, meaning they will remain an employee of my company for the initial orientation period. Depending on the level of position, this can range from 3 to 6 months. This process allows you an on-the-job preview of their ultimate match for your company.

During this contract-to-hire period, the employee receives their paycheck from my company and we bill you for the work they are providing on a weekly basis.

This process allows both of you to make an informed and fully evaluated hire at the end of the period. We find that employees and employers really appreciate the one step of distance this allows them, to evaluate their decision fully before making that final decision. You and the candidate know that they are providing work for a specific period of time and that no offer of hire is being considered; neither of you is making a permanent commitment. This allows you to access skills for intermittent or one time business projects where you can buy only the work you need. How do you feel this solution meets your hiring needs?"

ACCESSIBILITY: Peg reiterates that your actions to your marketplace have to mirror your words. What are some things you do to make your clients and candidates feel completely confident in your dedication to their best interest? What do you do to show you are committed to being their career coach or their talent scout, no matter when and where? Peg shares a few quick tips that she and her team do – what can you add to this to prove to your market that connecting with them is the most important thing you do every day?

- Add your personal numbers to your email signature
- Add your business hours to your signature, and include a note that invites a call anytime on your cell outside those hours
- Include a message on your voicemail that lets individuals know when they can expect you to return their call (Peg suggests noon and after 4pm)
- When leaving a voicemail, leave your cell number with an invite to call you after business hours if it would be more convenient for them to speak at that time

AFTER-HOURS RESEARCH: Effective planning comes down to effective research, and there are two primary ways to add new names to your network. Set an Outlook invite on your calendar that is blocked each evening for research, and schedule nothing else during that time. If an hour seems unrealistic, schedule 30 minutes each day to get started. This is an area that most recruiters claim to desire to improve, but lack the self-discipline required to truly follow through. Dedicate a set time to conducting industry and internet research off-hours, finding names and information on a variety of social networking, professional association, or niche specific sites or publications. Peg's checklist:

- Identify the role by job title, or titles within the companies
- Identify the individual who holds that role from either an organization's website, LinkedIn, or other industry groups
- Identify a direct business number and email address for the contact. Personal numbers for candidates would be even better, but you can find most direct business numbers by dialing in after hours, which is a great time to do this; you can work the phone tree uninterrupted, and get the names you need, and connect them to the right number.

THE X-FACTOR: The longer you work with a specific hiring manager, the better your eventual ability will be to inherently sense who will "click" and who will not. Until such time, it can be difficult to identify the "X-Factor" on behalf of your hiring managers. Although it makes sense that a candidate should be evaluated solely based on their skills as they relate to performing well in the role, the "X-Factor" does play a part in the hiring decision. Questions that can be asked to understand who will "click" with who could be:

- In addition to the skills and background we've discussed, tell me a little more about the team this person will be on – what are those people like? Where did they come from?
- When I bring you resumes with the right technical capabilities, and all the mandatory skills we've discussed, what is that one additional characteristic that would cause you to pull the trigger on a candidate?
- We understand that beyond the skills and the education, there's a "people fit" that matters to the organization. How would you describe that aspect of the person who would be most successful in your organization?
- Tell me about the best person you've ever hired for this position or a similar role. What made that person so successful with your organization?
- If you reflect on those candidates who have not been a great fit, how could have you done a better job on the front-end of determining if he/she was going to be a cultural fit for the organization?
- Tell me about your current team? Why someone would be glad they accepted a position in your group?
- Why do the people you have now stay with you and with the organization? What do you think keeps them here?
- How long have you been with the company, and why do you stay?

COMPENSATION CONVERSATION: Covering compensation can be one of the most heart-palpitating experiences for all parties involved, including the recruiter! Part of our responsibility in the recruitment process is to cover compensation expectations early, with both sides, and often as possible in future conversations. If you push too hard on the front end for commitment for expectations of an offer, you are doing yourself a disservice because the candidate does not know enough yet to be enamored with the opportunity. Ignoring it until later in the process runs the risk of a gap being too big to bridge.

Peg shares her scripts for covering compensation; the additional scripts below may prove valuable as you begin the process of closing your candidate on an acceptable offer:

> *"If you are ready to work with them, they are ready to bring you on board. However, it's important to recognize that nothing is finalized, and how we operate in this final stage can still have an impact on them bringing you on board. My intent is to get you the best offer, without adversely affecting the dynamic of the internal team or setting you up for unrealistic performance expectations. That being said, let's talk about your realistic but desired number – the offer that you would like to see from them. Let's review what you shared with me; have your thoughts changed?"*
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> *"I am obviously going to do what I can to get you (number), but in order to accurately represent you to (hiring manager), I need to be armed with another number as well – and that's the number that below which, I turn the offer down and tell (client) that they should move forward with other candidates, because that is not a feasible offer for you. When I finish negotiating with (client), I will have an offer that, based on the two numbers you gave me, will allow me to either accept on your behalf or advise that they move on to other individuals that are within their range. Clearly I want to make sure that your lowest number is just that – so let's talk through the offer that below which, you know for certain would not be acceptable. I'm going to work with (hiring manager) to put together the best possible offer that they can for you. Know that I'm going to walk the fine line of advocating for your desired number, while still making sure that they know how excited and ready you are to join their team. You've shared with me that yes, (company) is where you want to be, if we can get you an acceptable offer, is that accurate?"*
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> *"You've also shared with me what an acceptable offer looks like. My understanding is that if I secure you an offer at or above that number, I should tell (hiring manager) that I am accepting on your behalf, that he should pull the other candidates out of consideration, and that you'll be calling him momentarily to accept and talk through any additional formalities that are a part of their acceptance process. Is that accurate?"*
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> *"Before I go do what I do best, let me leave you with one request. I'm going to call you back, and between now and when I do, I want you to be thinking about this offer that you've just crafted for yourself. When I call you back, I will either share with you that the client has opted to move forward with others and that an acceptable offer couldn't be made, or I will share with you that the job is yours, we got you at or above what you were needing, and congratulations and job well done! Between now when we hang up the phone, and when I call you back, I want you to pretend that the actual offer is in front of you. Talk to your family, talk to your mentor, talk to your accountant, whatever steps you feel you need to go through to be ready to accept when I call you back. I know that you will need time to think, but what I'm asking is that you use <u>this</u> time as <u>that</u> time. When I get off the phone with (hiring manager), he's going to be excited to hear from you, and he will become less excited and less confident in his decision to hire you if hours or days or a week goes by. Does that sound fair?"*

NEXT LEVEL Exchange