



Human Capital Leadership Excellence eJournal

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In this edition: (Click underlined links to download PDF eJournal & to view web links)

1. Talent Leadership: Boosting Performance and Workforce Engagement in an Economic Downturn.
2. Talent Acquisition: Using the Right Hiring Tools for the Right Workforce

HCI White Papers & Case Studies reflect the issues, ideas and business priorities of crucial importance to forward looking Executives and Talent Management professionals, about the one remaining lever for sustainable competitive advantage: Strategic Human Capital & Talent Management

1. Talent Leadership: [The Defining Moment: Boosting Performance and Workforce Engagement in an Economic Downturn.](#)

We are all experiencing economic turbulence, and none of us have a crystal ball to announce with any certainty how long it will last. However, we do know that when the storm subsides, your strong performers will have a range of options available to them. Energizing, aligning, and retaining your critical talent is the necessary path to ongoing business success. This webcast will provide practical analytic approaches and suggestions for what managers can do to ensure that their strong employees and top performers feel successful and committed to driving high levels of achievement in tough times - and beyond.

2. Talent Acquisition: [Using the Right Hiring Tools for the Right Workforce](#)

You've heard the old saying "if the only tool you have is a hammer, everything looks like a nail." Well, the concept of using the right tools applies to workforce recruiting, hiring, and retention as well. The Internet, email, and cell phones have created common ways to source candidates for all workforces (whereas traditionally the hourly workforce tended to look for jobs predominantly in newspapers), but the processes and tools for each worker type are still distinct. For example, hourly workers tend to fill out applications for jobs, whereas salaried workers typically have a traditional resume already prepared.

Boosting Performance and Workforce Engagement in an Economic Downturn



TALENT LEADERSHIP

HCI White Paper

April 24, 2008

By HCI Analyst



Hewitt

INTRODUCTION

"Depending on who you ask," states Scott Cohen, Principal and High Performance Workforce Core Content Leader at Hewitt Associates, "it is not clear whether we are in a softening of the economy or a recession, but the economy is clearly in a downturn." Now is right time for companies to be positioning themselves to boost both performance and engagement.

Creating a high-performance workforce - a group that consistently operates at the top of its game - will buck the trends of an economic downturn. In their presentation, Cohen and Jill M.S. Attkisson, Senior Consultant and Practice Manager at Hewitt, discuss:

- o What is a High Performance Workforce (HPW)
- o What a HPW feels like
- o Why having a HPW is important
- o Key components in building a HPW
- o What managers can do to stimulate a HPW
- o Key analytics for building, tracking, and improving HPW capabilities

The strongest organizations make high-performance practices a competitive advantage; performance-related activities have a strong execution/payback connection. The principles involved in creating a HPW are effective in good economic times and bad and properly executed, can help an organization be the very best it can be.

THE HIGH PERFORMANCE WORKFORCE

A high performance workforce drives an organization to achieve business results at the top of its competitive set. An organization with a HPW is led by a culture that values commitment versus compliance, high engagement and high achievement, accountability, trust, and opportunity. Leaders at all levels spark high performance by setting the tone and motivating the people. The company is often a superstar in its industry, filled with people who are motivated, engaged, committed, and look forward to coming to work each day.

However, few organizations have reached this goal. Many companies question whether their people are excited about accomplishing great things and if collaborative partnerships between employees and managers even exist.

"In your organization," asks Cohen, "how would the people you cannot afford to lose answer the following questions?"

- o Is high performance recognized and celebrated?
- o Is underperformance directly dealt with?
- o Is your manager an active, invested partner in your success?
- o Is it clear how to grow in step with where the organization is going?
- o Are you treated as if you are important to the organization?
- o Is the unit you are in part of a high-performing group?

Executive teams often answer either "To some extent," or "To a reasonable extent" when asked this question, but Cohen inquires, "Is that really enough?" To move closer to becoming a HPW, companies need to drive those numbers up and make sure top performers want to give it their all.

Measuring accountability, trust, opportunity, and levels of engagement becomes especially important when companies talk about their strong performers. "These are the people that executive recruiters are calling on the phone. Unless companies get better and find a way to energize and engage this group, high performers are likely to consider moving and finding another opportunity."

To spur high performers, solid contributors, and underperformers, there are messages companies need to get across. High performers, the best people in the organization, need to feel special and valued; it is essential that organizations do not take high performers for granted and invest in the "A" team so they will lead the charge.

Solid contributors keep the engine running. Attkisson says, "Too many rating systems make them feel 'average.'" Solid contributors need to get positive feedback and to feel successful for achieving the things they do; this "B" team is the backbone of the organization and consists of people the company cannot afford to lose.

Though in many companies underperformers are a neglected group, they too need positive reinforcement. This group need to be motivated, not threatened, and they need to get the message in a positive and constructive way.

ENGAGING RESULTS

It used to be that employee satisfaction was all that employee research measured. Since then, research has evolved, centering on engagement. "When we think about a high-achievement, high-engagement culture," says Attkisson, "we are thinking about the idea that a high-engagement culture is the one where people are going to reach out and proactively and constructively work to move the organization forward and to improve the results of the organization."

Hewitt research shows a correlation between high engagement and business results (Figure 1) - but attaining these goals are formidable tasks. The

Figure 1



challenge is to re-recruit and energize the company's current talent-both it's "A" and "B" players, even in the current economic slowdown.

Demographically, there is still a war for talent and companies are trying to attract the best and the brightest. Statistics show that:

- o Between the years 2000 and 2015, U.S. workers ages 35-44 will decline by 15 percent.
- o In the next ten years, 43 percent of the U.S. workforce will reach retirement age.
- o Half of Fortune 500 leaders are expected to retire in the next five years.
- o There will be a shortfall of seven million U.S. college graduates over the next ten years.
- o Sixty percent of new jobs will require skills that only 20 percent of the workforce will have.
- o Forty percent of companies in twenty-three countries are already reporting staffing challenges.

Stars are scarce in any economy and it is important to remember that a company's best talent is often its competitor's target.

MOTIVATING KEY PLAYERS

"We all have four key questions about ourselves, our jobs and our organizations," says Cohen:

- o Where is the organization headed?
- o How do I add value and what do I do to drive the organization?
- o What is in it for me?
- o Am I committed to this?

The final question summarizes all of the engagement questions. It also answers whether an employee is going to stay or consider opportunities elsewhere. "Individuals that belong to a high-performing organization are able to answer all of these questions very clearly."

Hewitt uses a framework based on the themes of accountability, rewards, opportunity, and trust (Figure 2).

Building a performance and development framework that engages and motivates key players begins with accountability. High-achievement goal

Figure 2



setting is a major component of the model-in order to be a high-performing organization, a company must find the right level of stretch goals to help move it forward and make sure they are the right goals.

The organization may also have to reconsider how it sets those goals. Cohen asks, "Does your organization reward more for caution than courage?" Setting easy to attain goals is less motivating than setting difficult goals that people come close to but do not meet. "If we think about targets that the company cannot afford to miss and targets that will help take the organization to the next level, it may be better if the company aligns performers toward those targets that will take the company to the next level."

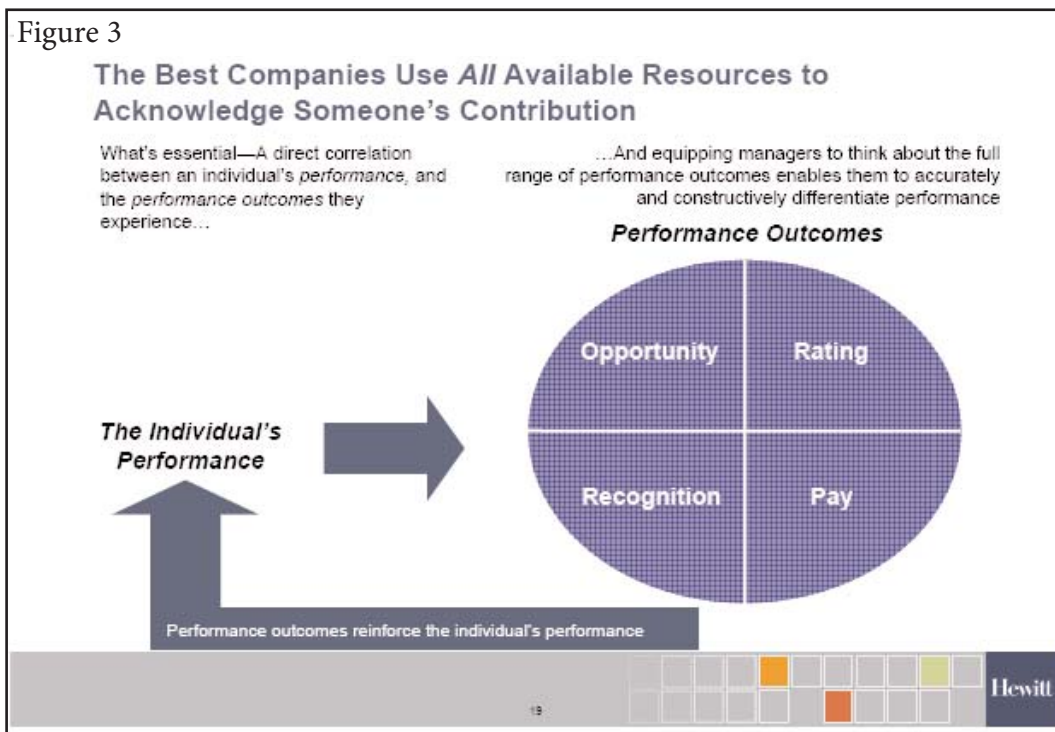
A HPW needs a level of challenge, but not so much that it feels overwhelmed. Setting high-reach goals involves good coaching and solid feedback. Top performers need to feel special, solid performers need to feel successful, and underperformers are motivated to improve or may decide to leave the role.

Companies should have regular communications between leaders, managers, and employees, acknowledging good work and

letting people know the value they are creating for the organization. The company can think about how to help people grow in the position they are in today and help them prepare for future success - showing people what they need to focus on to provide additional value in the future. "'A' and 'B' workers are less interested in the programs that are in place than in the whole package in terms of what it means to them," says Cohen. These people want to know about their potential roles in the future.

RATINGS, REWARDS, AND RECOGNITION

Just as companies need employee assessments and ratings that send the right message, they must also have rewards that motivate (Figure 3). There is a direct correlation between performance and outcomes, and equipping managers to think about the full range of performance outcomes enables them to differentiate performance in an effective and constructive manner.



A total rewards framework involves four performance outcomes: rating, pay, recognition, and opportunity. Attkisson suggests a rating scale to distinguish between levels of performance (Figure 4). "It is not enough to merely change the rating scale and say the organization has updated performance management."

In a high-performance organization, the company should be setting goals. The goals should be set correctly and aligned to business needs. The goals should be tough; strong performance is when people meet those goals. However, companies should take care to avoid making high performers feel they are taken advantage of and that strong performers are considered "average."

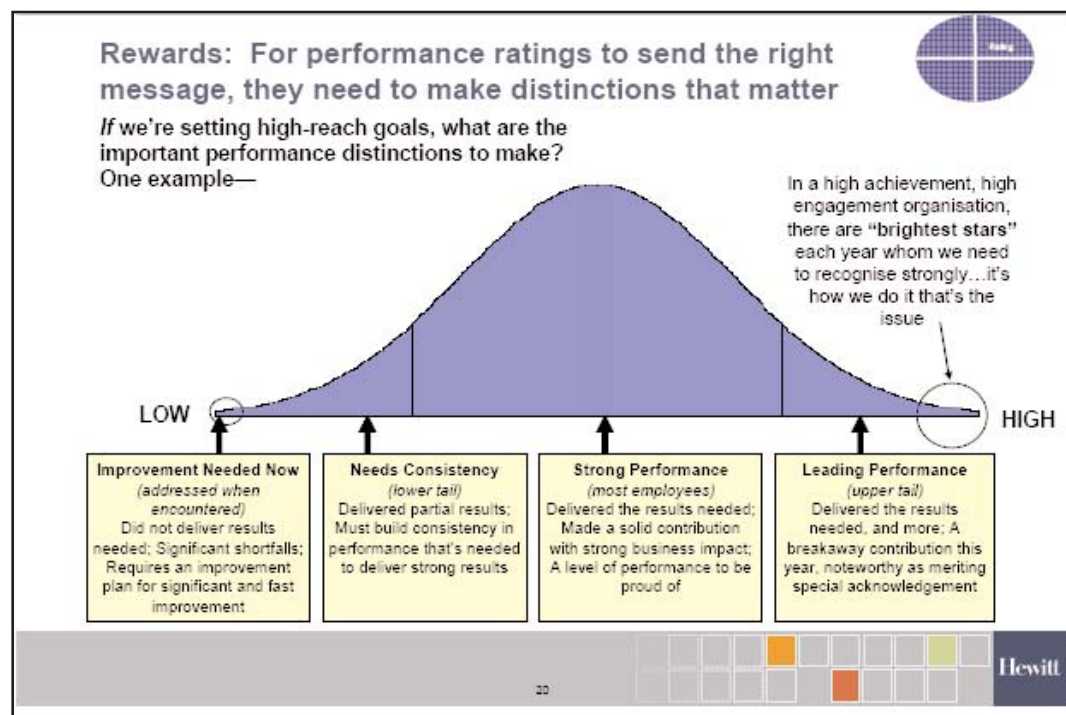
"When companies think about performance outcomes," states Attkisson, "they can think more broadly about how to recognize employee performance." Managers can maximize motivational impact by giving the rating earned, unconstrained

by budget limitations. People may understand that there is a budget and the fact that they may not get a higher compensation, but they cannot stand being told that their rating has to suffer for it. With this framework, managers can be equipped with tools and guidelines to accurately rate performance and differentiate pay.

Recognition is the performance outcome often easiest to leverage-but one many managers are unsure about using effectively. Leaders at every level ask five questions about recognition:

- o "Does not handing out praise or rewards run counter to the message that giving our best all the time is what is expected?"
- o "In giving out special recognition, do we run the risk of alienating or disconcerting those who do not receive it?"
- o "I had a boss who almost never gave out praise...so the rare times she did, it made it that much more meaningful! -Does that

Figure 4



- o not have more impact in the long run?"
- o "Do I not risk escalating peoples' expectations for next time if I praise or reward their efforts now?"
- o In our hard-driving culture, praise would not ring true, sound earnest, or be welcomed...would that not be worse than not saying anything?"

"The answer for all of these questions is 'NO,'" says Attkisson, "but it is important to note that they all deal with a culture of appreciation or a lack thereof." Recognition is effective when it is authentic, and is often as uncomplicated as saying "Thank You."

OPPORTUNITY AND EFFECTIVE STRATEGIES

One of the top three drivers of engagement is an employee's perception of opportunity. Figure 5 illustrates different strategies to build growth and performance to create a high-performance culture.

Figure 5

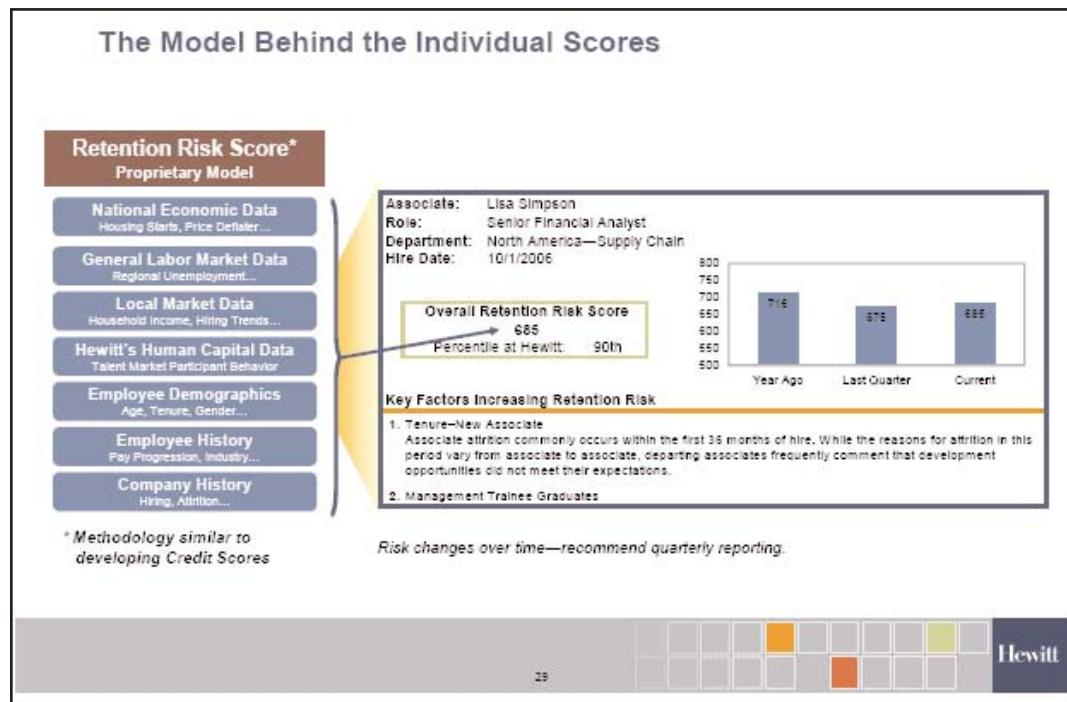
Strategies for building workforce growth and performance



Forty-one percent of HCI poll respondents utilized stretch goal setting and expanding the job to enhance workforce capability and business performance. Establishing goals aligned with where the business needs to go by way of stretch goal setting is a popular choice, but the other areas are not getting much attention. Cohen recommends giving people a taste of what leadership is like, or at least giving people a roadmap to understand the different ways in which they can grow themselves and continue to contribute to the bottom line.

He also suggests creating a retention risk score to identify who is most at risk to leave the organization in the next six months (Figure 6). Hewitt's model computes retention risk scores, and grows and becomes more intelligent over time. Once the company has identified key talent, the model can predict the chances of losing these people. This model can be broken down to critical talent vs. other talent that would still have an impact on the organization.

Figure 6



Cohen also encourages organizations to create a talent dashboard that tracks data in both good times and bad. The framework for a talent dashboard measures the workforce against the four elements previously discussed, accountability, rewards, opportunity, and trust. A talent dashboard provides an indicator of how the company is doing and if it is moving in the right direction at the right speed. The dashboard provides baseline data and a way to target action planning over time. "Creating a dashboard with these metrics, or other metrics like it, is very important because the only way to truly move to become a high-performance organization and to stay there is to keep a finger on the pulse of the metrics of the organization—taking the data and turning it into a decision science."

CONCLUSION

Managers can take six steps to engage and retain strong performers and solid contributors:

- o Let them know they are valuable and why
- o Describe future opportunities for them
- o Ask them what they need
- o Address their concerns
- o Designate a sponsor for each, accountable for their retention
- o Equip them to lead the way

To quote Marshall Goldsmith, "Every executive should be asking, 'What will it take to keep a great person like you?'" Says Cohen, "It is about recognizing the value they have provided in the

past, the value they provide today, and whether they continue to provide that value in the future."

"At the end of the day," states Cohen, "it comes down to the kinds of goals that people set for themselves and set for each other as part of a team, and tracking whether or not we got there." If the goals are set high enough at the right level and people continuously strive to meet those goals, the business results will speak for themselves.

Based on the HCI Webcast The Defining Moment: Boosting Performance and Workforce Engagement in an Economic Downturn, presented April 24, 2008.

PRESENTERS

Jill M.S. Attkisson
Sr. Consultant & Practice Manager
Hewitt Associates

Jill is a senior consultant and project manager in the Talent and Organization Consulting practice at Hewitt Associates. She has more than eight years of experience working with clients on all aspects of organizational performance, including leadership, culture, engagement action planning, talent acquisition and assessment, performance management and competency development, succession planning, and change management. Jill has extensive experience managing client projects during transactional change, including mergers, acquisitions, and divestitures. She recently developed and implemented the leadership strategy for a Fortune 500 distributor, and has led leadership assessment for several large organizations, including a significant food industry company and a large industrial player.

Her client base includes companies in the property and casualty insurance, communications, energy, healthcare and manufacturing industries. Recent clients include: Robert W. Baird, PJM Interconnection, Sodexo, W.W. Grainger, Abbott Laboratories, Ryerson, SUPERVALU, Mittal Steel, InfoPrint (Ricoh/IBM JV), Comcast, Intermatic, Vertex Pharmaceuticals, and Tellabs. Prior to joining Hewitt Associates, Jill spent five years as a consultant with Sibson Consulting.

Jill earned a B.A. in English from Carroll College (graduating magna cum laude) and an MBA with specializations in Strategy, Finance, and Marketing from the Kellogg School of Management, Northwestern University.

Scott Cohen
Principal & High Performance Workforce Core Content Leader
Hewitt Associates, Inc.

Scott is a Principal and High Performance Workforce core content leader for Hewitt's Talent Management consulting practice segment in North America where he is responsible for building and delivering high value consulting services to enable clients to deliver upon their business goals and expected outcomes in the areas of Performance Management and Development in order to build a High Achievement - High Engagement work culture.

Prior to joining Hewitt, Scott has consulted for over 18 years with other firms such as Watson Wyatt Worldwide, Hay Management Consultants, Linkage, Inc. and Development Dimensions International. His client base spans multiple industries, and his client size has ranged from large Fortune 100 multinational organizations to smaller not-for-profits.

A partial list of Scott's clients includes Emory Healthcare, Boston Scientific, Sara Lee, Rockwell Collins, AIG Insurance, CDM, Pitney Bowes, Ford Foundation, and Wesleyan University. Scott has a PhD in Industrial/Organizational Psychology from Michigan State University, and has published in the Wall Street Career Journal and the Journal of Consulting Psychology.

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Director of HCI Communities

Human Capital Institute

As Director of the Talent Development Community at The Human Capital Institute, Joy brings twenty-five years of experience in multiple facets of organizational development, human resources and business management with an emphasis in customer satisfaction, service quality, process improvement, and applying the Malcolm Baldrige Criteria for Performance Excellence. As founder and President of Performance Partners in Health Care, a company dedicated to building better patient experiences, she has authored several curriculums in leadership and staff development, and co-authored with Harold Bursztajn, MD Senior Clinical Faculty member, Harvard Medical School, *Building a Treatment Alliance with Patients and Families*.

ACKNOWLEDGEMENTS

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ABOUT HEWITT

The logo for Hewitt, featuring the word "Hewitt" in a large, blue, serif font.

With more than 65 years of experience, Hewitt Associates is the world's foremost provider of human resources outsourcing and consulting services. The company consults with more than 2,300 organizations and administers human resources, health care, payroll and retirement programs on behalf of more than 340 companies to millions of

employees and retirees worldwide. Located in 33 countries, Hewitt employs approximately 24,000 associates. For more information, please visit www.hewitt.com

ABOUT THE HUMAN CAPITAL INSTITUTE



The Human Capital Institute is a catalyst for innovative new thinking in talent acquisition, development and deployment. Through research and collaboration, our programs collect original, creative ideas from a field of top executives and the brightest thought leaders in strategic HR and talent management. Those ideas are then transformed into measurable, real-world strategies that help our members attract and retain the best talent, build a diverse, inclusive workplace, and leverage individual and team performance throughout the enterprise.

Using the Right Hiring Tools for the Right Workforce



TALENT ACQUISITION

HCI White Paper

May 10, 2007

By Dorothy Diges of Aardvark Writing



EXECUTIVE SUMMARY

Any human resource professional can attest to the challenges associated with recruiting talent. Despite the wider availability of lower-cost recruitment tools and vendor services, the changing employment market and a shrinking talent pool are combining to make HR's job even more problematic-and a prime focus of concern revolves around hourly employees and best practices to attract the finest of them.

The Bureau of Labor Statistics (BLS) reported that 98 to 100 million U.S. employees are defined as hourly associates. The hospitality and retail industries alone harbor 27 million of those hourly employees. Is this vital majority being treated as a strategic segment of the U.S. workforce?

WHY HOURLY EMPLOYEES MATTER

"Hourly employees have always been considered a majority in the workforce, but we haven't dealt with them as the important cog that they are," says Mel Kleiman, President of Humetrics. For more than 25 years, Humetrics has worked to improve human resource management by providing best-practice research to companies seeking to optimize their recruiting and hiring practices.

MOMENTS OF MAGIC AND THOSE WHO CREATE THEM

"Who has the greatest impact on your customer? Who is responsible for the 'Moment of Magic'?" Kleiman asks. "When that is identified [HR] must build a system that will help to attract that workforce. Professionals are important, but have we

looked at the person who is 'customer facing'?" Very often, that person is an hourly employee-the front-line, first impression that a company's customers encounter.

Because the majority of the U.S. workforce is comprised of hourly employees-70 percent or more-Kleiman reminds HR staffers that, "the bus don't go without the bus driver.' We need to recognize the pain that will ensue when we don't find the right people to create those moments of magic."

THE CHANGING EMPLOYMENT MARKET AND ITS CHALLENGES

The employment market has assuredly changed. BLS recently determined the lowest percentage of teenagers entering the U.S. workforce in their entire reporting history. Such statistics foreshadow a significant impact on industries whose very survival depends on first-time workers. But an even greater impact may be lurking down the road.

The work ethic, values, and attitudes required to be an effective and contributing member of an organization are often tested, or even acquired, during one's initial job experience. "Someone once asked a Nordstrom's professional, 'Who trained your employees?' The response was, 'their parents'," Kleiman muses.

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Neal Bruce, Vice President of Monster's Alliances strategies, echoes this concern, "[HR] often hears about baby boomers, but we rarely hear about high schoolers not willing to work and their parents being supportive of that. It is creating a huge hole in that part of the workforce on two fronts. First, they're not going to want to do those front-line jobs. Second, I wonder what the ripple-effect will be later on involving character?"

That ripple-effect could impact performance in future salaried positions because the teenagers of today will be those hired for such jobs. Will those future employees possess the professionalism, team-orientation, discipline, and simple coping skills needed to not only function but excel in the workplace?

Gone are the days of an overabundance of hourly associates seeking jobs. Entire industries will soon

be facing a significant workforce deficit. The National Restaurant Association estimates an industry growth rate of 2.5 percent over the next 10 years. However, BLS estimates that an available restaurant workforce will only grow by 1.5 percent. How can this 1-percent shortfall be solved?

The employment crisis affects other industries, such as trucking, nursing, and pharmacy, sectors where the recruiting need is already great. "Pharmacy schools graduated 7800 pharmacists, but demand in chain stores alone was for more than 8400. The [entire employment] market is changing, and we have to change with it," Kleiman warns. In 2000, BLS projected a shortfall of 3 million workers by 2005-2006. Although that projection was premature, the agency now estimates that number to be accurate by 2010. "What we've done is drive jobs out of the marketplace by doing [work] differently," Kleiman notes. "The number one question [HR] needs to ask before hiring anybody at a professional, salaried, or hourly level is, 'Can we do this job without people?' Because we are not going to have the number of employees we need to get the job done."

Neal Bruce agrees: "One of the things that I hear [from HR teams is], 'we want to be more strategic. We're going to outsource jobs that aren't strategic and focus on hiring for the strategic needs.'" The jobs such companies target for outsourcing are lower-level jobs such as call centers. The teams will retain recruiting for what they view as strategic positions: executive, professional, and salaried jobs.

"Frankly that flies in the face of the concept of the 'moment of magic' question," Bruce cautions. "Monster has a call center for customer support and

many of those are hourly, yet we do our own recruiting. Why? They're the ones who deal with the customers!" Bruce observes a significant and alarming disconnect between the mindset of companies who talk about the workers they think matter and those who actually do matter when considering 'customer facing' issues.

Kleiman concurs, lamenting, "We talk about moments of magic. How many of us have had moments of misery? Who creates the moments of misery most of the time? Moments of magic increase sales, make customers happier, and build an organization."

Kleiman invokes a company which many consider the gold standard for customer service: Southwest Airlines. "I don't think they're into customer service, I think they're into operational efficiency. They recognize who delivers moments of magic, and their emphasis is entirely on 'how do we select the right kinds of people who create those?' Southwest rates employees first instead of customers."

HIRING HOURLY VERSUS SALARIED EMPLOYEES

Plan	Source	Assess	Close/On-board
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KEY DIFFERENCES

1. Hourly associates are hired for attitude and trained for skill: Can they do the job? Will they have right attitude? "We hire people for what they know. We fire them for who they are," Kleiman quips. In other words, attitude is key.
2. Sourcing implications: Think like the people you want to hire and consider how they will react. It can assist in locating them. Kleiman used a personal example of a company needing carpenter

apprentices. Ads run in a logical choice, the construction section, yielded five applicants. "We then ran the ad under kitchen help [with the message], 'Would you like to learn a new trade?' and got thousands of applicants." Kitchen workers may have never considered working in construction. Targeting them inspired their willingness to learn and better themselves and prompted them to apply.

3. Who owns the problem? HR owns the problem of ensuring a sufficient number of applicants, of hiring the right people, and of making sure the onboarding is correct. But if the right hourly employee isn't there, "who owns the pain? The manager owns the pain," Kleiman says.

MULTIPLE HIRING MODELS

Many HR teams use one of three hiring models in order to ensure the right people are selected. Many companies use multiple models. What are the models that exist in your company? Can you identify them?

- o HR-driven model (e.g., manufacturing plant): HR may handle the candidate all the way through the hiring process, make the offer, then hand the new employee over to the manager.
 - Weakness: Mistrust can surface if HR is responsible for solving the problem but the hiring manager inherits the pain because the problem wasn't really solved.
- o Hiring Manager-driven model (e.g., retail):
 - Weakness: All manner of legal issues can surface. Hiring managers may know department/job needs, but are not always

well trained for sensitive HR functions.

o Blended model (white-collar, professional): Executives/hiring managers work front-end with HR regarding recruiting needs. HR does the recruiting, interviewing, assessment (testing). The hiring manager engages with the HR professional when closing the offer and during onboarding.

Bruce notes that companies don't ask enough questions regarding what model is used or what the right model may be for that circumstance. What are the inherent weaknesses/problems with each model? Have they been openly discussed? Do all stakeholders agree the selected approach is the proper one for this situation?

MOST EMPLOYERS FAIL TO SEGMENT APPLICANTS

TREATING EVERYONE THE SAME

Bruce and Kleiman agree that the greatest mistake employers make is failing to segment their applicants. In other words, they treat everyone the same. Bruce hypothesizes that one reason for this failure involves a tendency toward a "'whitewash' approach-that there's one way to market all different jobs, one assessment strategy, one online application form." [The approach is] driven by a legal scare tactic that everything has to be the same. "Within a particular job family, you must show consistency," Bruce admits, "but you're not legally required to have the exact hiring process for a CFO as [that] for a front-line store clerk. Yet so many companies do."

Technology solutions can help vary hiring strategies. Citing work Monster has done with Development Dimensions International, Bruce

explains, "The marketing messages people want to hear about a particular job differ not only by job family but by age." Younger workers highly value a fun work environment. But candidates aged 50-60 want to work for a company in which they can take pride.

Bruce cites "[the lessons which HR] could learn from consumer packaging. You wouldn't see baby food and video games and bifocals in the same aisle at a grocery store. Yet that's kind of what we do in HR when we use the same message for all kinds of different people." But with more technology solutions from vendors like Monster and Deploy, the landscape is changing.

COLLECTING APPLICANT DATA: "HAMMERS & NAILS"

Collecting applicant data can provide stumbling blocks to recruiting initiatives if the same 'cookie-cutter' or 'one-solution-to-all-problems' approach is taken. As Kleiman sagely observes, "If all you have is a hammer, everything looks like a nail. We've taken that approach."

o Resume-only method versus choice: Insistence upon a resume, or total reliance on an online system requiring one, can limit not only the quantity, but quality of your applicant pool.

- Does the best potential employee always have a resume? If he does, is it current? Do you want to lose that applicant's interest while he creates or updates one?

- Resumes are subjective and contain information the applicant wants you to know in a way she wants to you to see it.

- HR's challenge is in sifting through resumes to ensure fit, veracity, and expertise.

MATCH ASSESSMENT STRATEGY WITH JOB NEEDS

Kleiman reminds professionals that an assessment "is another way of interviewing an applicant." It is a tool used to supply the information required to make a better hiring decision. "Achievement-based interviewing is really evidence-based selection," he says, "assessments use tools not time to get information from an applicant."

Everything done during the hiring process is an assessment. However, evaluating the most effective strategy should honestly question existing practices. To illustrate this, Kleiman cites the example of a difficult hiring model employed by a particular hiring company. It involved a 25-minute interactive voice response (IVR) script that an hourly store associate had to undergo. The question was, Kleiman explained, "could they get through the whole script in those 25 minutes? I'm not sure whether it was [an assessment] of ability or tenacity."

Kleiman advises a thorough assessment of what is important in the job. Most retailers include an integrity test as part of their assessment of hourly candidates. Yet, Kleiman ponders, "when was the last time someone asked a CFO an integrity question? But I think, more and more, we need to be doing that."

When assessing applicants, no matter what job you're looking for," Kleiman advises, "look at the CAPS pyramid model." CAPS stands for:

C=Capacity: Can you physically & mentally do the job?

A=Attitude: Dependability, initiative, customer service, teamwork-"all of those qualities are literally attitude," Kleiman says.

P=Personality: The mistake people make regarding personality is in determining whether it matches the job. Kleiman asserts, "[But] the reason you get promoted isn't because you do the things you like to do; it's because you're willing to do the things you don't like to do when you have to get them done. Find out what [applicants] don't like to do and find out how they get that done when they have to do it."

S=Skill: With professionals, the assessment focuses upon skill, Kleiman acknowledges. "The two easiest things to identify are capacity and skill. The two most difficult are attitude and personality. So we need to look at those and identify 'what [does an applicant] need to do this job [and] can we train them [for the skills]'."

RECOMMENDED APPROACHES

1. Choices Are Critical (resume, profile, IVR):
 - o Take advantage of vendors: "Most vendors that you work with likely have great stats [on] your populations but don't know you need [them]," Bruce explains. If demographics of a targeted workforce are needed, "that's information that many vendors have and are willing to share to help you build a strategy based on the moving target we all deal with in our recruitment efforts," Bruce says.
 - o Make it easy for hourly associates to apply without the need for a resume by using profile sheets or offering a 'redirected' online page with a

contact information form.

- o Smaller companies may lack the recruitment budget for sophisticated data-collection techniques. However, something as simple as a voice mailbox, acting as an IVR system, can be used instead. "If you have a print ad and put in a 24-hour job hotline number, would you increase the job applicants?" Kleiman inquires.

2. Screening In Versus Screening Out Applicants:

- o Ensure that the technology you use to cull applicants helps rather than hurts your efforts. Kleiman relates the example of a position's degree requirement eliminating an over-qualified applicant with 30 years of experience who sought the job because it was very close to his home. "But when he checked 'no' to the degree question, the system eliminated him. In an hourly applicant-tracking system, the question would probably have been weighted." A 'no' response would send the applicant down another path: 'If you don't have a degree is there any other reason we should consider you for this position?'," Kleiman says. Bruce agrees, saying, "Let the cream rise to the top."

3. Diversify Your Sourcing Strategy:

- o The Boomerang Effect: Are you doing a good job of keeping track of the people who left you so you can bring them back into the system? Kleiman complains that "most companies give away their best hourly employees, and I think that happens at the professional level too." When receiving reference calls about a former, re-hirable employee, Kleiman advises creating, "a methodology that addresses [such] calls...before you give those references. [Ensure] someone makes an effort to contact that ex-employee to see if [you] can get them back."

- o Referrals from existing or new employees can be a good applicant pool resource. Kleiman suggests asking, "'Is that a referral or is that a recommendation?' It really separates the wheat from the chaff."

- o Bruce explains, "When looking at sourcing strategy, [treat it] like an investment portfolio. You want to be diversified. Monster is a great source, but I would never recommend that companies only use one source for hiring. Have a broad strategy. Try your best to measure the successes. If you've got part of your portfolio underperforming, try to change the mix."

4. Different Assessment Strategies Are Required:

- o CAPS (Capacity, Attitude, Personality, Skills): Look at what you need. CAPS involves far more than a job description. "What is that employee going to achieve in the next year that will make them an employee of the year? When you write that, you really know a picture of what you're looking at and what you need to assess for," Kleiman notes.

5. As Always-Make It Easy!

- o Make the process easy for both sides-the applicant and HR. Kleiman stresses the wisdom of this approach, "Think about Microsoft Office. [It has] Word and Excel and PowerPoint. And depending on what you need to get done, you use a specific tool and they all communicate with each other." Ensure that your process works the same way.

CONCLUSION

When examining their workforce needs, the initial question HR professionals should ask is, 'Who is

important?' Mel Kleiman asserts that generally, most salaried position needs are not immediate but hourly jobs must "be done today!" Once the needs question is answered, build a model with that applicant pool in mind. Of course, focusing on immediate needs is a survival tactic. Yet Kleiman points out that temporary agencies always have help, "because they're always looking. Great recruiters are always developing a database of those people that they potentially may want."

Bill Craib, Vice President of HCI Communities observes that "some of these recommendations might seem like out-of-the-box strategies, but that's what's needed in today's workplace. You have to figure out the right tools for each of the positions for which you're hiring within your workforce."

Based on the Human Capital Institute webcast, *Using the Right Hiring Tools for the Right Workforce*, May 10, 2007.

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Prior to joining the Human Capital Institute, Bill was the Founding Director of AIRS Human Capital Solutions, and served as Director of Training and Curriculum Development from 1997 to 2003. An early Internet adopter and advocate of its far-reaching potential, Bill developed his practical experience by establishing an Internet-centric executive search practice focused on telecommunications. This endeavor helped lay the groundwork for the significant contributions he has made to the core curriculum of AIRS. Bill earned a BS Degree from the Newhouse School of Public Communications at Syracuse University and spent 10 years as a journalist working for several media organizations, including ESPN and the Rocky Mountain News, before entering the recruiting industry.

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