

Successful Hiring When Hiring is Hard

Henry Glickel, CPC, CERS



Henry J. Glickel, CPC, CERS is currently the Manager of Talent Acquisition and Employee Retention for *By Appointment Only, Inc. (BAO)* and President of *Sales Recruiters, Inc.* In his 15 years career in recruiting, Henry has successfully filled over 900 searches in the area of sales, accounting/finance, IT, Human Resources, Client Services, Managers, Vice Presidents, and members of the C-suite and Board of Directors for small and large private and public companies. Henry recently placed 10th out of his 12 team in his fantasy football league.

- Henry earned the CPC (Certified Placement Consultant) designation from The National Association of Personnel Services in 1998. This designation is highly respected within the recruitment industry.
- In 2009 Henry earned the Certified Employee Retention Specialist (CERS) designation from the National Association of Personnel Services. The CERS credential along with the pre-requisite CPC or the Certified Temporary-Staffing Specialist (CTS) are the only national designations recognized globally by the personnel services and staffing industry. There are less than 75 CERS in the United States. He is only 1 of 2 trainers for the CERS coursework.
- In 2012, Henry was named the H. Michael Boyd Excellence in Employment Award Winner for the Association of Employment Professionals.
- In December of 2014, Henry's book on recruiting, "The Power of Proactive Recruiting" was released in written, ebook and audiobook formats.
- Henry has been published several times in *Sales and Marketing Executive Report*, *Selling Magazine's Special Report*, *Selling Power*, *Fortune Small Business*, *Metrowest Daily News* and *Selling Crossing Magazine*. He has also been quoted in *The Wall Street Journal's FINS* publication.

Top Five Recruiting Challenges

- 1. The need to make a speedy hire**
- 2. Not having enough resources**
- 3. Being unable to find the perfect candidate for a certain position**
- 4. Finding workers who fit the company culture**
- 5. Shallow Talent Pools – Shortage of qualified candidates**

Where did Everybody go?

Why it is so hard to find suitable employees today?

- Manpower Group reports that 52% of U.S. employers surveyed say they have difficulty filling positions because of talent shortages.
- The National Federation of Independent Business said that 44 percent of small businesses looking to hire that month reported few or no qualified applicants for positions they were trying to fill.
- U.S. employers are taking longer—25 working days, on average—to fill vacant positions. That is a 13-year high, according to the Dice-DFH Vacancy Duration Measure. At companies with 5,000 or more workers, the time to hire is even longer, at 58.1 working days.
- Job openings reached 4.7 million in June, the highest number since 2001
- "When there's a larger pool out there you can make mistakes and there's another one standing in the queue. Now, when you hire someone you want to make sure they're the right one."

Where did Everybody go?

Why it is so hard to find suitable employees today?

The 10 Hardest Jobs To Fill In 2015

- 1) Skilled Trade Workers
- 2) Sales Representatives
- 3) Engineers
- 4) Technicians
- 5) Drivers
- 6) Management/Executives
- 7) Accounting and Finance Staff
- 8) Secretaries, PAs, Administrative Assistants, and Office Support Staff
- 9) IT Staff
- 10) Production/Machine Operators

*** In TX and FL most difficult position to fill is NFL Quarterback!

Where did Everybody go?

Why it is so hard to find suitable employees today?



What Methods are you currently using to recruit and hire new employees?



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What positions does your Business Center currently employ?

Which of these are most difficult?

What positions are you trying to fill today?

What positions will you be looking to fill in next 6 months?

What Methods are you currently using to recruit and hire new employees?

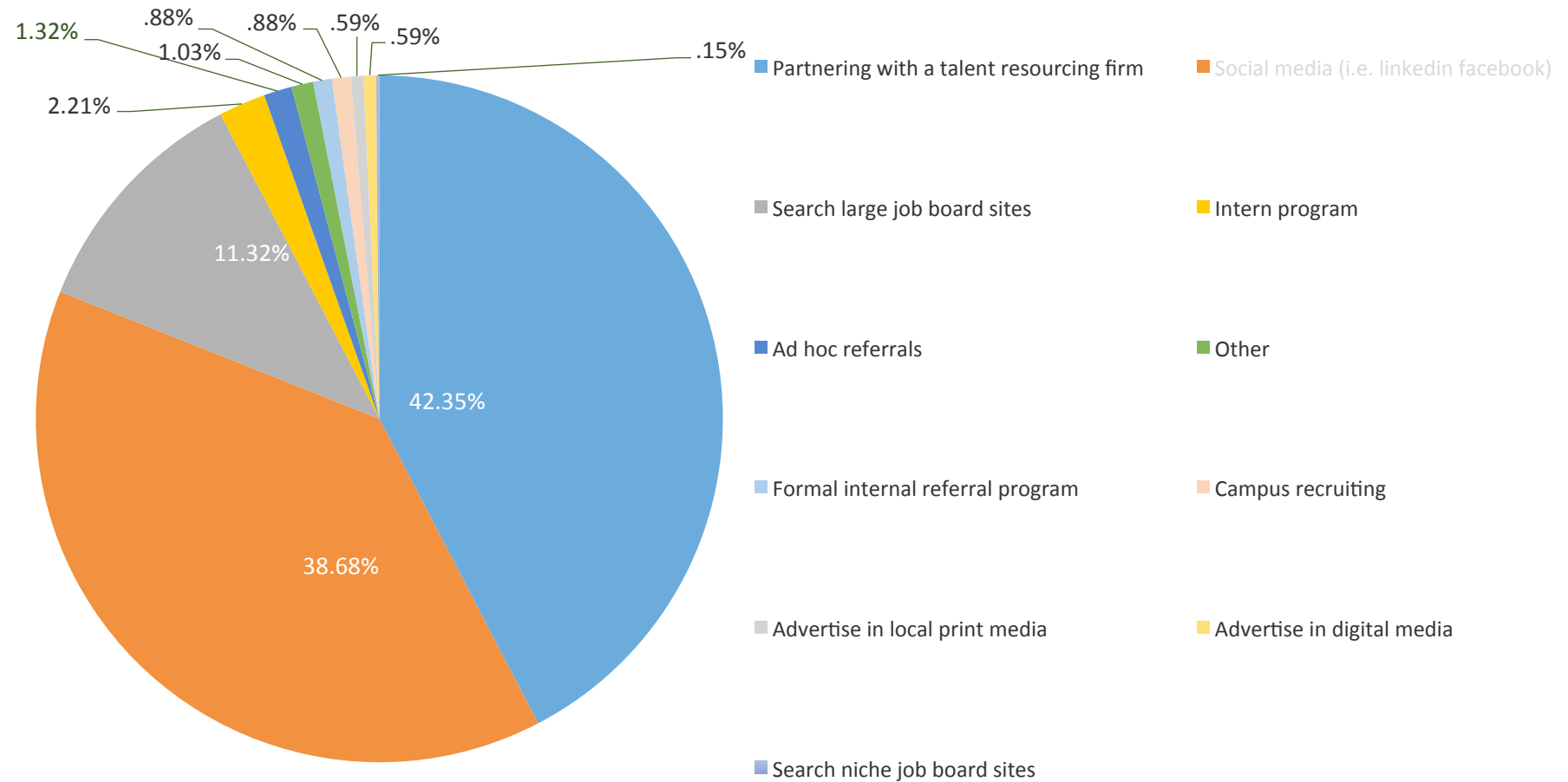
What channels are you using to find employees now? Results?



What Methods are you currently using to recruit and hire new employees?

- Referrals
- Career site
- Job boards
- Direct source
- College recruiting
- Rehires
- 3rd party Agency (Recruiter)
- Social media
- Print
- Temp/contract-to-hire

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Best Practices -FASTSIGNS of San Antonio

Challenge - To implement an outside sales program this year to grow their center sales and take their business to the next level. Very limited responses to job ads and no qualified candidates in the pipeline.

Action - Matt West met Stuart Goldblatt from Sales Recruiters, Inc. at the 2015 FASTSIGNS International Convention Vendor Show and hired the recruiting firm to find their center the right Outside Sales Professional.

After Sales Recruiters, Inc. screened the ideal candidates, West hired Outside Sales Professional Bill Freeman, who had sales experience in the commodities industries, but no sign experience. West used the FASTPATH training program available on the FASTSIGNS Support Site to introduce his new Outside Sales Professional to FASTSIGNS.

Best Practices -FASTSIGNS of San Antonio

Result - Since hiring an Outside Sales Professional, this San Antonio center is operating at a higher sales volume. Freeman brings in larger, more comprehensive projects from fewer clients and has a much higher average invoice.

"As a Franchise Partner, having an Outside Sales Professional gives me the freedom to focus on the strategic aspect of my center and business operations. I know that I have someone to send to on-site meetings who will do a better job at closing sales," West said. "We're not stopping here; we plan to hire additional Outside Salespeople in the future."

Best Practices -FASTSIGNS of San Antonio

Just the facts

35 days to complete (from start of search until start date (2/3 & 3/5))

Cost \$6088.06 (\$6k fee for Agency and \$88.06 for McQuaig assessment, background checks and coffee at 1st meeting)

Matt invested 14.25 hours for the interview process (4 candidates)

Bill produced >\$91k in incremental sales in his first 120 days.

SRI began recruiting for 2nd sales position November 4th, offer extended and accepted 11/30/2015. We are now working on a 3rd sales position for Matt!

Best Practices - BAO

Challenge:

To develop a consistent and strong flow of candidates for sales representatives and remain at a sustainable pace to serve BAO's growing needs.

Action:

Henry met with Human Resources and senior management at BAO. Henry developed a sales process, phone interview scorecard, candidate evaluation interview questions for six key success factors, conducted phone interviews, scheduled in person interviews and completion of paperwork before the interview. Interview templates, offer letter templates, application, in-person interviews, sourcing, scheduling and paperwork tasks were taken from the manager's busy plates.

Results:

Since its inception, BAO has reduced the cost per hire by over 41%, reduced the time to hire to 2-3 weeks instead of 7-10 weeks, increased tenure by over 10%, in a difficult qualified candidate short market.

Best Practices -FASTSIGNS of Santa Rosa

- **Challenge** - To hire and *retain* an outside sales rep to grow sales and take the business to the next level. No **Active** candidates and average compensation offered for similar position > \$91,108.00/ yr. In addition, no representative has lasted more than 18 months in the role.

Action – Kevin Jones met Stuart Goldblatt from Sales Recruiters, Inc. at the 2015 FASTSIGNS International Convention Vendor Show and hired the recruiting firm to find their center the right Outside Sales Professional.

After Sales Recruiters, Inc. screened the ideal candidate (only 1), Jones hired Outside Sales Professional Tabatha Howard, who had sales experience and was a **passive** candidate with Heidelberg USA.

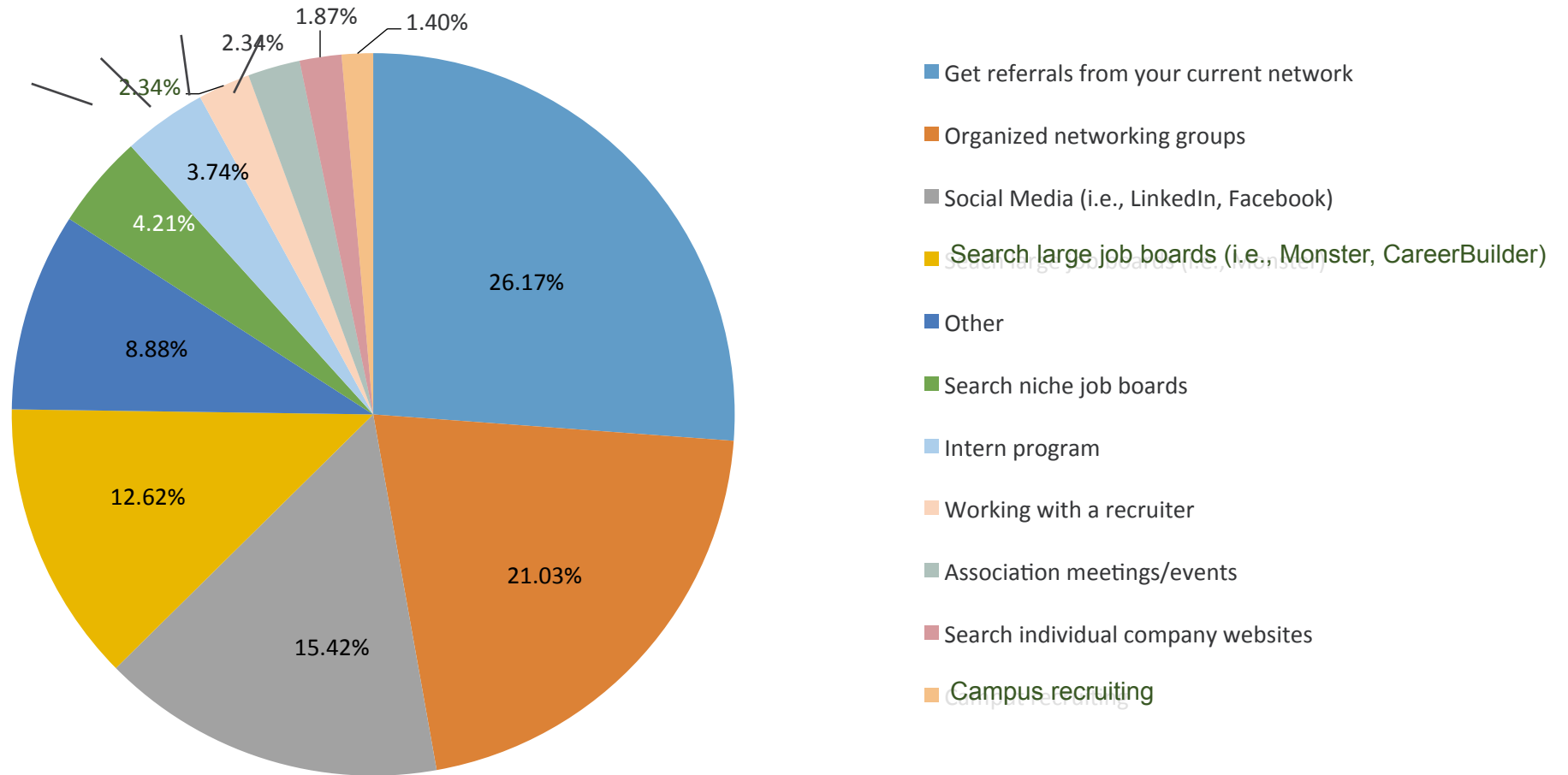
Wrap Up

1. Recruit passive candidates
2. Cast a wider net by recruiting in different industries / broaden search outside of local region / broaden search outside of the country
3. Bring retired employees back part-time to work and train
4. Focus more on staff retention
5. Change recruitment strategies
6. Provide training and development to new and existing staff to fill vacancies
7. Partner with educational institutions to create curriculum aligned to talent needs
8. Offer mentor or intern programs

Wrap Up

9. Increase focus on improving talent pipeline
10. Increase starting salaries
11. Enhance benefits packages, including signing bonuses
12. Create an interim or stretch roles for best fit internal employees
13. Provide clear career development opportunities to applicants during recruitment
14. Provide virtual work approaches for applicants
15. In addition to traditional permanent roles, consider providing consider providing the option for contingent and assignments
16. Offer unexpected perks

Wrap Up



Action Items

1. What is the next position you will be hiring for?
2. What 3 new methods or channels will you try to find your next employee?
3. How much time are you budgeting for this search?
4. How much money are you allocating to this search?

Questions & Answers

Great job Everyone, Thank You!



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