

Recruiting 201

Abstract: Recruiting in a tight job market describes a framework of activities you can utilize to attract and recruit good candidates

Recruiting in a tight job market

The following describes both tactical and strategic elements for YOUR COMPANY's recruiting success. Strategic recruiting does consist of a series of tactical activities. Many of these activities may already be in place in YOUR COMPANY, in part, or whole. The majority of these activities listed will focus in on what can be done in a tight hiring market.

Leveraging the Brand; YOUR COMPANY brand is growing everyday, so, plugging the need for specific talent at every opportunity in not only fortuitous but necessary to attract talent. In a recent example CEO mentions in a blog about hiring and your JOBS email box gets significantly increased applicant flow. Every positive event for YOUR COMPANY in the market is creating a HUGE snowball effect for brand. Leverage it, is it time for a billboard on 101, on the Jumbo Screen, or movie theater?

Creation of a product road map, and further create a technology road map to support the product road map. Does this already exist? This will help illuminate where to focus for future resources. Where do you need to invest in long term and transient resources to be successful? This can be a significant selling point to a candidate in the process of considering, why YOUR COMPANY.

Creation of internal growth from internal talent: Look for opportunities for strong contributors to grow with the company. Apply and create individual performance plans for this.

Develop a retention plan: YOUR COMPANY must also anticipate and plan ahead for for preventing and handling turnover of a critical resource. Currently losing one member on the front team could be devastating to progress and plans. What will YOUR COMPANY do if and when a developer says, they are giving 2 weeks notice? Response is situational, but, if it's critical thinking now that can help prevent or squelch attention.

Tight market positions, for example, YOUR COMPANY's Front-End Web Developer positions are being challenged on several fronts for finding win-win talent. For this type of position, the resource demand is higher than the current talent pool. On the two largest ends of spectrum, there are candidates for this role that just want a gig, and will only work remotely, clearly not fitting our

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current intentions. Then there is a large candidate base that wants to engage in latest and greatest technology, i.e. Flex, AS3, and AIR. Many of the Front-End Web Developers candidates have expressed they have no desire to pursue outdated technology work. That said, there is a much smaller pool of candidate to attract that will be employable and meet YOUR COMPANY's culture and technical acumen need. So, to work with the market conditions, a roadmap can be a key differential to sell to candidates. As an example, this could be as simple as a component of a roadmap plan to evaluate, document, and pursue Flex as it may be appropriate, and engage the candidate to be part of that process as a selling point.

Transient Resources: On the other hand, a plan to how to work with transient resources may be worth considering. Transient resource, like 3 to 6 months windows as needed. Engage contractors, and during the engagement attempt to retain the best to become employed.

Hire-to-learn: Pursuing new and recent grads, and complementing medium term payback, investing 3 to 6 months potential drain factor. This would require an adjustment to lighten up on the screening and interview processes for this. Caution this does not mean hire weak resources, just redirect focus to reviewing problem solving skills over specific domain expertise.

Directed Poaching: Identify candidates within companies that utilize similar technology or address similar markets. We were able to identify several companies using a candidate masquerade but not leverage this information to identify candidates. Using LinkedIN is good, but there are other techniques, such as cold calling into a company to identify who is who, a technique typically done by external 'head hunters'.

Host an Open House/Event: Perhaps another Lunch 2.0; We had a handful of interesting follows ups of prospects from our last lunch 2.0. <http://www.lunch20.com>. Consider alternate timing an event to start at say 3pm and go until 5pm, or Lunch 2.0 'breakfast', a round table like event ?

Sponsor a contest: Engage your team to focus and create a contest and focus on a specific target and outcome. Random Examples: create skins for background, create a framework for users to create a YOUR COMPANY specific widget, another idea, create a proxy to push automated IM BOT messages or random BOT conversations, aka 'stress test harness' to validate through put and quality of service.

Internal referral rewards: Offer rewards to employees that refer candidates that are hired. Let the best refer the best for YOUR COMPANY !

Host a guest speaker series or user group meeting: As the host company you can plug hiring needs , also announce referral reward or incentives. Idea: Host an existing user group at YOUR COMPANY, like web builders, or web guild; may need to limit head count.

College Recruiting: 'A' schools and selected 'B' schools. Choose from business week top 100 schools. There are several 'B' rated schools with great candidate potential. Schools like University

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of the Pacific, <http://www.uop.edu> are in top 100, and then top 25 by major, another hidden jewel. Use event type per school that makes sense, career fair or info session. Timing can be critical to register for an event 6 or months in advance.

Automation Tools: What tools can make sourcing candidate identification more automated ? Can we develop a tool to auto-magically identify candidates base on sets of keyword, and then create a list of names to manually review ? Sure we can...

Imitate Innovations: While YOUR COMPANY was no invited to an event for College alumni, that should not exclude setting up some outside of the event, like the ice cream truck rented by another company.

Get the word out: Job postings although you have them posted, they need to be tracked for best leads. Is Monster, JobFox or Hotjobs working ? What about those google ads are they working ? Are metrics, costs in line with expectations ?

Revamp your JOBS link: Build in a uniform method for receiving resume and cover letters, with puzzler questions. Have this auto fill into a Candidate Tracking System.

Networking and user groups: Participation from all employees within YOUR COMPANY can attend industry events, tradeshow, and user groups.

About the Author

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