



The 10 Rules for ROI Recruiting

By Gina Petrello-Pray, Contributing Editor

A deliberate approach and a well-defined recruiting plan are the keys to hiring choice candidates

Lately, there has been a flurry of hiring activity in the flexible packaging and converting industries. However, activity without a well-defined recruiting plan is often a waste of time, energy, and resources.

If you want to be successful in attracting and hiring choice candidates, you must take a deliberate approach to recruiting. The following 10 rules outline such a deliberate approach, and I refer to them as *The 10 Rules for ROI Recruiting*:

- 1) Define your objectives before starting.** More than 25 percent of organizations don't know what they're looking for before they begin their talent search. To hire effectively, you must first define the position, ideal candidate, and performance level. In addition, measure all three in increments of three months, six months, and one year to determine if the results are meeting original goals and objectives.
- 2) Wage a talent war.** Have an aggressive and up-to-date recruiting plan. Methods used years ago no longer apply. You must continually improve your recruiting process on the assumption that your competitors are continuously copying your best practices and will soon catch up.
- 3) Dare to be different.** To win big, you must take chances and go outside the box, and try unique recruiting methods. Give yourself permission to take risks. The road less traveled may be your shortcut to success.
- 4) Avoid a mismatch.** Finding the right fit for the right job pays off. The justification is that never before has it cost so much to recruit, train, and maintain only to discharge the employee. It is estimated that the cost of a mismatch can be up to four times the person's salary.
- 5) Prepare to fight for superstars.** No matter what the economic situation, top performers are hard to land and must be fought over. The good news is that they are easy to identify. You probably already know them personally or by reputation. Focus your efforts on luring them away from their current employer but expect that they will be enticed with more exciting jobs than traditional ones.
- 6) The very best require the "WOW" factor.** In conjunction with No. 5, superstars will require a WOW factor to get them to consider your job opportunity and company. A WOW is defined as an extraordinary management practice, benefit, or job feature that is exciting to them. Top performers don't want to work at mundane companies or at the same old jobs.
- 7) Speed is everything.** Top talent doesn't wait. In fact, statistics show that the top 10 percent are gone in 10 days. Delays in your hiring process waste time and virtually assure you'll lose talented candidates. Eliminate any unnecessary screening and interviewing steps. Shorten the bureaucracy and selection process and close the deal while interest is high.



- 8) Encourage and reward employee referrals.** All employees are talent scouts. They are in frequent contact with other professionals and their words can be the best sales pitch for your company and the position. Encourage employees to participate by offering an incentive or reward for every successful scouting mission.
- 9) Managers must "own" recruiting.** Times have changed. Recruiting is no longer a task for which companies can rely solely on their HR department or in-house recruiter. Managers must share in the responsibilities and become involved early in the process since today's candidates want to talk directly to managers and decision makers. HR and in-house recruiters can still do their part, but now it's the manager who usually makes the final sale.
- 10) Be creative.** Use a variety of recruiting resources including in-house recruiters, networking, advertising, Internet career sites, and reputable human capital search firms. Don't be afraid to experiment and mix it up. Remember you can always change whatever isn't working. In today's talent market, companies need to be flexible and fluid.

Gina Petrello-Pray recently launched her new search firm, Enterprise Asset Search (EAS), of Solon, OH, specializing in the flexible packaging and converting industries in North America. She can be reached at (440) 715-0040 x206 or gina@enterpriseasset.com.