UNIT-5 CLIENT STRATEGY

Learning Outcomes
By the end of this unit the learner will be able to:

Unit 5

Client strategy

In the recruitment cycle, client strategy follows on from client acquisition. Acquiring a client is not an end in itself; it is the start of the recruitment process. Once your client is acquired, you need to decide how to deliver a service to meet their needs. The same process holds true whether you are just starting a job with a company as Head of Resourcing, a recruiter with a retained search brief, or a temp controller.

This chapter covers the development of a delivery strategy, exploring the alternatives from whole-company strategies through deciding on a recruitment method for one role. Although the chapter will not provide all the options, certainly for the former, it will provide a framework to consider the factors and what's important. Alongside this, and running in parallel with managing your candidates, is of course managing your clients through the development of the right strategy for them and the relationship you are building with them.

The range of methods to attract candidates can be divided broadly into two types. The first type is 'direct', involving acquiring a candidate directly for your role, database potential, temp pool or as a useful contact for the future. Examples might be job-specific advertising or headhunting. The second type is 'indirect', through either making it easier to acquire candidates, widening your candidate base or supporting their acquisition through the direct methods. Examples would be running events, attending networking gatherings or corporate advertising – branding in general.

If you are working in-house it is equally important to understand the motivations of the agencies and consultancy suppliers working with you, and how best to manage them. This chapter also offers some advice on this important topic and at the end we consider the impact some of the indirect methods can have on your overall recruitment success.

Devising an 'out-of-the-box' client strategy can really gain you a competitive advantage, both for managed service providers (MSPs) and at the individual desk level. Providing a new and innovative solution to a client's problem will ensure you rise to the top of the supplier list and will win more business with clients or win praise and promotion with your employer.

Before even considering a strategy there is a range of considerations. First, you need to identify what you are trying to achieve and within which business or organizational context.

Decide Your Objective

If you need volume candidates, for example, this will require a different approach from finding one to three candidates to fulfil one client requirement. A senior strategic hire for a business will need a very different approach from a junior programmer – and the implication to the business of not hiring that individual will also be very different.

The senior strategic hire, for example, may need to be recruited from a blend of passive and active candidates. The junior programmer would simply need to be short-listed from available active candidates.

Attracting permanent or temporary candidates or contractors can require some of the same techniques, but it is unlikely to be appropriate to 'search' for an IT contractor or a junior health locum for example. It may well be worth your while however to network amongst existing candidates (contractors and temps) for new candidates. You may find they are working with someone from another agency and that person is unhappy – they may feel they would like to recommend their colleague to you at some point.

Cost Of Candidate Acquisition

Some external consultants will be more concerned with this than others – internal recruiters, recruitment consultants, business owners and sole practitioners will be very concerned about it. As with any other business, recruitment is not just about the revenue you bring in, it is also about the costs that you incur in order to deliver that revenue. Some markets will be 'candidate-rich' and others 'candidate-poor'. Anyone in recruitment who has lived through one of the recessions will understand how it is possible to go from eight replies to a good, well-designed Sunday Times advertisement for senior salespeople to 500 over a space of six months. So, in a candidate-poor market the cost of attracting your candidates also becomes something to focus on.

For internal recruiters this cost is often a KPI against which they are closely measured. An organization in high growth wanting to take advantage of market conditions will care less about the cost of acquisition and more about filling the roles – the opportunity cost of not doing so being too high – but a business in steady market state or carefully managing costs will have some clear objectives around this, which of course then play out to the external suppliers as well.

The key to success is to use a range of techniques to deliver candidates in the best-value way possible. Any candidate attraction strategy will employ all the techniques detailed below to ensure that it is covering its entire market and enabling the cost of candidate attraction to be kept at a value for money level. Any strong strategy will also be looking at the attraction of both active and passive candidates and the development of a strong brand to generate candidates.

Active And Passive Candidates

An active candidate is actively on the job market and looking for a role. Passive candidates are not actively looking for their next role. Arguably that is every other candidate you might come across. Within these categories there will be huge variations in candidates' motivations.

Some apparently active candidates may appear active by having loaded their details on a job board for example, but may only be looking around to see whether they are being paid enough or to make them feel wanted by a range of presenting opportunities.

Some passive candidates may be seriously considering a job move but have not yet started looking and your contact comes at an opportune time.

Accessing passive candidates is appropriate and desirable when the role is of great importance to the business and it wants to ensure it is interviewing the best people with the right skills in the market, or when the role is hard to fill and there are few active candidates available. Recruiting solely from an active candidate base is a good strategy when there are multiple roles, a range of avail-able candidates with the right background and skill sets, and the role is not of strategic importance to the business.

Upstream And Downstream Recruitment

Increasingly internal recruitment teams are focusing on both upstream and downstream recruitment in workforce planning. Upstream is all about building talent banks and developing CRM campaigns with candidates over long periods, with a view to succession planning and building candidate pipelines for the future. Downstream is about recruiting for jobs that are here today. The focus of a good recruiter, specifically perhaps within niche markets, is always to keep in touch with a wide range of candidates who may not be placed for a period of years but who might often turn into clients. Passive candidates of course are primary targets for talent banking.
Upstream recruitment can also contribute to the building of an employer brand. Done poorly it will adversely impact on the brand but done well it can build a brand most effectively, a topic that we consider more closely at the end of the chapter.

Whole-Company Solutions

First, however, to develop a client strategy we look at whole-company solutions. If you are an in-house, RPO on-site, or external recruiter tasked with recruiting all of the role for a particular client you are likely to need to develop an overall attraction strategy that is likely to include a whole range of the activities below plus a few more. Here are some of the options.

In-house strategy options

As stated in the introduction, recruitment becomes increasingly strategically important to any business in the knowledge economy. In the early part of this century a small percentage of roles needed knowledge – now it's 60 per cent and rising. The capture, development and retention of talent is now a specialization, rather than just a part of anyone's human resources remit. This book confines itself to the consideration of talent acquisition, although without a firm link between development and retention the acquisition of talent is made that much more challenging. If potential candidates cannot see how they fulfil their ambitions or develop themselves and their careers personally whilst feeling what they are engaged in is worthwhile, then they are less likely to join, or indeed stay!

Organizations are increasingly using marketing tools and techniques to deliver their recruiting numbers ever more efficiently, at lower cost per hire and in a more targeted fashion, adopting a wide range of promotional marketing techniques to help them.

With this in mind as a backdrop, organizations have a wide range of choices in handling their recruitment.

The factors they need to consider are:

- number of hires;
- locations;
- level and discipline;
- competitive market;
- candidate supply chain
- candidate-short or candidate-rich;
- candidate proposition;
- employer brand
- attrition rate;
- other factors affecting attrition – internal mobility of labour for example;
- job offer to acceptance rate;
- number of applications required to fill all roles;
- Appetite and competence of the business to hire.

The choices for strategy vary from outsourcing it all to one provider through bringing it all in-house. Outsourcing itself has a range of guises, which can vary from a short-term internal upskilling, through the transfer of knowledge from the outsourcer to the client, to a long-term solution. There are a myriad of variations in between these two, a wide range of which are detailed below with the advantages and disadvantages of each.

Strategy options

Manage all the recruitment in-house through HR manager/s or business partners

This keeps all of the control and the accountability in the business. HR managers will be much closer potentially to the needs of the business and they can see recruitment within its wider context, advising on a range of issues. This is a good solution if the number of hires required each year is small and manageable.

Outsourcing to one provider

Outsource it entirely to one provider. Negotiate a set fee per grade of hire (excluding any internal referral scheme), with a set of KPIs in place to ensure delivery.
This locates the delivery under one accountable provider, whilst also allowing the business to focus on its core competence of delivering its own service or products to its own clients or customers. It should result in good cost savings.
The supplier takes on the risk of success around candidate attraction and invests in programmes to that end.

Have the outsourcer manage agencies, your internal referral programme and specialist searches for senior hires, and drive down fees by negotiating well with tier-one agencies who are specialists in their own fields and will in turn use a range of smaller tier-two suppliers to deliver in to them – in other words specify how the delivery is to be achieved. Delivery team are usually based on-site.

Partial outsourcing

Outsource parts of your recruitment – perhaps the more challenging parts – to specialist providers. This could be IT recruitment perhaps, or senior recruitment.
This means you can keep the less crucial parts of the business, perhaps the less mission-critical aspects where recruitment is all about process and volume, rather than the attraction of scarce resource. Cost savings can be made so long as the business has expertise and strong process in-house.

This works well for specific technically specialist projects or if you have a steady-state set of recruitment needs across the business all year but a heavy demand of recruitment projects from time to time.

A full-service approach for senior appointments has the benefit of also buying in expertise on assessment and resource to facilitate the whole recruitment process if required.

Outsource the strategy and in-source the operational aspects

The advantage of this is you can gain some help and leading-edge thinking on client strategy, or elements of your recruitment that are causing problems, but you can still implement these internally.

Develop the strategy and outsource the back office

If you have the strategic expertise located in-house, and you know your market better than anyone, are abreast of all the new methodologies and are an innovation business as a core competence, this may be a great strategy for you as it means you can reduce costs on process management.

In-house with external support

Bring it all in-house, delivering the bulk of the recruitment in-house and using external agencies to source additional staff where needed. This model has a high degree of flexibility in that it can turn additional agency resources on and off as and when needed. The disadvantage of this is there is less capacity to reduce costs quickly.

Operate a shared services model across a range of businesses

This can be a useful model if you are working in a larger business and recruitment is not a core part of the business strategy, either outsourced or run by in-house personnel. However, if the model is too far removed from the needs of the business it can falter where it becomes a process rather than being driven.

Locate recruitment internally in specialist teams all reporting through to the HRD

The advantage of this is that the recruiter sits within the business and can there-fore develop close relationships with the line managers and hiring managers. The closer that recruitment sits to the business and the more motivated they are, the more effective they can be at managing the process.

Locate recruitment internally within local business partners in the HR teams but with a central application process online and through a recruitment advertising or response agency

This solution has the advantage of embedding the recruitment process in the overall human resources policy and operation. The disadvantage is that often the human resources team do not enjoy ‘on-the-ground’ recruitment, seeing it as necessary to support the business, but not something they enjoy spending much time on.

There are of, course, any number of variations on any of the above strategies, with hybrid solutions tailored to the needs of the individual business providing the bulk of the solutions. Typically, making these choices will be determined by the importance of recruitment to the business, balanced with the cost of hiring and the philosophy of the board around talent management. For many knowledge-based organizations talent is on the board agenda at all times, for without it many businesses are unable to deliver what their clients need. Yet at the same time if the cost of acquiring and retaining that talent becomes uncompetitive margins on delivery are erased.

Client Management

Managing your client through the recruitment process is strongly akin to managing your candidate. Indeed many of the client management processes and touch-points (the points in the process when the candidate touches base with the recruiter) are outlined in the candidate management section, particularly where following through the recruitment process is concerned. As a recruiter you may need to take an assertive stance with your clients to ensure the process works well and flows in the appropriate timeframe.

How to manage clients assertively

You have a good opinion of yourself and of others. This is widely known as a life position of ‘I’m OK, You’re OK’ in Transactional Analysis terms. Sadly it is easy to cite examples, and we are sure you can think of many, of times when recruitment does not work like that. All too often there is an imbalance of recruiter and client, or recruiter and candidate.

In-house recruiters who get the most out of their suppliers do so because they have a forward view of partnership supplier management. Equally, line managers who get the most out of their in-house recruiters or RPO team share that view. The old adage of ‘getting back what you put in’ applies not only to IT systems but also systems and processes, which include human interaction.

It is logical to conclude that if you put a lot of time and effort into developing and managing your supplier relationships, you will get a lot more from them. External recruiters (and many in-house recruiters will know this as they have moved from agency-side to client-side) are keen to do a great job and work hard on behalf of a client – so long as that client ensures it makes business sense for the recruiter to do so.

Ways to be assertive

This works for both internal and external recruiters:

- Be prepared to offer advice contrary to the client’s wishes, if you feel their preferred strategy will not work.
- Negotiate timescales; ‘If I can finish the role specification for you by tomorrow and brief the agencies, can I have your assurance you will have reviewed the CVs within 72 hours of receipt?’

- Be upfront about problems and present solutions at the same time. Develop a ‘can-do’ attitude.
- Steer clear of apologising profusely but take responsibility when it is your fault.
- Don’t take a ‘No’ personally – this is business, not a marriage.
- Avoid saying ‘I can’t’. Stick to positive responses and make refusals in the third person.
- Think about what you want to achieve and say before a client meeting and prepare your first sentence.
- Manage your body language to reflect back the way in which you want to be perceived and how you are speaking.
- Above all, try and get to meet clients face to face whatever that might take. Take a CV in personally, drop a time sheet by, visit your contractors and your temps, and arrange a spur of the moment coffee.

Managing client meetings

Recruiters are likely to attend many meetings where they have to both persuade a client of their point of view and also confirm in the client’s mind that using their service or buying from them is the right thing to do.

You may be in a role where you work purely over the phone. Any contact you have with a client works to the same principles. Whether you are an internal or external recruiter, clients always have a choice. It’s important that, whatever meeting, conference call or video conference you attend, you prepare fully for it and set clear goals.

As far as client strategy is concerned you are likely to be meeting people for the following reasons:

- To take a brief or a role/person spec;
- To present your thoughts on solving their recruitment problem.

We’ll look at both of these in turn. It’s likely you will have an outline role specification before presenting your thoughts so we’ll look at this first. You may not choose to take a full specification but an outline one at first, to evaluate (as you evaluate candidates in candidate management) whether this is a role you can help with or wish to take on.

Taking a job spec or brief

You’ll need both a role specification and a person specification. The role specification is a description of the job and what it entails, often referred to as a brief, a job specification or job description. A person spec will either be a separate document or combined with the role spec as one document. Often your client will have a role and person spec to give you to work from.

There is a wide range of resources available to help you develop a good role and person specification if you need to do so. Success in placing candidates often depends, as we see in other chapters, upon success in four key factors:

- taking a good workable job and person spec;
- developing a good relationship with the hiring manager;
- your capacity to deliver good-quality candidates through your chosen client strategy to fulfil the spec;
- Managing the process through to successful conclusion.

The consequences of not taking a good brief are many, and one of them may be that you cannot make a placement.

Three guidelines

There are three aspects to taking a good role specification from a candidate, internally or externally:

- Developing a list of 'essential' and 'desirable' skills to assess candidates against. What must the client have for the role and what would they like but can manage without. Getting the mix right will ensure a robust candidate proposition but a tight short-list.
- Understanding the cultural fit of the business and the hiring manager – getting 'under their skin'. The capacity of a recruiter to match the culture and chemistry of individuals is a key 'value-add' for clients. This means spending time with your clients and building up a relationship of trust and mutual understanding.
- Qualifying the role as 'live'. In order to make it a good use of time to work on a role it must be possible to recruit the right candidate as soon as he/she becomes available. If this is not the case, this is unlikely to be a 'live' role.

In taking the brief or vacancy always ask your client what the essential and desirable skills are. If you have a large number of candidates this can really help you when it comes to honing the shortlist, as it is easy to assess them in a logical fashion using this method.

Developing a good relationship and understanding the client's needs means you can sometimes circumvent the facts of the role spec yet still delight the client with creative candidate sourcing.

Qualifying the role

When recruiters first start the job, their most common mistake is to spend time on roles that don't really exist. Sometimes employers will tell a consultant, or an internal recruiter, about a role they are hoping to recruit for, or give a person specification for a role they may wish they had. More experienced recruiters will use their knowledge and skills to place candidates with clients where there may not be a specific role. Our focus here is on working with ‘live’ or ‘qualified’ roles (just as you qualify a candidate) and on ways to ensure a role is signed-off by an organization before spending time recruiting for it.

To qualify a role it helps to establish the criteria outlined below.

Establish a genuine need

Check out with the client, when taking a spec, that this is a role they are recruiting for now and not one they are thinking about getting clearance for.

Checking needs to be done carefully, ask perhaps how the role has come about. Not only is this useful information for briefing potential candidates, it also gives you an indication of genuine need.

Check you are not taking a role spec purely for the purposes of then advising on market rates. Recruiters will be happy to help with this but ideally not via a fully qualified, interviewed and submitted short-list!

Identify skills required

When you take a detailed spec, you will need to use your market knowledge to guide the client on what is realistic and what is unlikely. You may well need to advise and manage expectations on this.

You may say any of the following:

- As you know this type of candidate is in short supply currently. From your “essential” list, if I could not resource someone with all of these skills, which of them could you live without?’
- ‘We are finding these candidates are commanding particularly high rates as demand is outstripping supply. How far would you be prepared either to move on rates for this candidate or re-consider some of your skills requirements?’

Some markets are tougher than others and you do not want to leave the client with a false impression of how easy it will be to succeed in filling their requirement or brief.

Identify the unique selling points of the role

In order to develop a compelling proposition for potential candidates, you need to understand why the role, the department or section and the company are of interest to a potential new hire. This information has a different feel from the rest of the role of person spec as it is not so objective. This is about getting under the skin of this organization, or this part of it, and really understanding what the business is like to work for and what someone could experience while working there.

For some that will be working alone on an intellectually challenging piece of work; for others it will be a great group of sociable people in the office providing a ‘whole life’ rather than just a job; for others it will be the chance to earn very good money and achieve. For some potential candidates – temps, locums and contractors for example – it will be the capacity to always be in work at a good rate of pay and be paid on time, looked after with no hassle, be able to take time off when needed and – overriding this – the feeling that one is being looked after and valued.

You’ll need to gather information on the job itself:

- What’s exciting about the role? This of course needs to be wide-ranging, as different things will appeal to different candidates.
- What are the key drivers of the role? (A slightly different edge to the main responsibilities.)
- How is their boss going to measure them?
- How does the role contribute to the wider organization?
- Double check why the role has come about. Is the team expanding? What might that mean for the role in terms of wider opportunity?
- How might a candidate develop through doing the role – eg gain new skills and experience?
- What learning and development opportunities might be available within the role?
- What are the career progression options from the role?

And to find out about the people involved:

- What is the manager/director like? What is their background? What common experiences might they share with potential candidates?
- Why did they join the organization?
- What have they found since they joined?
- How is the rest of the team made up and what are their backgrounds?
- How long have other team members been with the business?
- What is the culture of the team or the organization?
- How well do the rest of the team work together?
- What other parts of the business does the team connect with?

It is crucial when you are taking the requirement or vacancy that you establish what the parameters of salary or rates are. In some pieces of recruitment this will be more important than others but it is all too easy to assume that there are no constraints on this.

Budget/salary confirmed

Ensure that you take details of the whole package both at this point from your client and equally when you interview your candidates. Getting a clear picture of the salary and package is also a good indicator of intent to recruit.

Questioning on salary for permanent roles will need to include:

Base salary:

- expected range;
- Preferred base;
- Absolute maximum.

Commission scheme – how does this work?

Bonus

- how much, on what basis is it paid, what has been the norm for the last year or two, when is it paid, what about people who join part way through a year?

Car or car allowance?
Holiday allowances.
Flexible working policies.

Benefits:

- All possible here, don't skimp on detail.

It's also very useful to gain an understanding of the grading system in the company – if there is one: how people are promoted and what kind of performance management system is in place. Strong knowledge about the client really develops a recruiter's credibility and will really support a developing relation-ship with the candidate.

Status

Gathering data on what the client has done so far to recruit for the role is a helpful indicator of how real the role is. It will also aid you in deciding whether, or when, you should work on the role.

Start date

If the client has no start date in mind this can be a signal of a non-live role. If a client says they do not mind when someone starts, test this a little by asking: 'If I found someone to start with you pretty quickly/next week/tomorrow would you be in a position to take them on?'

A 'No' to this has obvious issues and raises concerns. Unless there is a clear start date or a candidate can start as soon as you can hire them, this is not the best-qualified role.

Fee cleared/authorized requisition

This will vary enormously from writing a proposal, which involves a retainer fee and a presentation, to making sure the client is in agreement with your terms of business for temp, perm, interim or contractor. It is important to check that your client is happy with your terms of business before you start the process.

If you agree any rate reductions with your client ensure you do so for a reason: the opportunity to supply exclusively for example. Then always confirm the rate reduction and the reason for it in writing, making it clear that should the situation change your rates will revert to their normal level. This way your client is clear what the terms of engagement are and you ensure you are not just giving away fees lightly.

Commitment gained

Gain some commitment to working together on the process. You can gain commitment to all or some of the following:

- exclusive working;
- a retainer;
- times and dates in the diary;
- interviews scheduled promptly after agreement to interview reached;
- commitment to go through the shortlist face to face or over the phone;
- CV turnaround time;
- Agreement to interview candidates you identify with CVs to follow.

Gaining exclusivity

Explain to your client what you plan to do to help secure this person. Explain that you are keen and happy to commit yourself over the next few hours/days to assess, screen and motivate the best candidates who match the specification to prepare them for interview with your client. Say that in the light of that you'd be keen to see some commitment back from your client that they will use you on an exclusive basis with an agreed timescale. Let them know this is a good way of them getting some undivided attention in getting their role filled without having to pay a retainer.

A retainer

The client's commitment to you is clear with a retainer fee. Although many retained pieces of work only go into profit on successful placement, at least you are having your costs covered. Retainers can be gained for specialist, scarce-skills and senior roles in general terms. Alternatively you can suggest a retainer as an option to clients whom you want to commit to and who need a dedicated resource on a project.

Agreeing interview commitment at the beginning of the process

If your client has placed the role with another consultancy, but you feel you can fill the role yourself and want to try a further way of ensuring commitment, you can use a similar structure to the above. This time you can say you expect to be back with qualified CVs by tomorrow (or two weeks, whichever is your timescale). Ask when the client would plan to interview and explain you normally like to book times so you can ensure candidates keep their diaries free. Let your client know you accept that they need to be happy with your candidates to progress to interview, whether that means you phone up to discuss their details and present them in this way or send through their CVs.

If a client is unwilling to commit to interview times or seems reluctant to do this, this may be a warning signal.

Developing the client strategy

The next stage is to formulate or deliver your client strategy. It may be that you have formulated and recommended the strategy, perhaps writing a proposal, before you gain a retainer – in which case you move straight on to implementation.

In essence your strategy is a combination of the following, some of which you may be responsible for, some of which may be the responsibility of others, and some of which is predetermined:

- Decide on the candidate attraction methods.
- Identify how to present the role to candidates to best effect.
- Develop a candidate briefing document (or pitch).
- Develop the assessment or interview process.
- Develop the candidate experience, including the above, but also the offer paperwork, welcome pack and on-boarding details.

Our focus in this book is on the first three as typically this is where the majority of recruiters have their focus. The latter two areas are where the wider HR community is likely to be more involved but they are nevertheless part of the candidate experience and should therefore be considered if relevant.

Candidate profiling and CRM

Use of profiling the best people in the business is becoming increasingly common to develop a sense of the ideal candidate brief. Psychometric testing assesses the candidate's view of his or her own preferred behaviours. A wide range of organizations uses both psychometric testing and ability tests to support the interview process. Psychometric profiling tools can either be used as stand-alone assessments (many of which can be done online) and matched against the demands of the role, or can be taken one step further. A very interesting development is the capacity of tools to map the behaviours and personality traits of the top performers in a particular part of the organization and then develop a model against which the potential candidate test results can be evaluated for similarity.

Prospective candidates can be segmented into skills, experience and likely background. You may know you want the top statisticians who didn't get snapped up by the investment banks on graduation but who nevertheless have great potential for your research house. You may also know that you want particular engineers from a large global employer in one country to relocate to another for an exciting new R&D facility being built. You may even have an on-going requirement for call centre staff in Edinburgh. The next task is to find out what your optimum staff member's profile is and then where to locate the right people.

Presenting role to candidates to best effect

You will decide whether you need a corporate briefing document, website, job-brief pack or a polished verbal pitch – or a combination of all of them. Your choices will depend upon the role(s) you are recruiting for. For a temp role you would not develop a pack and for an overseas family relocation a sharp verbal pitch will not suffice – not if you want the rest of the family to go anyway! Generally the bigger the role or amount of hiring, the more resources will go into producing the briefing document or web resource.

Once you have decided on your route you'll need to decide on the content.

Determine the:

- key selling points of the content of the role;
- key selling points of the career opportunity;
- Key selling points of the culture of the business.

This will enable you to design your candidate briefing document or pitch for implementing your candidate attraction strategy.

Preparing a candidate briefing document or pitch

Developing and producing a great briefing document on a particular role (or a brochure on an employer) is a great way to build your brand and give a real sense of who you are as an employer or what the role is as a consultancy. From a consultancy perspective, the way you deliver a job brief to a candidate will also impact on your brand as a consultancy and will make a strong contribution towards generating candidate interest. Briefing information can be a great differentiator between candidate enthusiasm and ambivalence.

The range of presentations will vary from a whole brand development programme with web sites and community builds through to a simple pitch identifying the key selling points of a job and contacting your candidate with them. We'll look at each of these in turn.

Corporate presentations

Any organization with a large range of roles to recruit for will have a range of briefing documents, ranging from a careers site on the web to a hand-out given at interview or a detailed role spec, particularly for senior roles. The sorts of contents of these documents and web pages may include the following:

- videos containing success stories of past candidates;
- role profiles of successful people at all levels within the business;
- available roles;
- details of campus recruitment taking place;
- invitation and mechanism to join a talent bank;
- hints and tips on completing an application;
- the company benefits;
- policies on internal learning and development opportunities and promotion options;
- information on internships;
- Information on company products and services.

It helps both the internal processes and the potential appeal to Generation Y – not to mention the company's 'green' effort – to have all information online, perhaps only leaving a job specification to be sent out separately.

Individual roles recruited through search and/or selection

These will require a briefing document or set of notes explaining more about the role and organization. The notes add specific role and departmental information to any existing careers sections on the company web page or general information found in research.

It is most likely this will be prepared by the recruiter retained to search or select the role. In this case it becomes an important sales tool for attracting candidates. Whilst recruiting some roles, particularly in the public sector, it will be part of the process to send out a detailed briefing pack. A mark of commitment in this process will be the return of the completed, often onerous, application form.

The use of application forms may occasionally mean that a highly qualified candidate is missed from the process as the application form has been made too long and challenging. An organization with an over-supply of candidates and a really top brand can afford to make the application process more challenging than one that is struggling to attract talent.

The briefing document might look like this:

- overview of client;
- why the role has arisen;
- business objectives of the organization (in the public domain);
- business culture description;
- board or team members (wherever the role fits);
- broad objectives for the role;
- job and candidate profile;
- competences required;
- potential career direction following this role;
- Remuneration and benefits – this may be very broad brush or not appropriate at this stage.

This is a marketing tool and needs to give a rich picture of the company and the role and what needs to be contributed by the potential role holder. It also needs to set out the opportunity in the best possible light in order to encourage good candidates. It is best practice to get the client to sign off the briefing document.

Multiple roles for particular departments

If there is a need for a large number of roles in one place or one department or for a graduate recruitment drive, say, it is then a great idea to publish either a web page, perhaps accessed by password on successful completion of a first-stage screening process, or a specific marketing package directed entirely at the target candidates.

You need to develop information, which reassures a candidate about the move and gives valuable practical information.

Single roles with a fast hire rate

Many recruiters will be recruiting contractors, temps or permanent staff that are one-offs, and will need a good verbal pitch; if you are doing this, you still need to be clear about the selling points of the role.

The three key points highlighted earlier should form the backbone of your pitch although it may vary from candidate to candidate depending upon what you know about them. Practise it until you have a really polished pitch that you can adjust as you need to

Motivation theories applied

Three key theories can be helpful.

Maslow's hierarchy of needs

Maslow developed a body of work on values and needs (1943) that suggested an order to our needs and wants as humans.
He argues that as humans we need to ensure that each level of need is satisfied in order and in the moment. That is to say that we do not progress up the hierarchy through life but that we have all of these needs on a daily basis. As the need arises so does the urge to satisfy that need

Herzberg's Two Factor Theory

Herzberg developed the Two Factor Theory (1959) from his research ; he argued that some aspects of a role are truly motivating and they are his 'motivators', but other elements of a role are not truly motivating in themselves, but their absence is demotivating, hence the term 'dis-satisfiers'. So, if the salary is not high enough to meet people's expectations they will not be keen on the role. Interestingly in this theory money is a dis-satisfier, not a motivator.
Money represents achievement and success; the opportunity to earn it is a by-product of your success drive. If, however, you find you are earning less than others, then that can be very demotivating.

Glasser's Choice Theory

Glasser (1998) does not agree with the hierarchy of needs attributed to Maslow but does see a range of needs that demand satisfaction, as portrayed in Figure

8.4. In studies of Choice Theory in the 1970s, he identified five genetic needs: 'Power' is feeling in control, 'Love' is about feeling you belong somewhere, 'Freedom' is a sense of being able to make decisions at work, 'Fun' is the capacity to do something you enjoy and 'Security' is the sense that these things are not under threat.

How motivation theory can help

In client strategy

- Identify which of the elements of the role align themselves with motivators and the 'five genetic needs', but also possible dis-satisfiers.
- Ensure the role design includes enough of the motivational elements. You may need to negotiate this role design with the hiring manager.

Decide how to manage and minimize the dis-satisfiers. If the salary is not so good, decide how this might change the profile of the potential candidate and how to reach them with other benefits that mitigate needs.

In candidate attraction

- When delivering your pitch, make it punchy and ensure it contains motivators for your candidate.
- Ensure your interview process reflects the needs and motivators of the candidate group. If this is a target group of graduates make the assessment process (maybe an assessment centre) relevant to them.

As part of your pitch consider these issues:

- Will the role meet the candidate's security needs in terms of salary, length of contract, expenses. Will it meet the candidate's needs in work–life balance?
- How will the role satisfy their needs for 'love' and belonging? Is this a change role where they are likely to be unpopular? There may be a loss of freedom for someone moving from self-employment to employment.
- Ensure you detail all aspects of the job that enable learning and career development.
- Let candidates know about the social scene at work or how people work in cross-functional teams. A sense of real belonging can be transmitted from how someone is greeted at interview through to the interview itself.

Having so far considered direct methods of attracting candidates, we will now consider the attraction environment: the recruiter brand.

Building A Brand

Nothing delivers value in a recruitment consultancy like the capacity to attract candidates and clients because of the brand. We have discussed how a brand is developed through advertising, whether client or consultancy paid, but it is also built through everything you do as a recruiter, and everything you do as a business. Many businesses have built their success on the capacity to attract the best talent when they need it, often for lower salaries than their competitors because of what they can offer as an employer brand. Microsoft is a great example of this.

The same question of brand applies to your own personal brand as a recruiter. The more people who get to know you and value your service, the more they will recommend your service to their friends and colleagues, making word of mouth one of the most effective brand-building tools you can have. Equally, the more you are perceived by clients as attracting the best and most candidates, the more you will attract good clients who may not always want to work with you but who know that they need to because you will always attract the best candidates.

Corporate social responsibility

Increasingly important is an organization's CSR policy. Corporate social responsibility is a growing concern, particularly for Generation Y audiences. The role your organization plays in supporting less developed countries or organizations in the third sector and addresses climate change at home with green initiatives in the office may well affect how much people want to work for you in the future. The value that your organization places on work–life balance, the capacity for people to take career breaks for whatever reason, the benefits your business pays, all speak volumes about you.

Equality and diversity

The CIPD defines diversity as 'valuing everyone as an individual and people as employees, clients and customers'.

There is a growing body of views to suggest that not only can a strongly diverse workforce increase employee well-being but also that it contributes to the bottom line. The increasingly global nature of markets and the segmentation of customers means that employing a workforce recruited from one small segment of society is unlikely to be as successful as a workforce made up of all groups in society.

The brand experience

How you, as an individual and as an organization, behave during each of those touch-points (those points at which your brand 'touches 'your candidate base), plus your policies and demonstration of these policies on equal opportunities, diversity and CSR for example, will all build the brand experience. Suppose you leave a message for someone when making a headhunting call, and when they call back to speak to you the receptionist gets their name wrong or asks 'Does she know what it's about?' or 'Can I ask what it's in connection with?', then the overall brand and the candidate or client experience is not being optimized. It's important to be constantly aware of how your whole recruitment process is managed.

One way of driving traffic through to your website is to make corporate use of the internet sites used by your target groups. Many corporate recruiters now run virtual careers fairs on the internet and will run discussion groups or set up communities within spaces frequented by their target audience. We may only have seen the tip of the iceberg of this emerging recruiting strategy.

Implementing The Right Strategy

Once you have 'set the scene' for candidate attractions you can move to implementing the right strategy for the circumstance you are in.

Deciding upon candidate attraction methods

Some roles will need one method of candidate attraction. For many recruiters, filling jobs will rely heavily on database search followed by some advertising as a day-to-day methodology to fulfil their requirements and vacancies.

Other recruiters, however, working in search and selection as an in-house or overall service provider to a direct employer, may wish to use a range of methods to attract candidates. A range of aspects – from how to fulfil all your corporate recruitment needs through to how to fill particular jobs – all fall under this category and we have looked in this chapter at how important it is to cover each of the elements fully: managing your client, taking a brief, qualifying the role to ensure you should be spending time on it, profiling candidates to segment your candidate market and develop a competitive proposition, preparing your candidate brief and pitch, alongside all of the indirect methods of candidate attraction such as brand and a strong diversity policy. The preparation elements of candidate attraction have therefore been covered and in the next chapter we look in detail at how to implement each of the candidate attraction methods to best effect.

Further Reading: