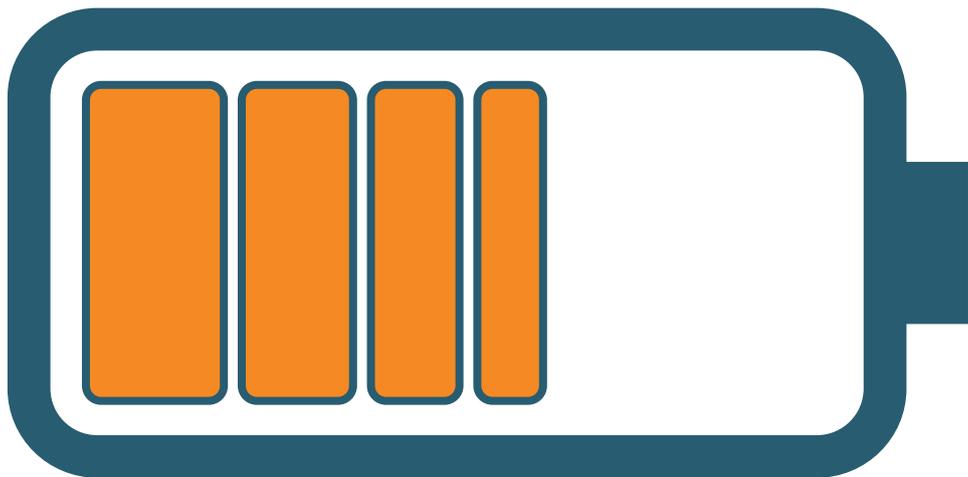


Including
the
'Balanced Scorecard'

JOB QUALIFICATION



Power Pack

Recharge your recruitment skills

Job Qualification

Why is qualification so important?

For you and your business to succeed it is imperative that you fully qualify what your clients are looking for when they recruit. One of the biggest differences between the average and the high performing recruiter is the ability to effectively qualify a job and be able to make genuine decisions as to how much time and energy to invest in fulfilling the requirement.

An increasing number of businesses have developed HR driven recruitment processes. Over the past few years more and more organisations have developed job descriptions for each role within their business and it has become 'acceptable' with some recruiters to use these as the basis for their search efforts.

True job qualification ensures you understand what the client really wants rather than having a wish list of skills or a written description as to what the successful candidate can expect to do once they join.

In this Power Pack we will look at the 8 key areas to qualify and consider how this information can then be used to prioritise where we focus our recruiting efforts.

Using this Power Pack

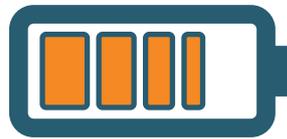
We have developed this series of Power Packs to give recruiters useful resources on specific recruitment activities. All the information has been put together to create a series of free resources for any recruiter to use.

We would be delighted if you wanted to share the information with your colleagues, clients and associates. Our only request is that you share the information in it's entirety and do not cut, splice, paste or reformat the information – we have worked hard to develop the content and feel we deserve some credit...

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The Key Areas of Qualification



Job Qualification

What are the benefits of Qualification?

Client

- Recruiter can shortlist more accurately
- Quicker process
- More targeted search
- Key criteria that could prevent success have been identified and dealt with
- Closer matching of candidates
- Candidates better briefed before interview
- Candidates more committed to the client as they have more to “buy in to”
- Greater confidence that the recruiter understands the key issues
- High probability of success
- Filled job with the right candidate

Recruiter

- Better understanding of the brief
- Greater commitment from the client
- More control of the process
- High degree of probability of success
- More accurate search
- High quality candidates can be closed with more information
- Improved personal confidence to fill job
- More placements!

Job Qualification

Key Areas to Qualify

1. Competition



If you don't know what you are up against, how can you add value and/or compete?

Too few recruiters know exactly what competition they are up against when they work a job. Some recruiters also consider competition to be solely other recruiters. Surely knowing what you are up against is going to have an impact on your strategy as to how you will go about working (or not) this position. How much time would you realistically invest in working a job that has been given to multiple recruiters, plus an internal recruitment team, advertised on job boards and is currently being trawled through LinkedIn?

Key Questions

Consider the following questions to help you qualify the competition you are up against?

- Explain to me what steps you have taken to fill this job so far...
- What internal candidates are you currently considering?
- Who else have you discussed this position with?
- Whose CVs are you currently considering?
- What stood out about the candidates you have seen?
- How could you improve the candidates?

Clearly these questions then generate opportunities to dig deeper and probe into what has been done.

Who have they interviewed? (I consider the candidates they have interviewed to be my candidates competitors) Knowing they have given the job to Bob Smith Recruitment is useful; Knowing the names of the candidates they have interviewed and CVs they have reviewed is priceless!! (The first step in getting this info is asking the question).

Get feedback on the process, CVs and candidate interviews.

Job Qualification

Key Areas to Qualify

2. Urgency



If you don't know what momentum the client has to fill the requirement how can you develop urgency?

Without urgency it is going to be very difficult to drive your client to make decisions. Urgency is what is likely to help you get a decision quickly on good candidates. Again, this is an area that average recruiters tend to be weak on.

Dig deep into the impact of failure.

What would happen if they didn't find anyone?

If the answer is "nothing" then this job is unlikely to turn around in any great hurry.

Key Questions

Questions that help uncover urgency:

- What is the reason for the vacancy?
- How long have you been looking? What has stopped you finding someone?
- What would happen if you were unable to find someone?
- What is longest this position could go unfilled before it caused major disruption to the team and the business?
- How important is it you find someone?
- When do you need someone in place by? (ASAP needs qualifying)
- What could stop you taking someone to start tomorrow? – A big opportunity to discover potential roadblocks
- Do you have headcount/budget sign off?

Job Qualification

Key Areas to Qualify

3. Person Specification



Without understanding the person specification you have to guess based upon the Job Description

The person spec should give the recruiter the roadmap to find the right person for the job. Key information to cover includes:

Background – Education and experience. What is essential and what is desirable? If you do not make this distinction then you will have to assume everything is essential.

Essential and preferred skills. What must they be able to do and what would be an advantage?

Which industries/companies is the candidate likely to be working in? Where should they come from and not come from? Why? It is important we ask the 'why' questions. Why can sometimes feel too pointed so use "For what reason" to soften the question.

Any particular individuals that the client would like to include in the process?

Not only does all of this make your job easier in the long run, it helps you to gather information to help you manage your clients' expectations.

Key Questions

Good questions include:

- What is essential in terms of experience?
- What background do they need to have?
- What level of technical understanding is required?
- Which companies would you particularly like to see people from?
- What is the background of those already in the team?
- What personal characteristics are you looking for?
- What are you looking for in a CV that would make them the right candidate?

TIP:

Move away from recruiting based upon years of experience and focus on achievement.

Eg. "We want someone with at least 5 years experience in C#"

"What is it you feel someone with 5 years experience can do that someone with 4 can't?"

The answer to this becomes the key criteria to recruit against as it gives you the assumption the client is using to equate achievement into tenure.

Job Qualification

Key Areas to Qualify

4. Job Description



Even a well written Job Description from a client is not a brief.

Quite often the part of the brief that the client has already pre-prepared. It is important to know what the content of the job is going to be (candidates will often want to know) but it won't necessarily give you the info you need to fill the job successfully. At best a written job description tells us what they will do and at worst it is a work of fiction that bears little or no resemblance to what the job involves.

Sometimes you may not discover this until you reach interview stage or beyond:



Candidate: "The job sounds very different to what you described..."

Focus here on how the candidate will be measured. What would you expect a successful candidate to achieve in their first 3 months? 6 months? Etc

The best candidates are rarely interested in the job description. They want to know what is expected of them and how they will be assessed.

Why does the job exist? In any economy every job role is important. In a more fragile economy it becomes even more important that every employee adds value to the greater business. Establishing why the role exists gives you the ability to then consider what would happen to the business if the candidate failed.

Recruiters who work purely from client specs fill less jobs than those who really understand the value of the job to the organization.

Job Qualification

Key Areas to Qualify

5. Compensation



There is more to compensation than just money. Make sure you test budgets and salaries properly.

Focus on the entire package. The focus many recruiters make is they focus purely on the salary and forget about the value of the other elements of the package.



Consultant: What is the salary for the role?

Client: £45k.

Consultant: Are there any bonuses involved?

Client: Yes, personal performance and company performance bonuses.

Whereas the good recruiter will delve much deeper as follows:



Consultant: What is the salary range for this role?

Client: £40-50k

Consultant: If a candidate is at or near the top of this range could you increase this and is so by how much?

Client: £3k.

Consultant: When will the first pay review take place and how much could it be worth?

Client: After six months and could be worth up to 12%.

Consultant: Are there any bonuses involved, and if so, what can they be worth

Client: Personal and company performance bonuses, each worth up to 5% of the annual salary.

(Remember to ask to see how these are calculated, when are they paid, targets etc – your candidates will want to know this information so be prepared)

The good recruiter now has a role with 1st year's compensation package of over £61k (£50,000 + £3,000 + £3,180 + £5,300) whereas the average recruiter has a role with £45k 'plus bonuses'. In other words the good recruiter's chances of successfully completing the project will be vastly improved since he/she will now be able to consider candidates who are currently earning more than those who fall within the target range for the average recruiter.

Job Qualification

Key Areas to Qualify

5. Compensation (continued)

In addition to the compensation information listed above, you must also get as much information as possible about the benefits associated with the package since the candidates will want to know this.

Information on the following should be obtained:

- | | |
|-------------------|--|
| Holidays | How many days, any restrictions on use? |
| Medical Insurance | What does it cover, family or personal? |
| Pension Scheme | Who contributes, how much, is it transferable, when does the employee become eligible? |
| Company Car | What type, fully expensed (tax implications)? |

All other Fringe Benefits?

What kind of training can the successful candidate expect?

Canteen, hours, parking, social?

If relocation is an option, find out what exactly the relocations radius is, what the relocation package includes and how much it is worth.

Job Qualification

Key Areas to Qualify

6. Interview Process



Clients' interview processes are not always perfect. Manage expectations and consult where you feel it will damage their ability to fill the job.

In order to be able to control the process, plan properly and prepare your candidates effectively for interview. It is essential that you gain as much information as possible about the client's interview process, the time frames involved and about all of those who will be interviewing. This way, you are able to further control and manage the expectations of both clients and candidates.

Key Questions

- What is the interview process?
- How many interviews?
- What testing/assessment?
- What are the time frames involved?
- Who is the ultimate decision maker and what position does he/she hold?
- Who else will be involved in the interviewing process?
- What positions do they hold in the company?
- How long do you anticipate the process taking? (Manage expectations)
- What would a candidate need to do or say at interview to highlight their suitability?

All questions to which you need to know the answers. Where several people are involved in the interviewing process, the recruiter should try to briefly discuss the position with each and every one of them to try and identify what each person is specifically looking for in the candidates. Remember that anyone involved in the interviewing process is doing so for a reason. That person's opinion will obviously hold some weight.

Use this info to build a timetable. Use the timetable as shared reference document to ensure that the process runs smoothly.

Job Qualification

Key Areas to Qualify

7. Client Information



Finding out from your client about the company gives you the ammunition to sell to passive candidates.

The best candidates in the market don't tend to change employers until they feel confident and comfortable that the environment, culture, team and organization are right relative to their expectations and their current position. Qualifying the client helps you present the opportunity better to candidates and allows them to make better decisions. Very few Java Developers 'buy' another Java Developer position. They buy the client and the business plan or the new projects etc. Finding out your clients employer value proposition will help you engage the best candidates in the market on their behalf.

Key Questions

What do we need to know?

- Future plans
- Key projects
- Business competitors and recruitment competitors and how they stand out
- How the client will sell the role to the candidate at interview (better to find out now that they need some coaching than after they have interviewed your best 3 candidates).
- The hiring manager's own background
- What makes this a genuine opportunity
Find out what your client thinks makes this a better opportunity than others in the market.
Most clients do not appreciate the level of competition they have until a recruiter explains how many other businesses are currently seeking this type of individual.
- Get the right contact details
Now is the time to get the mobile number. How many times have you struggled to get hold of a client contact part way through a process and wished you had their mobile number? Make it standard to ask and get.

Job Qualification

Key Areas to Qualify

8. Commitment



All relationships revolved around commitment - if it is urgent and critical how important is it that your client finds the right candidate?

The best way to get a client to give you a high level of commitment is to demonstrate a high level of commitment to them. The closing statement of "I will have a look and see who I have and get back to you" is a pretty weak level of commitment from the recruiter.

FACT: Clients want a recruiter who will commit to them

Make sure the client understands everything that you will do on their behalf to find them the right person. Again, few clients really know what a recruiter does for them or worse, they assume that you will do a quick buzz word search on your ATS and fire over the first 3 CVs that meet the headline specification.

To secure maximum commitment – Tell, don't ask.

- Tell the client the level of work you are going to do.
- Tell the client how much time it will take.
- Tell the client how hard it will be to ensure all stones are turned.
- Tell the client how many others you know are currently in the market to secure the same types of candidates.
- Tell the client how you will engage the market.

Tell the client what you expect of them in return:

- Retainer?
- Exclusivity?
- Fixed term exclusivity?
- Lead time?
- Interview slots booked in the clients diary?
- Full timetable agreed from shortlist to offer date?

The choice is with you based upon your assessment of the opportunity. A client will value your service as highly as you do. If you don't appear to believe that your time is precious then nor will your client.

Get you fee cleared now. Describing your service and your expectation leads nicely into agreeing the price. Be proud of what you do and your pricing structures. Shyness is not an option – tell the client of recent successes to add additional value to the service you deliver.

Job Qualification

Prioritisation

Spending the right amount of time on specific jobs is critical for a recruiter's time management. I often see recruiters "over resourcing" specific jobs rather than drawing a line underneath it and finding another position to work. Not every job should have the same amount of time invested into it. In fact, even if you only have one live job currently, would you be better off spending the next 3 hours finding another one or continuing to resource the one you currently have?

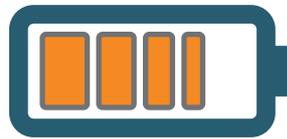
Great recruiters instinctively know which jobs should receive the most attention. I know that being ruthless and working jobs that will make you money has a huge impact on your ability to make money!!

Assess the jobs you generate effectively and invest your time and energy wisely. When you work in a contingent recruitment market your client has given you nothing when they give you a job to work. Any time you invest is yours. Treat it wisely.

- If it isn't exclusive, why are you working it?
- If it isn't urgent, why are you working it?
- If the client hasn't agreed to interview your candidates next week, why are you working it?
- If the salary is low relative to the content of the role, why are you working it?
- If you don't have access to the hiring manager (the person the job will report to), why are you working it?
- If they won't pay your fee, why are you working it?

I know to some this may sound harsh. You run a recruitment business. You get paid for success. Working the jobs where success is most probable is a pretty good mantra, isn't it?

Introducing the Balanced Scorecard



At Zero Entropy Networks we have been helping some of our clients develop balanced scorecards to assess job fillability and the amount of work that should be invested in working specific jobs. We have attached an example that you can use or develop further to fit your market place.

Clearly there are elements that have higher impact than others and the scoring reflects this. We recommend you score every job you secure and after 6 weeks review what the minimum score have been that you managed to fill. Set a benchmark of acceptable scoring *based upon your own successes* rather than someone else's.

The following is an **example** balanced scorecard that focuses on permanent job vacancies. It may not be suitable for all markets (skills, industries) though should give you a valuable insight as to how you can develop one bespoke to your business.

The scores are deliberately weighted to reflect the importance of success in specific areas.

Balanced Scorecard

Fillability

Similar jobs, similar locations past month	20	
Similar jobs, similar locations past 3 months	10	
Similar jobs worked by others in company	0	
Unknown job , market knowledge low never covered before	-10	
MY ASSESSMENT		<input type="text"/>

Understanding of job

Fully qualified	20	
Part qualified	10	
Job spec no person spec	-10	
Title, location, salary only	-20	
MY ASSESSMENT		<input type="text"/>

Client trading history

Placements made across business	10	
no history	0	
Poor success ratios HR driven process	-10	
MY ASSESSMENT		<input type="text"/>

Process

Defined process with timetable of activity - 1st, 2nd, final and offer dates mapped	20	
Short process quick turnaround	10	
Process known 2+ stages	5	
Don't know	-20	
MY ASSESSMENT		<input type="text"/>

Attractiveness of the employer

Good company, growing with strong prospects, top tier	15	
Mid range business with healthy competition, aspirational with strong leadership	10	
Average or unknown	0	
Weak employer brand, unattractive proposition	-10	
MY ASSESSMENT		<input type="text"/>

Opportunity

Clear opportunity with defined future - sexy position to sell	20	
Average job	0	
Unattractive job, low salary, C grade client	-10	
MY ASSESSMENT		<input type="text"/>

Balanced Scorecard

Urgency/activeness

Urgent and critical to business can and will hire immediately, signed off budget and headcount	30	
Unknown	-10	
No urgency to fill - If see will hire though willing to wait	-20	
MY ASSESSMENT		<input type="text"/>

Client Co-operation

Line access and good DM relationship	10	
No line access weak DM relationship	-10	
MY ASSESSMENT		<input type="text"/>

Terms

Agreed and favourable	10	
Poor Terms	-10	
Not Agreed	-20	
MY ASSESSMENT		<input type="text"/>

Commitment/exclusivity

Retained	30	
Exclusive	20	
Agreed supplier status <3 recruiter/suppliers	10	
Spec supply/PSL breaker	-10	
Unknown level of commitment	-20	
MY ASSESSMENT		<input type="text"/>

MAXIMUM SCORE 185

MY JOB SCORE

Balanced Scorecard

Balanced Scorecard Assessment

Fillability

Essentially this consider how readily you can find candidates. A track record of success in this area recently is going to make your job easier. This does not mean you won't fill a job you have never worked before but it might take you longer.

Fillability:

Similar jobs, similar locations past month	20
Similar jobs, similar locations past 3 months	10
Similar jobs worked by others in company	0
Unknown job , market knowledge low never covered before	-10

Understanding of the job

Have you fully qualified the job against out 8 key qualification areas? Has the client contact invested time in ensuring you are fully briefed? A low score here should prompt you to go back to the client before you work it. Invest some time here and you could swing the scoring by 40 points!

Understanding of the job

Fully qualified	20
Part qualified	10
Job spec no person spec	-10
Title, location, salary only	-20

Balanced Scorecard

Client Trading History

Having made placements there before means you can work with them and within their own hiring criteria. Working with a new client always brings unknown quantities to the equation. If the client has given you lots of jobs and you rarely fill any then there a clear message that failure is more probable, surely?

Client Trading History:

Placements made across the business	10
No history	0
Poor success ratios, HR driven process	-10

Process

Knowing the process gives you greater control and allows you to manage expectations. Again, if you put a job through the balance score card and you recognise you own lack of understanding of the process – go back to the client! Get it qualified properly!

Process

Defined process with timetable of activity - 1st, 2nd, final and offer dates mapped	20
Short process quick turnaround	10
Process known 2+ stages	5
Don't know	-20

Attractiveness of the employer

Are your representing a good company? It does not have to be a household name or a Disney or Google but there needs to be a proposition to attract good quality candidates. Strong leadership and figure-heads often make the start up much more attractive than the established corporate.

Attractiveness of the employer

Good company, growing with strong prospects, top tier	15
Mid range business with healthy competition, aspirational with strong leadership	10
Average or unknown	0
Weak employer brand, unattractive proposition	-10

Balanced Scorecard

Opportunity

The greater the opportunity the stronger the argument to go out and proactively track down passive candidates. Sexy positions are easier to sell and warrant a greater focus on proactive recruiting strategies rather than the reactive methodologies.

Opportunity

Clear opportunity with defined future - sexy position to sell	20
Average job	0
Unattractive job, low salary, C grade client	-10

Urgency and Activeness

Urgent and critical is going to get filled – be it by you or someone else. If the business you are recruiting for is suffering because they haven't filled the job then drop everything and work it (taking into account other considerations in the score card) because when you find the right person they will move quickly to appoint them!

Urgency and Activeness

Urgent and critical to business can and will hire immediately, signed off budget and headcount	30
Unknown	-10
No urgency to fill - If see will hire though willing to wait	-20

Client Co-operation

Do you have access to the line manager? Can you establish what is important to them and deal with associated feedback loops with them? If you only have access to the HR team or the internal recruiters you will reduce your chances of filling the jobs.

Client Co-operation

Line access and good DM relationship	10
No line access weak DM relationship	-10

Balanced Scorecard

Terms

Good terms are clearly attractive. In the grand risk to reward analysis the more the client is paying the higher the reward. Some clients may even pay above your rate card to ensure you work harder for them than anyone else! Poor terms indicate a potential low value to your services. Proceed with caution.

Terms

Agreed and favourable	10
Poor Terms	-10
Not Agreed	-20

Commitment

This is where the money is. High levels of commitment from your client to you (and vice versa) is what will ensure this job is filled by you. Pitch retained and you may well secure it. Create opportunities to outline what you will do for your client and outline your expectations. Again, as you score your job make sure you recognise the opportunity to go back to your client and gain greater commitment.

Commitment

Retained	30
Exclusive	20
Agreed supplier status <3 recruiter/suppliers	10
Spec supply/PSL breaker	-10
Unknown level of commitment	-20