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INNOVATION IN RECRUITMENT

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Presented by

**SLADE EXECUTIVE
DIVISION**

Slade Group

Intimate Knowledge - Invaluable Partners

EXECUTIVE RECRUITMENT

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Question?

- Why Innovation?
- What does it mean to you?
- Is there a concern that you want innovation to address?

What is innovation?

- Technology?
- Job Boards? e.g. SEEK, CareerOne
- Social Media?
 - Facebook
 - LinkedIn
 - Twitter
 - Blogs
 - Podcasting
- Auto-Profiling?
- Self cleansing profile-based candidate database?

Rated as the “Top Argument”

It seems that there has been very limited innovation in recruiting with the exception of technology systems for the organisation of information. Recruiting remains reactive, time consuming and costly. In my experience as both a corporate HR professional and executive recruiter the basic recruitment process is initiated by position attrition, business expansion and business acquisition.

There is some prior planning for expansion and acquisition but almost non for workforce attrition.

Social media could be considered by some to be innovative but really is only a new form of posting positions and acquiring resumes. Social media appears to be a modification of the current job posting methodology.

Strategic recruiting within organisations seems to be almost non existent, HR management seems to resist changes that impact them, most seem to be content with the status quo and there is little emphasis on developing talent communities or pools.

Opportunities exist for innovation if willing to explore them! What do you say?

Al Marco – CEO (undefined)

Innovation – reality or myth?

- Has any innovation really occurred in recruitment?
- Have recruiting methods and approaches really changed from the basic
 - advertising/posting an open position,
 - request for applications/referrals
 - resume/profile searching
 - Interview
 - Reference checking

Tradition, innovation & risk?

- Why do we stick with this traditional methodology?
- What prevents strategic innovation?
- What is the risk -
 - of innovating?
 - not innovating?

How to innovate

- Innovation is simply change that occurs on a spectrum, from fine-tuning through to radical
- Most innovation is incremental
- Everyone can become a facilitator of incremental change
- Establish continuous improvement as a guiding philosophy
- Guide efforts to where they will have the best effect (not change for change sake)
- Create a culture of empowered intrapreneurship (innovation does not need to cost)

e.g. - What do you do when?

- There is no budget?
 - Careers page/website
 - “We are recruiting” (signature block)
- You are not attracting the right people?
 - Staff referrals
 - Incentivise (ask what reward they want?)
- Constantly advertising for temporary/casual staff
 - Database or pool

Cont'd

- You don't want to wade through a mountain of application forms?
 - Invite prospective candidates to a free lunch (downloadable voucher from website)
 - Job summary
- Management too busy
 - Out of office hours times/short informal chat initially

What hinders innovation?

“Managers tell me they can’t afford to hire talent that doesn’t have the exact experience their role requires. They’re concerned skills won’t be transferable, they won’t understand the language and nuances of the industry and ultimately it may take time to get them up to speed”

Christine Khor

...cont

- Position descriptions focussing on:
 - (1) Role purpose statement
 - (2) Key deliverables/outcomes
 - (3) Key capability requirements (knowledge, skill & attitude) rather than tasks/activities
- Clarity about “what” is required and “why” (4-6 KSC)
- Time - urgency to get “bums on seats”
- Engaging the time and attention of Managers in the recruitment process

Cont'd

- Over reliance on “gut-feel and intuition”
- Potential for challenge and appeal
- The quality of conversations and interviews
(questions/bias/assumption/listening vs talking)
- The real cost of talent (it's not just the \$)
- One size doesn't fit all
- Testing v Diversity
- Taking a punt on capability and potential

Potential for “Real” innovation

- How do we identify and assess capability?
- How do we define and assess cultural fit?
- How do we ensure “stickability”?

Transearch – Orxestra Methodology

John Burdett - 5 additional means of assessing capability & fit

- Culture
- Performance
- Leadership Capability
 - The Head (think)
 - The Hand (execute)
 - The Spirit (inspire)
 - The Heart (engage)
- Team
- Integration

Last words?

Thank you