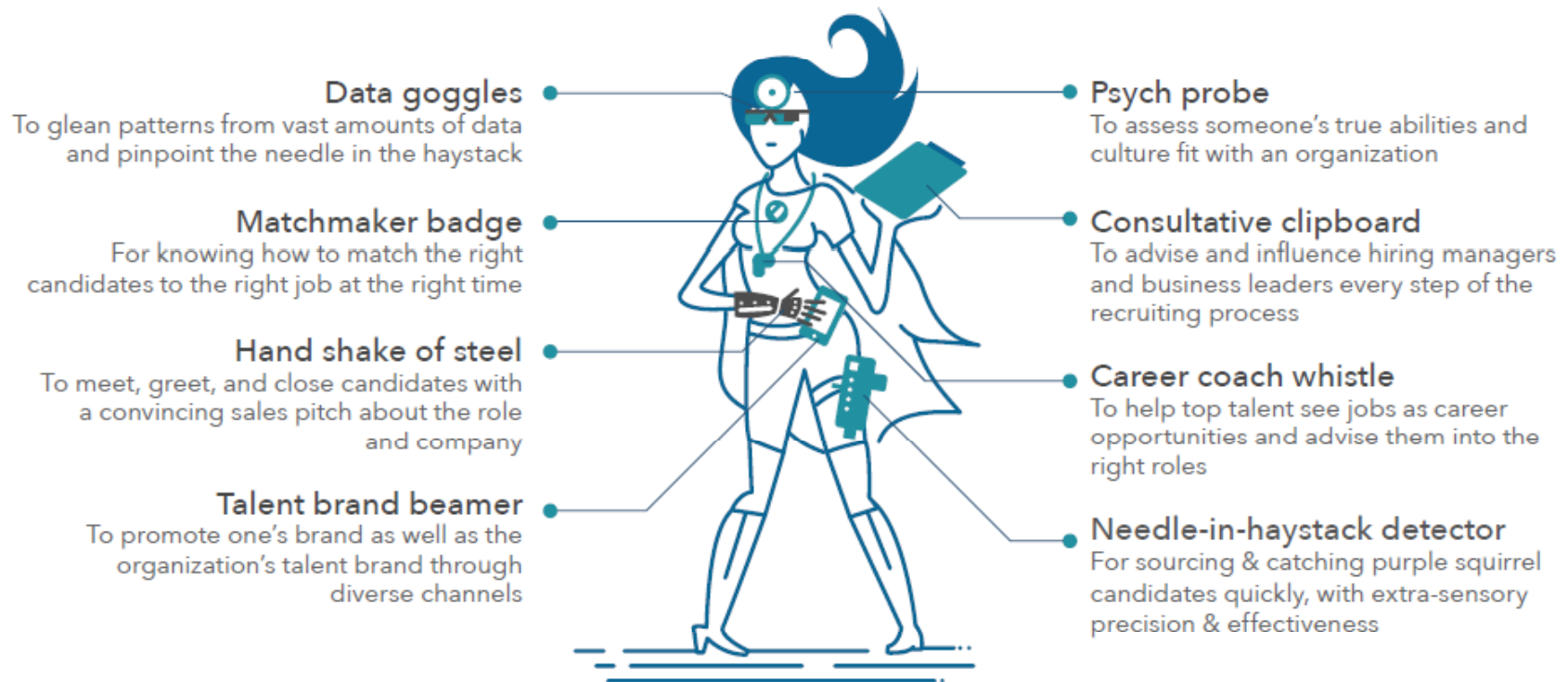# NAHCR

2016 Image Conference

July 13, 2016

Building a Proactive Sourcing Function in a Traditional Recruiting Model

The savvy super recruiter (and her gadgets)

Data goggles
To glean patterns from vast amounts of data and pinpoint the needle in the haystack

Matchmaker badge
For knowing how to match the right candidates to the right job at the right time

Hand shake of steel
To meet, greet, and close candidates with a convincing sales pitch about the role and company

Talent brand beamer
To promote one's brand as well as the organization's talent brand through diverse channels

Psych probe
To assess someone's true abilities and culture fit with an organization

Consultative clipboard
To advise and influence hiring managers and business leaders every step of the recruiting process

Career coach whistle
To help top talent see jobs as career opportunities and advise them into the right roles

Needle-in-haystack detector
For sourcing & catching purple squirrel candidates quickly, with extra-sensory precision & effectiveness

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Trends for 2016

- 2016 - The year of the candidate.

- There are more open positions than candidates to fill them.

- The candidate experience is extremely important.

- A majority of the workforce is "proactive" talent – currently employed but engaging in activities that will improve their chances of moving on to new opportunities.

- Employers' lengthy time-to-hire means they will miss out on great candidates.

- Employee retention, not just acquisition, becomes vital.

- Social networks continue to be one of the most effective sources of quality hires.

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Trends in Healthcare Talent Acquisition

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Bersin by Deloitte Talent Acquisition Factbook 2015

- In 2015, the Healthcare industry experienced the largest increase in year-over-year TA spending when compared to all other sectors (16% increase)
- 43% of recruitment costs in Healthcare are related to job boards and career sites.
- Healthcare Professional Cost per Hire (Job board spend specific): **$880**
  - **On average, job boards equate to 21% of recruitment spending.**
  - Average job spend per hire by experience level (Average cost per hire multiplied by 21%):
    - Entry-Level: $985
    - Experienced: $779
    - Executive: $876

Source: CAREERBUILDER

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Recruiting Trend of 2016:
Increased Social Sourcing

- "Employers need to focus on passive candidates." – *Business News Daily*
- According to Forbes, "Sourcing candidates over the web is critical to success today" and a new trend of "Recruiters as Sourcers not Recruiters" is common in high-performing organizations.
- According to Deloitte's 2016 Human Capital Trends Report, 74% of HR executives have identified digital HR and social sourcing as a top priority. At this same time, 42% of companies are adapting their software systems to better fit the digital recruiting landscape.

"Obviously, engaging and recruiting people are closer to you achieving your desired goal, but you can't do that until you have found them in the first place. Sourcing and finding people is the most important. You can't recruit, message, or network with someone you haven't found."

Glen Cathey
SVP Talent Strategy and Innovation, Kforce

Linked in ® Talent Solutions

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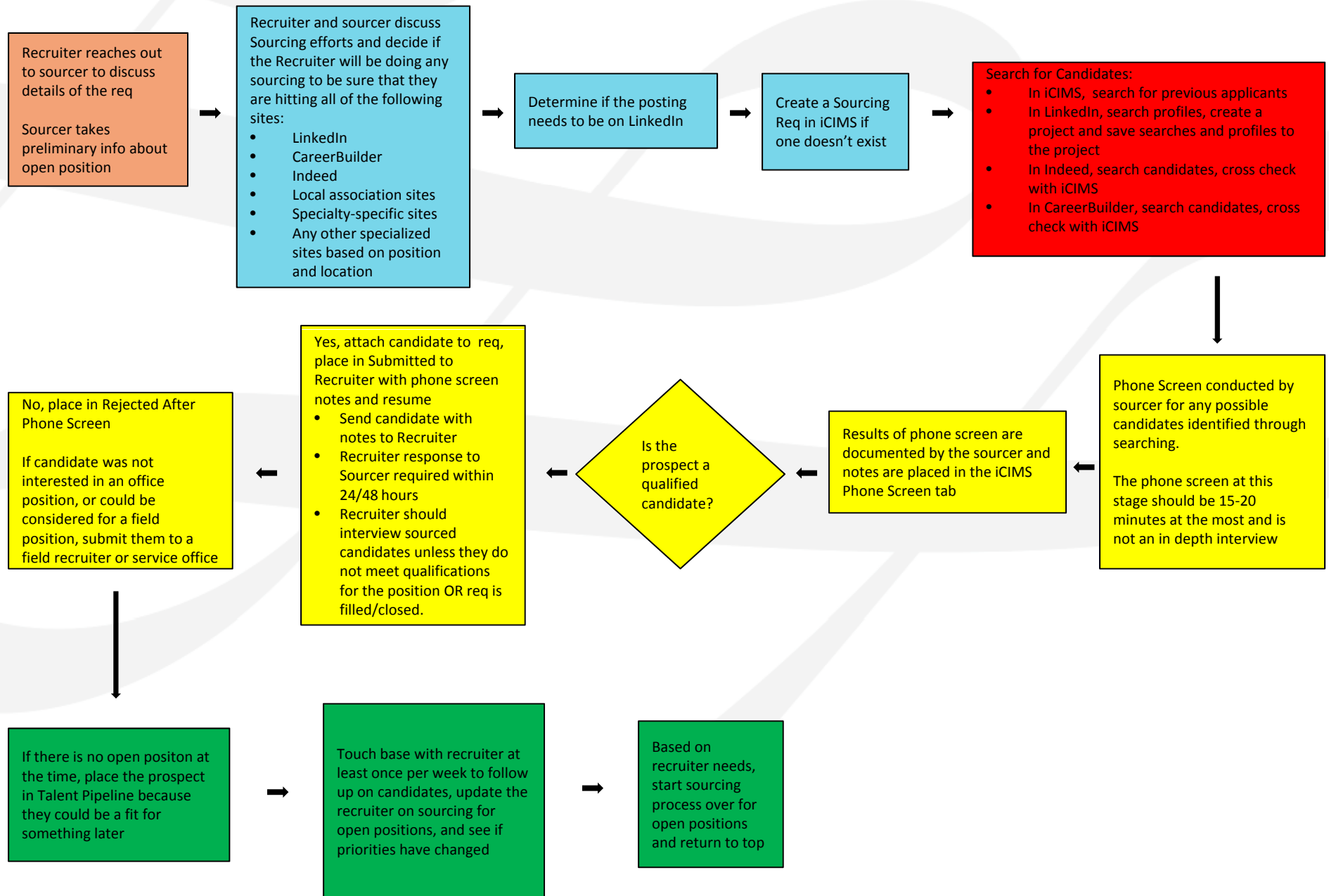
A proactive Talent Acquisition strategy will arguably be the <u>most critical function </u>within your organization during the next decade!
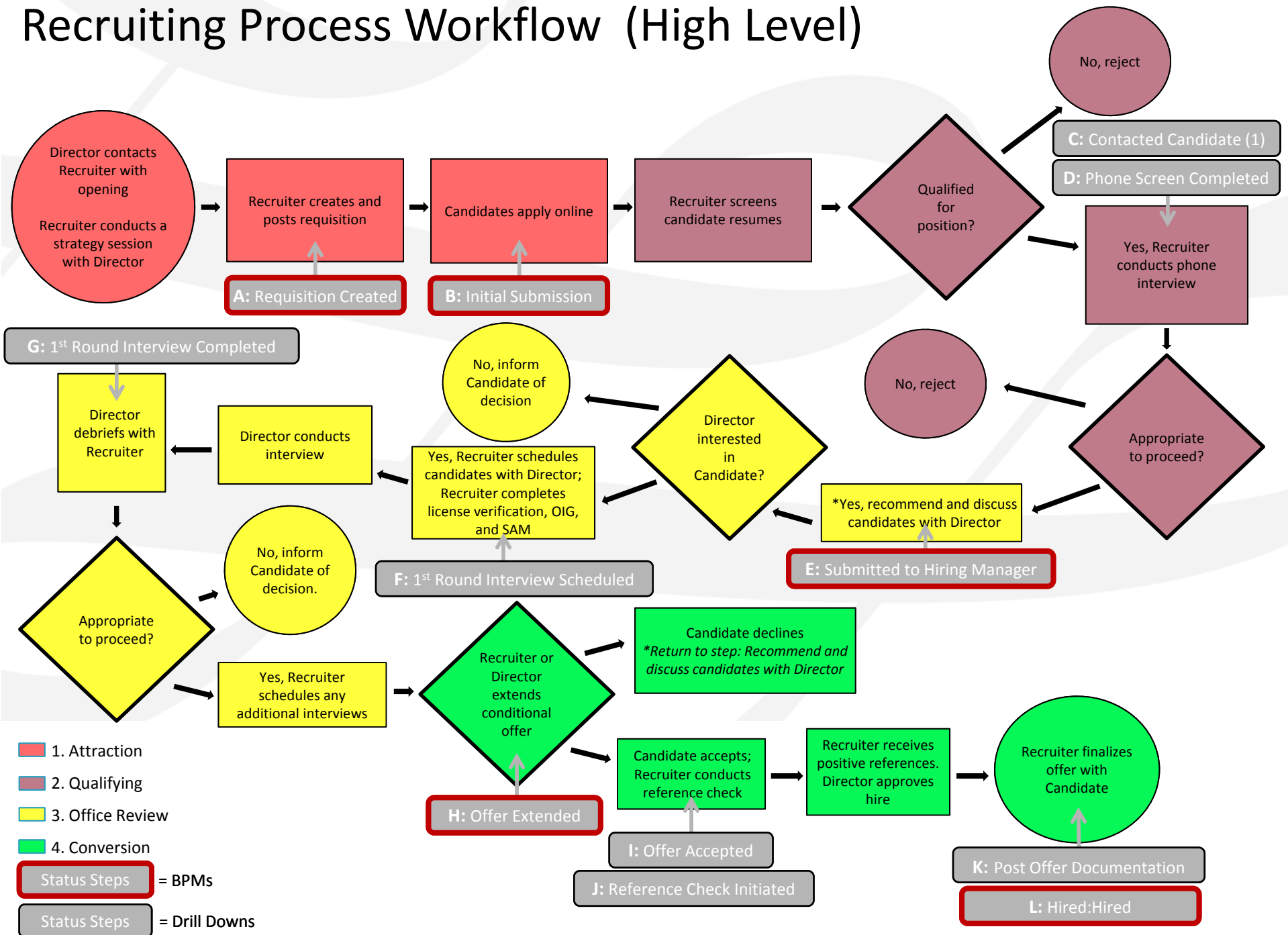
Implementation

- Business Case – Why?
- Create a job description
- Differentiate Sourcer from Recruiter
- Who's going to pay for it?
- How will it work?

Sourcing Process Workflow (High Level)

Recruiter reaches out to sourcer to discuss details of the req

Sourcer takes preliminary info about open position

→

Recruiter and sourcer discuss Sourcing efforts and decide if the Recruiter will be doing any sourcing to be sure that they are hitting all of the following sites:
- LinkedIn
- CareerBuilder
- Indeed
- Local association sites
- Specialty-specific sites
- Any other specialized sites based on position and location

→

Determine if the posting needs to be on LinkedIn

→

Create a Sourcing Req in iCIMS if one doesn't exist

→

Search for Candidates:
- In iCIMS, search for previous applicants
- In LinkedIn, search profiles, create a project and save searches and profiles to the project
- In Indeed, search candidates, cross check with iCIMS
- In CareerBuilder, search candidates, cross check with iCIMS

No, place in Rejected After Phone Screen

If candidate was not interested in an office position, or could be considered for a field position, submit them to a field recruiter or service office

←

Yes, attach candidate to req, place in Submitted to Recruiter with phone screen notes and resume
- Send candidate with notes to Recruiter
- Recruiter response to Sourcer required within 24/48 hours
- Recruiter should interview sourced candidates unless they do not meet qualifications for the position OR req is filled/closed.

←

Is the prospect a qualified candidate?

←

Results of phone screen are documented by the sourcer and notes are placed in the iCIMS Phone Screen tab

←

Phone Screen conducted by sourcer for any possible candidates identified through searching.

The phone screen at this stage should be 15-20 minutes at the most and is not an in depth interview

If there is no positon at the time, place the prospect in Talent Pipeline because they could be a fit for something later

→

Touch base with recruiter at least once per week to follow up on candidates, update the recruiter on sourcing for open positions, and see if priorities have changed

→

Based on recruiter needs, start sourcing process over for open positions and return to top

Recruiting Process Workflow (High Level)

Director contacts Recruiter with opening

Recruiter conducts a strategy session with Director

→ Recruiter creates and posts requisition

A: Requisition Created

→ Candidates apply online

B: Initial Submission

→ Recruiter screens candidate resumes

→ Qualified for position?

No, reject

C: Contacted Candidate (1)

D: Phone Screen Completed

Yes, Recruiter conducts phone interview

→ Appropriate to proceed?

No, reject

→ *Yes, recommend and discuss candidates with Director

E: Submitted to Hiring Manager

Director interested in Candidate?

No, inform Candidate of decision

Yes, Recruiter schedules candidates with Director; Recruiter completes license verification, OIG, and SAM

F: 1st Round Interview Scheduled

Director conducts interview

Director debriefs with Recruiter

G: 1st Round Interview Completed

Appropriate to proceed?

No, inform Candidate of decision.

Yes, Recruiter schedules any additional interviews

→ Recruiter or Director extends conditional offer

H: Offer Extended

Candidate declines
*Return to step: Recommend and discuss candidates with Director

Candidate accepts; Recruiter conducts reference check

I: Offer Accepted

J: Reference Check Initiated

Recruiter receives positive references. Director approves hire

Recruiter finalizes offer with Candidate

K: Post Offer Documentation

L: Hired:Hired

Legend

1. Attraction
2. Qualifying
3. Office Review
4. Conversion

Status Steps = BPMs

Status Steps = Drill Downs

Responsibilities

- Comprehensive (& Customized) Sourcing Strategy
- Talent Pipelines
    - Concentrate on Hard-to-fill positions but have for all roles
- Social presence
    - Become brand ambassadors on targeted social channels
- Re-engagement of your talent pool
- Employee Referrals
- Scalable and Flexible Solution
- Strategic Business Intelligence
    - Labor Market and Compensation Information
- Increased Exposure to Qualified, Interested Applicants
- Full Candidate Ownership / Candidate Experience
- Mobile Optimized Candidate Delivery Portal

Key Performance Indicators

Proposed KPI for Sourcing Agents		
Sourcing team	Weekly Individual Target	Monthly Individual Target
Contacts initiated	300	1000
Contacts established	30	100
Phone screens completed	15	60
Submittals to recruiter	7.5	30
Hires	-	2
	* Based on a team of 5 sourcers	

Challenges

- Correct model / Best Practices
- Partnership with the recruiters
  - Include in the strategy session
  - Get feedback
- Duplication of efforts (outreach)
- Reactive vs Proactive sourcing
- Understanding business growth plans
- Better documentation in our ATS
- High volume!!!

QUESTIONS?

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