

Feature

Overcoming the New Challenges in Recruiting

Hire the right candidate the first time around

Attracting and hiring the best performers for your organization has always been challenging. But in the fast-paced digital era, both the competition and the pressure have increased. Several recent surveys of both small and large organizations across North America have revealed a few new twists to the age-old challenges facing managers, recruiters and HR professionals.

It's all about the Money

Thanks to new tracking and reporting systems, we now know how much it costs to have long vacancies in key positions and for training and retraining employees. So too do those in Finance and other senior executives. This has increased the pressure on HR to produce faster and more effective hiring processes that help give the organization a competitive talent advantage. The good news is that recruiting now has the attention of the organization and can now request and receive additional resources to help them meet these goals.

It does increase the pressure to hire the right person the first time around in order to maximize the financial benefit to the organization, but that's a better situation than it was in the past. If HR and recruiting can show this increased benefit, it will also help make the business case to improve other areas of HR management including employee performance and retention systems.

Competing with the World

When you run a competition for a key position today, you are not just competing for talent in your city or industry or even in North America. You are now competing with the world for the best and brightest employees. This really does add a few more wrinkles to your recruitment processes, but smart organizations are accepting this challenge and going even farther to meet their needs. For example, many are fishing in the high profile employment markets of the BRIC countries (Brazil, Russia, India and China). That's because they all have a quantity and quality of highly skilled and capable workers. Some organizations are casting their lines even wider to lure the talent they need.

If you want to gain a strategic advantage, perhaps you should join them by looking at a group of countries that are called the Next 11. This includes Bangladesh, Egypt, Indonesia, Iran, Korea, Mexico, Nigeria, Pakistan, Philippines, Turkey and Vietnam. They all have growing populations that are highly educated, skilled and looking for work, perhaps with your organization.

Making Employee Referrals Work

If you do not already have a high functioning employee referral network, you are at a distinct disadvantage when it comes to recruiting, especially for elite talent. The challenges of making this network more effective are finding the time to make this happen and convincing everyone that this is a worthwhile investment. Here is one statistic that might help you. Top firms in the United States are reporting that their employee referral hire rate is approaching 50 percent. That means almost half of all new hires could come as a result of a recommendation from an employee who already works for you.

That is the final challenge to making your employee referral program work. You have to recruit all of your current staff to help you attract and hire the people you need. Pay them some incentives for doing so. According to experts, employee referral programs consistently produce high performers, high retention rates and cost less to hire than all other sources.

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Faster Than Ever: Technology and Recruiting

Ever-advancing technology will both speed up recruiting and create its own unique challenges. Here are a few to consider.

Going Mobile

Just when we thought we had the whole social media thing figured out, now we have to recalibrate our recruiting strategies so that they can fit on a mobile phone. This is because candidates (millennials and even older generations) are getting their information about job opportunities by phone. This has been going on for a while now, but experts expect that 'mobile' job applications will become the biggest medium for people to apply for jobs. What was once a fad for only the tech savvy will soon become mainstream and a must-have capacity for organizations of all sizes.

Live Interviews

Once we started accepting resumes online and then through smartphones, the next logical step was live, streaming interviews. They are growing in acceptance and some organizations already use Skype or other mobile video chat options for interviews. They do have some advantages, at least for initial interviews. The reduced costs for out of town or out of country interviews are substantial. However, there is a possible downside because there is some disconnect between the candidate and the reviewing panel. It may be difficult to gauge the complete reaction of a prospective hire if you can't see their full profile and body language. This may also become mainstream as a standard recruiting and interview technique, but we're not quite there yet.

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