

Members Quarterly

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Feature

Recruiting on a Deadline

Use a proven methodology that works



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In the business of Contingency Recruiting, you become accustomed to the 'Rush Order'. This is affectionately called being 'behind the order'. At times, no matter how hard you run to catch up, success is just beyond your reach. Clearly this is not an ideal situation.

Fortunately, by building appropriate client relationships and aiming to become a trusted partner in someone's business, you are afforded the ability to pre-plan and execute recruitment efforts quickly, effectively and at times with great success.

In 2012, we were approached by a client to staff an imaging project that was planned to digitize old paper records for a pending divestiture to another organization. The idea was to have the project run 24 hours (3 shifts) for one month. In the end, we would have digitized several thousand records, completed the project and dissolved the contracts.

Whether your client is internal or external, give daily progress updates.

Drawing on previous successes using IPM's Recruiter program methodology, we designed a project plan that was built around fast tracking the recruitment process. Though the client had pre-determined steps and on-the-job-training already available, through the course of our Position Analysis, we uncovered the tasks involved in this project were fairly simple:

1. File Preparation (PREP)– Remove all paper clips and staples, anything under 8.5" x 11" should be photocopied onto full-size paper, anything oversized scanned separately, insert colour-coded dividers
2. File Scanning and Quality Assurance (SCAN) – Use a high-speed / high-volume scanner with appropriate imaging software. Check to ensure that the scans are straight and clear.
3. File Reconstruction (RECO) –Remove all colour-coded dividers, re-staple and clip sheets, return file to original state.

Now comes the hard part. We had to identify and secure the 35-40 person team, working on three consecutive shifts, 24-hours per day, 6 days per week, as soon as possible. Because of our client's timeline, we needed to have the entire team assembled and ready to work within two weeks.

Don't be afraid to call-out candidates on the phone

Here's how we did it:

By using a modified version of IPM's resume scoring model, we were quickly able to short-list candidates into groups according to PREP, SCAN and RECO. Resumes were pulled from several sources including our existing database, job boards and by referral (during a screening call).

Shortlisted Resumes were phone screened to ensure validity of information, assess fitness for the role(s), explain the parameters of the position, schedule an in-person interview for the following day and deliver the required testing. For the sake of workflow, the client had chosen daytime-SCAN, evening-PREP and night-RECO. This meant that if skills pre-determined the candidate's shift and they weren't able or willing to meet that timeslot, they were disqualified.

Each candidate was interviewed in-person. Before coming to our office, they had completed

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multiple assessments. Some would feel that the interview was an incidental requirement in this case. In reality, several candidates were subsequently screened out of the process based on this crucial step. Using a scoring model that integrated the performance from testing and self-assessments, candidates were slotted into a shift based on skills and experience. During a successful interview, the candidate's paperwork for the contract was reviewed and IDs were scanned for background checks. Upon leaving, each candidate simply needed a start date to begin the work. Data verification was done immediately along with a background check.

The outcome of this was a summary spreadsheet which included a list of project resources, the candidates' self-assessment in all performance areas, assessment from their references, results of their formal testing, completed checklist of paperwork and emergency contact information.

Using this formal process, we were able to identify, recruit, screen, interview and on-board all guaranteed resources with 10 reserves ready to begin work within the specified timeline.

Here are some suggestions for recruiting on a deadline.

- **Get your team on board.** Make sure that everyone who touches this project is kept up-to-date on all the necessary information. Sometimes, the most important thing to remember is when to STOP recruiting. Otherwise, you waste time and effort on excessive candidates.
- **Cast a wide net and reserve the excess candidates.** When screening for a specific skill, most recruiters rely on Boolean searches to screen based on previous experience, skill, education or technology. For some skills, you need to broaden your search parameters to ensure you're casting a wide enough net.
- **Don't be afraid to call-out candidates on the phone.** People will put anything in a resume just to see if they'll get selected. Make sure you're not wasting your time by meeting with people who are not qualified for your immediate needs.
- **ZIP your paperwork into a folder and send it with your interview invite.** Put all the paperwork and testing requirements in a common folder sent to each candidate before the interview. This way you ensure that nothing is left out of the requirements.
- **Whether your client is internal or external, give daily progress updates.** The worst thing that could happen is that you accomplish this great achievement to discover that the requirements have changed, the project has stalled, or that even though the request was ASAP, sometimes you can be too fast.

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