

The Future of Recruitment: Trends & Strategies for 2006



Panelists: (L to R)

Jim Ware

Shally Steckerl

Joel Cheesman

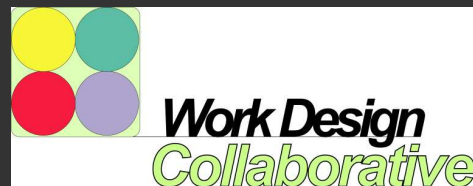
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The Future of Recruitment: Trends & Strategies for 2006

The Future of Work:
*Understanding the Context for
the Future of Recruiting*

Dr. James P. Ware
Executive Producer
Work Design Collaborative

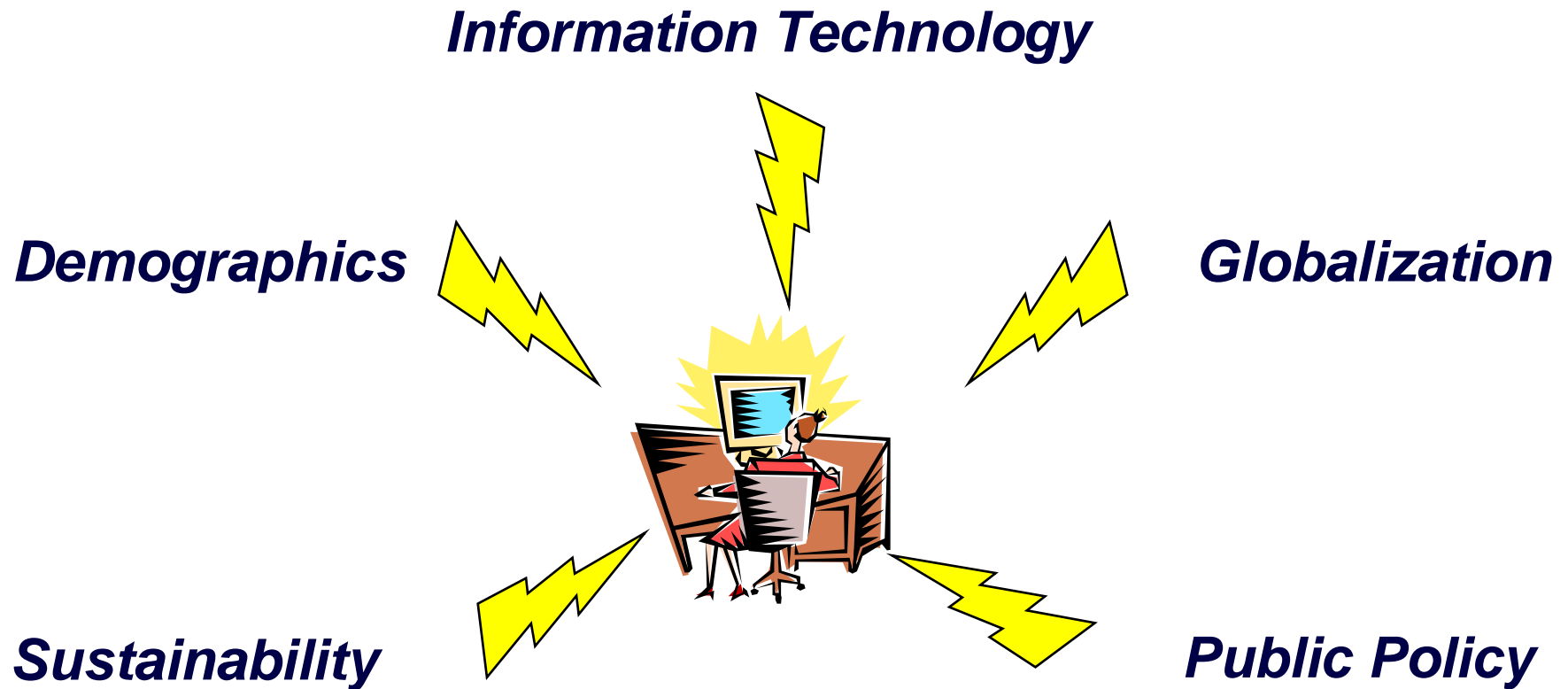


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A “Perfect Storm” is Hitting the World of Work

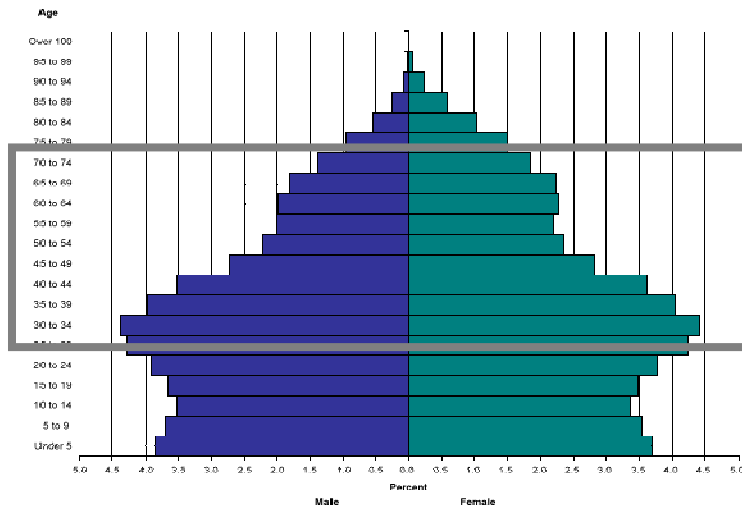


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The Aging of America

US Census Data - Population by Age

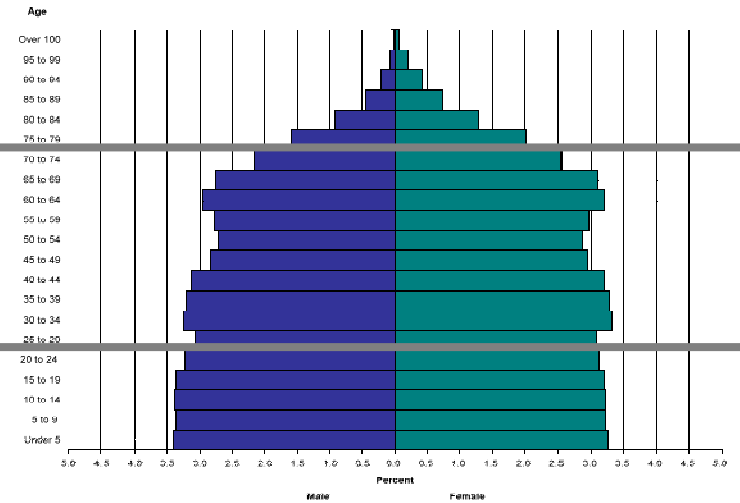
(NP-P1) Resident Population of the United States as of July 1, 1990, Middle Series.



1990

■ Males
■ Females

(NP-P2) Projected Resident Population of the United States as of July 1, 2025, Middle Series.

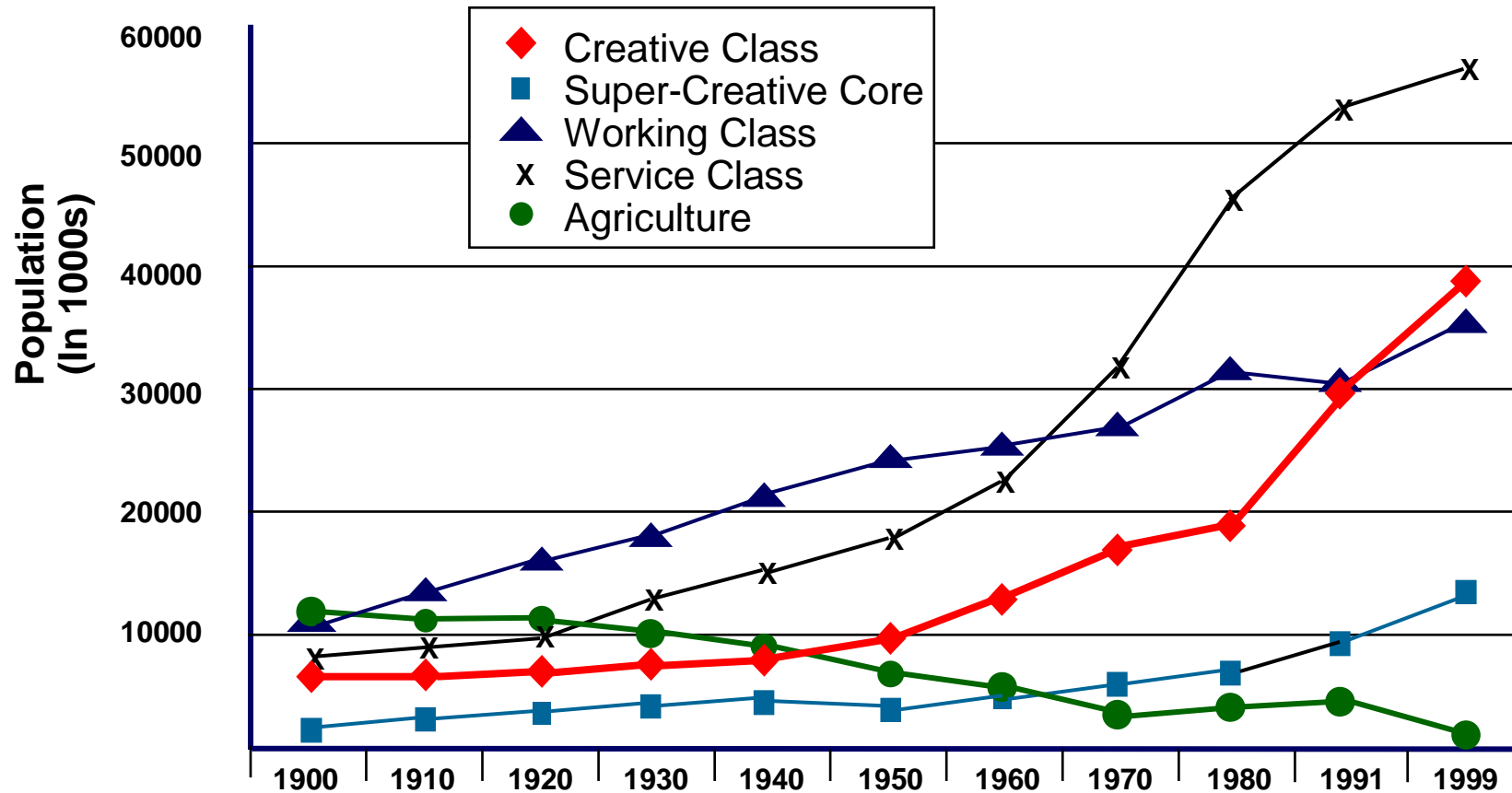


2025

□ Approximate workforce age range (20 - 70)
(each horizontal bar represents five years)

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The Rise of Knowledge Workers*



* Richard Florida, *The Rise of the Creative Class*, Basic Books, 2002 (Figure 4.1, p. 73)

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Globalization

- **Intense competition**
 - for goods and services
 - for talent
 - for customers
- **Relentless margin pressure**
 - migration of work to least-cost regional economies
 - new economics of production and distribution are driving prices to historic lows
 - companies driven to reduce breakeven point, make all costs variable
- **Outsourcing and offshoring of work**
 - economically attractive
 - politically controversial
 - but happening everywhere
- **Dramatic change in employer/employee relationships**



What Will Work Look Like?*

“My best employee isn’t on my payroll”

- **The Workforce**

From 1980 to 2000 the US labor force grew by 50%; from 2000 to 2020 it will grow only 16%

Implication: 35+% of new labor will have to come from off-shore sources

- **Working Arrangements**

Soloists: 16 - 20 million in the United States alone

Temps: 3 - 4 million in the United States; 8+ million worldwide

- ✓ Adecco places 700,000 temps daily

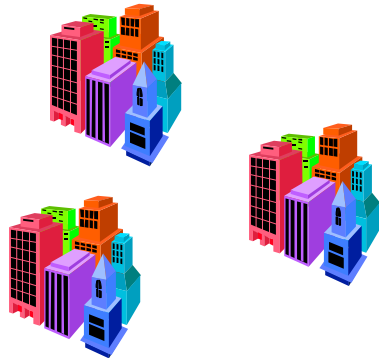
- ✓ 70% of all temps work full-time

Implication: Your HR policies and management practices must change to reflect these new realities

* Data from *Free Agent Nation*, by Daniel Pink, and *Managing in the Next Society*, by Peter Drucker

Trends

Where and When Will Work Be Done?



***Corporate
Facilities
35%***



***In Between
30%***



***At Home
35%***

- Work will be accomplished in a wide range of locations, and on the go
- Work will be spread throughout the day and week (24x7); no more 8 to 5 agricultural schedules
- Work will take place in shorter “chunks,” down from months to weeks

For Further Information

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The Future of Recruitment: Trends & Strategies for 2006

Talent Acquisition:

*Just-in-Time Hiring, Passive Candidates &
The Recruiter as Project Manager*

Shally Steckerl
Microsoft

Microsoft

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Just-in-time Hiring

- “Just in time” hiring is a company wide strategy built around creating a scaleable pipeline that allows the flow of talent into recruitment processes to ebb and flow, suitably matching demand.
- Successful recruiters will build scaleable talent networks for critical multi-incumbent roles.
- This continuously pipeline of talent will allow recruiters to engage their network in reaching the right people, at the right time, so that during times of growth urgent requisitions can be filled quicker and a reduced cost.
- Just-in-time hiring is about maintaining a high quality of hire while building and retaining a solid employment brand so organizations will be able to respond sharply to fast-changing talent acquisition demands.

How to Reach Passive Candidates

- Personalized emails and “one to many” communications like permission marketing and viral marketing.
- Grassroots involvement with the talent marketplace via newsletters and blogs.
- Directly sourcing top candidates from competitors by finding them through the use of search engines.
- Calling into competitors to identify their top performers.
- Taking full advantage of online databases and information brokers like JigSaw, Zoominfo, etc.
- Maximizing the use of online social networking tools and communities like LinkedIn.
- Mining information from readily available databases like Applicant Tracking System and top job boards.

For Example...

- Determined the position required very specific skills not easily found, decided to plan a multi-stage campaign to reach into networks, post on discussion groups, have others post viral messages on blogs, and search through all available online networks and databases.
- Found a lead via a networking referral (but it could have been through a search engine, online social network, ATS, resume or other database)
- Asked network connection to send an "introduction email"
- Followed that with a quick, low-key informative email including links to sites like our blog, online places where we talk about what we do, etc.
- Followed up the next day with a brief Voice Mail message "I'd like to talk with you about the email I sent"
- Immediately after the call sent brief email containing just contact info and "look forward to your call" – include links again.
- The prospect responded to the email, tracked all the activities in a CRM of some kind

Global Recruitment Ecosystem

- Recruitment in the future will increasingly depend on a dynamic ecosystem of global resources that constantly adapts, replacing the current fixed menu of "sources."
- Future success in recruiting will come from being able to evaluate, select, engage and manage the right resources from among thousands of product and service offerings all over the world, and engaging them at the right time.
- Tomorrow's recruiters will be project managers able to automate and coordinate complex tasks between partners, vendors, services and products, all part of the organizations recruitment ecosystem, and provide hiring authorities with a slate of the best applicants available from within the entire ecosystem.

Transparency and Automation

- As project managers, tomorrow's recruiters will be able to present to hiring authorities and leadership an accurate depiction of where each requisition is in the process.
- Hiring managers can transparently see what is being done to recruiting for their open headcount, and be able to get involved as much as they want without disrupting the process.
- Most repetitive, labor intensive rules-based tasks in recruiting will be either automated or outsourced, freeing up recruiters to focus on proactive identification of top talent and relationship building activities.

Recruiting Beyond Tomorrow

The future of recruiting will bring us scaleable passive talent acquisition pipelining programs that reach deeply into untapped networks and global resources to ethically and effectively attract the world's best talent into considering what an employer has to offer.

The Future of Recruitment: Trends & Strategies for 2006

Talent Search:
Power of Search Engines

Joel Cheesman
HRSEO



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Q&A Session

To ask a question:

-Hit the * key on your phone to be put
in a cue

OR

-Use the chat function to
send your question to the moderator

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Please take a moment to fill out the four-question exit survey, we would appreciate your feedback!

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