TOP RECRUITMENT INITIATIVES FOR 2013
DAVID SZARY

David is a leading authority on developing radical, just-in-time recruitment solutions for companies seeking to develop an Elite staffing organization. In 1998, David founded Recruiter Academy, and over the past 15 years he has worked with more than 3000 companies in 45 states and 10 countries.

He has helped educate thousands of recruiters worldwide on recruiting “best practices” and how to manage an efficient staffing process. He is also the creator of the industry’s first objective, performance-driven Certification Program for recruiters!

David has studied and benchmarked numerous experts and theories in the fields of performance improvement (Toyota Production System (TPS), Six Sigma, and Theory of Constraints), behavior modification, time management, and personal achievement.

David is a requested keynote speaker at a variety of corporate and industry events including; NAHCR, Kennedy, ERE, and SHRM/EMA. He has published numerous articles on staffing, just-in-time hiring, Lean Recruiting, and best practices of elite recruiters and is the author of The Recruiter Handbook and Best (and worst) advice for Job Seekers.

DEB VARGOVICK

Deb is a leading Senior Consultant who brings a unique blend of Human Resources expertise along with strong operational business acumen to her clients. She advises senior human resources and staffing executives on strategic optimization of their human capital strategies and practices.

She has spent most of her career leading large (250+ employees) operational teams for Fortune 500 organizations such as The Disney Store, The Gap, Borders Group Inc. and Best Buy. Deb received additional training in finance, business acumen, and customer service where she leveraged her skills to exceed profitability goals leading large scale operations within these organizations.

During her 10 year tenure with The Walt Disney Company, she was thrilled to transition into the HR side of the business. She designed training classes for leaders’ continued growth and development, facilitated the recruiting and hiring process for key Epcot leadership positions, applied “Lean” techniques to standardize and streamline processes for the entire Walt Disney World merchandise division.

Most recently, she led the Henry Ford Health System recruiting organization through a centralization restructure and the introduction of a new sourcing model. She helped define the new organizational structure, trained her 30 member team on new processes, and implemented a “Lean” team to continuously assess and eliminate waste in the recruitment process. Through her efforts, her team was able to cut Time-to-Fill in half within 2 years!
OVERVIEW
Now more than ever it is critical that recruitment organizations align their strategies and initiatives with the Strategic Objectives of their organization. Our Voice of the Customer research clearly indicates that overall, key executives and hiring managers want:

- High quality candidates
- Quality service from individuals with a strong expertise in recruitment
- Responsive service (fill positions quickly!)
- Lean, efficient staffing process
- Cost effective solution

Within Healthcare, additional strategic objectives include:

- Improving HCAHPS scores.
- Improvements in Clinical Outcome Scores.
- Reducing Costs through Lean processes.

Based on our Voice of the Customer research, we conducted a survey to understand the Top Recruitment Initiatives for 2013.

Outlined in this whitepaper you will find the results and key conclusions of our study.

SURVEY METHODOLOGY
In December 2012, we contacted leading HR/recruitment professionals throughout the country, and provided them with the following survey.

SURVEY
The survey asked the following: Please rate each of the following 2013 Recruitment Initiatives on the following 4 point scale: Very important, Important, Less important, Not on my radar.

1. Create (or improve) your sourcing strategy for filling difficult-to-fill positions.
2. Develop a social media strategy.
3. Improve the on-boarding experience for the recruitment process.
4. Reduce recruiting costs without reducing budgeted headcount.
5. Streamline recruitment processes to reduce cost.
6. Improve quality of hire to improve business performance (increase HCAHPC Scores).
7. Reduce turnover and associated costs.
8. Identify metrics to quantify how well you are performing (for your executives).
9. Improve applicant experience.
10. Improve the candidate experience.
11. Improve hiring manager customer satisfaction.
12. Implement new ATS system.
13. Implement candidate assessment tools.
14. Improve your skills (and/or your recruiter’s skills).

We categorized the results into five different groups:

1. Survey Overall (246 responses).
3. Healthcare Manager/Director or Higher Level (71 responses).
4. Corporate Overall (75 responses).
5. Corporate Manager/Director or Higher Level (41 responses).

We ranked each question across all five groups based on the number of times “Very Important” was chosen as the rating.
STUDY RESULTS

Of the fourteen key initiatives, three were ranked in the Top 3 (and significantly higher) than the other eleven initiatives across four of the five groups, receiving the most ‘Very Important’ ratings.

The three Top Initiatives for 2013 were:

1. Create (or improve) your sourcing strategy for filling difficult-to-fill positions.
2. Improve hiring manager customer satisfaction.
3. Improve quality of hire to improve business performance (and increase HCAHPC Scores).

Additionally, the following 5 initiatives were also found in the top 5 “Very Important” rating:

1. Reduce turnover and associated costs.
2. Implement candidate assessment tools.
3. Improve the candidate experience.
4. Improve your skills (and/or your recruiter’s skills).
5. Identify metrics to quantify how well you are performing (for your executives).

KEY OBSERVATIONS

- All five groups ranked Create (or improve) your sourcing strategy for filling difficult-to-fill positions as their Top Initiative for 2013.
- 3 of the 5 groups ranked Improve Hiring Manager customer satisfaction as their #2 highest initiative for 2013. Only the Healthcare groups ranked it lower, with Healthcare Overall ranking it #3, and Healthcare Leaders ranking it at #6.
- Similarly, 3 of the 5 groups ranked Improve quality of hire to improve business performance (and increase HCAHPC Scores). Healthcare Overall ranked it #4, while Healthcare Leaders ranked it lower at #6.
- Healthcare Overall and Healthcare Leaders identified Reduce turnover and associated costs as their #2 key initiative. Interestingly, Corporate Overall and Corporate Leaders ranked this #11 and #12, respectively.
- The only other initiative found in the top 5 of more then 3 groups was Improve the candidate experience, while Corporate Overall ranked it as #7.
- Corporate Overall and Healthcare Leaders ranked Implement candidate assessment tools in their Top 5 at #4, while Healthcare Overall and Corporate Leaders ranked it #7.
- Improve your skills (and/or your recruiter’s skills) were ranked #5 by both Healthcare Leaders and Corporate Overall.
- Implement ATS System was ranked last at #14 in every group.
CONCLUSIONS

Top Initiative - Create (or improve) your sourcing strategy for filling difficult-to-fill positions.

It is clear that creating or improving an existing sourcing strategy to address the need to fill more difficult positions is the most important initiative for both Corporate and Healthcare recruiting organizations. Difficult-to-fill positions typically remain open the longest, impact cost of vacancy the greatest, and negatively impact customer satisfaction and patient safety the most.

Working with organizations throughout the world, we find there are three key reasons why recruitment operations struggle to develop and execute the right sourcing strategies to fill difficult-to-fill positions:

1. Recruiters do not have the competencies, and some don’t even have the desire, required to performed advanced sourcing tactics required to fill these types of positions.

2. Even if the recruiters possess the competencies required, they have not developed the skills necessary for filling these difficult-to-fill positions.

3. Lastly, most organizations do not adequately plan or staff for the sourcing time required for filling these positions. Through our extensive time studies, we have found that most positions require little to no sourcing time (internal candidates, posting, and recruitment media strategies usually suffice), while a difficult-to-fill position might take 3, 5, even 10 hours to find one interested and qualified candidate. This is why many organizations are migrating to an organizational model that includes dedicated internal/external sourcing support.

A strong sourcing team that is armed with competent and skilled recruiters can dedicate the time required to find quality candidates to fill difficult-to-fill positions and create future pipelines that will drastically reduce overall time-to-fill.

In addition, a strong sourcing function can:
- Reduce cost of vacancy including agency fees, staff overtime, contracted labor and/or per diem.
- Find talented passive candidates to improve overall quality of hire.

Second Highest Initiative - Improve hiring manager customer satisfaction.

From our research, we have found that Hiring Managers’ satisfaction is largely influenced by their perceptions and perspectives pertaining to:
- Communication.
- Recruiter expertise.
- Recruitment process.
- Customer satisfaction.
- Quality of hire.
A critical best practice is to utilize a **Voice of the Customer Survey** that allows recruitment organizations to establish a baseline, measure performance improvements, and compare against industry benchmark data. LEAN is working with industry experts to create the first national, standardized survey for hiring manager assessment of recruitment teams, called HMART™.

From our experience, when developing and executing a Voice of the Customer Survey, it is important to analyze data down to the recruiter level. This will allow you to isolate trends related to best practices and areas for improvement. It will provide the granularity required to develop performance improvement strategies to turn your hiring managers into RAVING fans of your organization.

**Third Highest Initiative - Improve quality of hire to improve business performance (increase HCAHPS scores).**

Given the significant changes to healthcare reform impacting reimbursement dollars healthcare systems receive nationwide, finding top talent is more critical than ever.

From our work with healthcare systems across the country, we have found there are five core recruitment ingredients that impact quality of hire:

- An effective sourcing strategy that identifies passive, top talent.
- Use of an Applicant Tracking System (ATS) that has the ability to rank or screen out candidates that do not meet both required and preferred skills.
- Validated and Standardized HR assessment tools recruitment uses to further screen out candidates.
- A standard, validated behavioral based interview guide that targets core competencies directly tied to behaviors required to deliver excellent quality (like impacting HCAHPS scores).
- A performance measurement process that includes evaluating the quality of the hire through survey and their performance after 90 days.

IN CONCLUSION, an organization’s sourcing strategy, their ability to satisfy their #1 customer (hiring managers), and improving quality of hire can truly impact, for better or worse, every key initiative in our survey results. We are not surprised these were the three Top Recruitment Initiatives for 2013.