



CERTIFIED RECRUITING SPECIALIST (CRS) STUDY GUIDE

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Please use this guide to assist in preparation for your Internet Marketing Specialist (IMS) examination.

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I. BUSINESS TRAINING:

BusinessTraining.com is the leading online program for specialized niche business certification programs. The team behind BusinessTraining.com is comprised of industry experts in niches including online marketing, project management, public relations, consulting, and many more.

This experience, combined with our advisory board's expertise in online education and training, is what makes it possible to provide the training and certification programs found on our website.

BusinessTraining.com is part of the G.T.C. Institute, a global training and certification organization that has provided practical industry-specific certification to over 1,000 clients from the United States, Europe, and more than 30 other countries around the world.

We provide high value training programs that provide function knowledge on very specific business topics such as public relations, online marketing, project management, international business, and consulting.

BusinessTraining.com's Mission: To provide professionals with high impact business training and certifications in niche subject areas that are functional and immediately beneficial.

BusinessTraining.com helps you to:

- Quickly gain specialized knowledge in highly valuable business niches.
- Enhance your credibility, resume, and overall value in the marketplace.
- Complete our training programs in 5 months from anywhere in the world.

Our programs accept participants year-round and are flexible to work with your current work schedule and academic constraints. You can complete one of our programs in 2 months or 2 years; the choice is yours.

II. CRS DETAILS AND TIMELINE:

PROGRAM DETAILS:

The **Certified Recruiting Specialist (CRS)** certification program is unique in that it is modeled after many online courses offered at Ivy League institutions today, offering more value for a more cost-effective program. The CRS Program is a self-study program that includes educational multimedia resources in video form, a study guide, required readings, and a flexible online examination process, accessible around the world.

The online exam is structured so that in order to complete the exam within the 2-hour time frame one must read through all of the assigned materials and conceptually understand the majority of the material to score well enough to pass the exam.

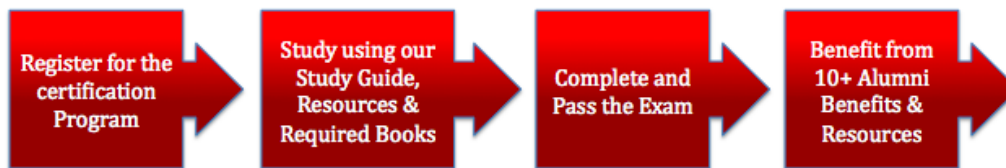
Our goal is to offer the most challenging program in the industry while also providing all of the learning tools possible to ensure participants get the most out of the experience. By testing the

knowledge depth and comprehension from the materials digested, the CRS certification prepares individuals for successful, real-world application.

The Certified Recruiting Specialist (CRS) program is sponsored by the GTC Institute and offered by BusinessTraining.com. This certification program is designed to show and certify that you have gained an in-depth understanding and high-level, specialized knowledge.

In addition to the benefits of gained knowledge, growing industry recognition, more knowledgeable career choices, and networking, our organization is also developing additional resources for CRS Participants. This includes video and MP3 recordings on Q&A or strategies and tactics, webinars, access to interviews with internet marketing professionals who have more than 10 years of experience in the industry, among many more benefits.

4 STEP CERTIFICATION PROCESS



TIMELINE & EXAMINATION DATES:

Programs are offered through open enrollment, making our programs 100% flexible with your current work or academic schedule. After joining you may select an examination date that works well for you from the following dates we offer annually: January 10th, April 10th, July 10th, and October 10th.

BusinessTraining.com exams are administered 100% online. When you have completed the strategic project (outlined later in this study guide), please follow the project submission instructions. Once you have submitted your completed project, you are welcome to schedule your exam date.

Please note that your exam date request must be received at least 3 weeks before the exam date.

For example, if you would like to sit for the January 10th exam, we would need to receive your request no later than December 20th.

To register for an examination date:

- 1.) Email your completed CRS project (*explained in detail in this study guide*).
- 2.) Include your desired exam date in the email with your completed project.

LEARNING OBJECTIVES OF THE CRS PROGRAM

1. Implement proactive recruiting strategies that maximize your ability to find top talent and give you an advantage over the competition
2. Write compelling job descriptions that sell job opportunities and attract the most qualified candidates

3. Identify metrics that can be used to monitor and improve the effectiveness of your recruiting processes
4. Utilize multiple channels to maintain a strong pipeline of candidate including career fairs, employee referral programs, search firms, and contingency recruiters
5. Master Google and advanced internet search techniques to uncover hard-to-find candidates
6. Develop effective interviewing techniques and fact-finding strategies that will predict performance
7. Implement effective retention strategies such as mentoring, performance appraisals, and awards that keep employees engaged and committed.

III. REQUIRED READING

1. 101 Strategies for Recruiting Success: Where, When, and How to Find the Right People Every Time by Christopher W. Pritchard. 2006. **ISBN-13:** 978-0814474075
2. Hire With Your Head: Using Performance-Based Hiring to Build Great Teams by Lou Adler. 2007. **ISBN-13:** 978-0470128350
3. Recruiting on the Web: Smart Strategies for Finding the Perfect Candidate by Michael Foster. 2002. **ISBN-13:** 978-0071384858

IV. CRS EXAM PREPARATION

1. EXAM COMPOSITION:

There are a total of 100 points available to earn for the exam, 80 of which can be earned from the multiple choice or true/ false questions that are worth 2 points each, and 20 of which can be earned

from 2 short answer questions that are worth 10 points each. Please see below for the composition and distribution of the points in-depth.

Module Topic	Number of Questions
<p>Introduction to Strategic Recruiting</p> <ul style="list-style-type: none"> • Role of the recruiter • Importance of planning • Metrics • Managing expectations • Performance profiles • Legal considerations 	25 Multiple Choice
<p>Sourcing the Best Talent</p> <ul style="list-style-type: none"> • Active vs. passive candidates • Writing job descriptions • Web Recruiting Strategies • Sourcing channels 	25 Multiple Choice
<p>Internet Recruiting</p> <ul style="list-style-type: none"> • Finding passive candidates • Advanced search techniques 	25 Multiple Choice
<p>Selecting the best Talent</p> <ul style="list-style-type: none"> • Effective interviewing techniques • Checking references • Negotiating & closing the offer • Retention strategy 	25 Multiple Choice

2. BOOK OUTLINES

Information from the following books will comprise the exam questions.

101 Strategies for Recruiting Success: Where, When, and How to Find the Right People Every Time by Christopher W. Pritchard

This book offers practical, hands-on advice from a seasoned Recruiting professional on how to immediately implement effective strategies to hire and keep good people. It will provide CRS participants with a powerful overview of the role of the recruiter, how the recruiter must plan to be effective, and offer tips for measuring recruiter success, and strategies for retaining employees within organizations.

Hire With Your Head: Using Performance-Based Hiring to Build Great Teams by Lou Adler

This book by Lou Adler, a leading industry expert on Recruiting, provides a systematic approach for Recruiters to focus on a candidate's ability to actually perform well on the job--rather than merely

perform well during the interview. It will provide CRS participants with information on building performance profiles, identifying active versus passive candidates, writing effective job descriptions, effective interviewing techniques, and closing the offer.

Recruiting on the Web: Smart Strategies for Finding the Perfect Candidate by Michael Foster.

The founder of AIRS, Foster details deep web search strategies to locate passive candidates on the web. CRS participants will learn to develop on-line web media strategies and basic internet search techniques to guide effective candidate retrieval.

3. SAMPLE EXAM QUESTIONS

1. *During a recruitment operational audit, which aspect does NOT need to be investigated:*
 - a.) Workflow
 - b.) Support
 - c.) Performance Appraisals
 - d.) Competency

2. *Which is NOT a benefit to implementing a Cost-per-hire metric:*
 - a.) Can help you determine which candidates are applying to your positions
 - b.) Can help you negotiate a better deal with recruiting vendors
 - c.) Can assist you in making better decisions on lodging and airfare
 - d.) Can be used as a benchmark for overall cost-reduction

3. *What is the benefit of using a performance profile?*
 - a.) Can be used for on boarding, employee development, and performance measurement
 - b.) Appeals to candidates who are interested in higher compensation opportunity
 - c.) Allows recruiters to evaluate a candidate's skills, experience and personality
 - d.) Interviewers can use their own performance criteria to screen candidates

4. *What can best aid the recruiter during the performance-based interview?*
 - a.) The Performance Profile
 - b.) A short-addendum from the candidate describing accomplishments
 - c.) Checklists
 - d.) All of the above

5. *What is the primary characteristic that separates the best candidate from an average candidate?*
 - a.) Best candidates tend to be actively seeking employment
 - b.) Best candidates are not as prone to considering counteroffers because once they choose an opportunity they are more likely to stick to it
 - c.) Best candidates enjoy the chance to demonstrate their accomplishments even in the most probing interview
 - d.) Average candidates are interested more in Employee Value Propositions more than best candidates

6. Which is NOT a technique to locate candidates on-line?
- a.) Boolean logic
 - b.) Search Strings
 - c.) Modifiers
 - d.) All of the above

V. FOUR MODULES AND CORRESPONDING KEYWORDS

LEARNING MODULE 1:

Introduction to Strategic Recruiting

This part of the course covers the following topic areas:

Topic Area	Assigned Readings
Role of the recruiter	Prichard: 4-6, 107-108
Importance of planning	Prichard: 7-16, 109-112
Metrics	Prichard: 17-21
Performance profiles	Adler: 29-64; 131-132; 265-273
Legal considerations	Adler: 131-132; 265-273

Role of the Recruiter

Readings: *101 Strategies for Recruiting Success: Where, When, and How to Find the Right People Every Time*, Pages 4-6 and 107-108

Outline of Pages 4-6

Corporate America often underestimates the role of the Recruiter and assumes that good administrators will make good Recruiters.

Recruiter’s are gatekeepers and greatly influence a candidate’s first impression of an organization. They determine the quality of candidates sourced, the quality of hires made, and ultimately the quality of the company itself. This is not an administrative role.

Successful recruiters possess the following characteristics:

- creativity
- sales aptitude and interest,
- personable, assertive,
- excellent communication
- good listening skills,
- great attention to detail
- organized and consistent
- commitment to excellence and success
- intelligent and resourceful

The question “What should our recruiting process look like?” will determine the recruiter’s role. Optimal recruiting requires optimal recruiters.

Outline of pages 107-108

Successful recruiting requires initiating and maintaining effective partnerships between the recruiter and hiring manager.

The hiring manager plays an integral role in the recruiting process by initiating a new requisition, deciding the job requirements, and ultimately extending the offer of employment. It is imperative that open communication and respect exist between recruiter and hiring manager, as well as all individuals who facilitate your success including peers, support staff, and your manager.

The four ways to ensure effective partnering:

- ***Take a genuine interest in your partners*** – work together to anticipate future hiring needs and establish recruiting strategies
- ***Be a pro*** – be known for the excellent work you do, honest communication and great follow-up. Win the respect of others.
- ***Be assertive*** – Hold each other accountable and maintain communication
- ***Show appreciation*** – Partnership is critical for success; never take it for granted.

Questions:

What are some of the misconceptions Corporate America has about recruiters?

Key Terms

- optimal recruiting
- gatekeeper
- hiring managers
- sourcing
- requisitions

- partnering

The Importance of Planning

Readings: *101 Strategies for Recruiting Success: Where, When, and How to Find the Right People Every Time*, Pages 7-16, 109-112

Outline of pages 7-9

Companies often suffer because they fail to perform an operational audit where they critically evaluate their Recruitment policies and practices.

An exhaustive and on-going assessment of the current process must be performed before improvements can be made. Thoroughly investigate these recruiting operations:

Requisition workflow

- How is the requisition authorized, assigned, opened, and prioritized?
- What administrative procedures are required, i.e., applications, HRIS, background checks, offer letters, rejection letters
- How are candidates sourced, screened and introduced to the hiring manager?
- When is manager feedback provided?
- How are hiring decisions authorized and made?

Competency measurements

- What metrics are used to assess level of performance?
- How much are outside agencies utilized and why?
- Are surveys used and why?
- How are recruiter's performances measured?

Recruitment Support

- What is the recruitment budget, are monies spent wisely, how is cost-effectiveness measured?
- What administrative support, training and development are provided to recruiters?
- What tools and resources are available to recruiters?
- Do recruiters have a "seat at the table" at staff meetings?
- How does communication hamper or facilitate success?
- How are recruiters recognized, compensated and challenged?

Remember keep an eye on both the detailed and big picture. Open and honest self-examination are the key to success.

Outline of pages 10-16 and 109-116

Recruiters must be pro-active in anticipating their clients' needs and demonstrate their value by establishing effective planning techniques. Recruitment Planning should include:

- On-going discussions with clients to anticipate future hiring needs
- Developing proactive candidate pipelines
- maintaining strong employee referral programs,
- Cooperation with management to ensure adequate budget
- Strategic & tactical flexibility and creativity
- Investment in training & development,

On-going support and involvement from hiring managers is critical to determine prioritization and the recruiter's success.

Overextended, undertrained recruiters make expensive mistakes. Investment in on-going recruiter training is essential.

Automate and simplify your recruiting processes and procedures and examine the "low hanging fruit" before engaging expensive search activities.

Spend less time keypunching and more time recruiting.

Planning the process – both the recruiter and hiring manager should work together during the recruitment planning phase of each new requisition.

The Standard requisition format contains the following information:

- Name of position
- Pay grade & level
- Department name
- Reporting Manager
- Reason for opening
- Job description
- Required education, skills & experience
- Desired education, skills & experience
- Hiring manager's signature
- Authorization signature
- Date Opened
- Needed by
- Recruiter's signature

Establish a system to organize and assign requisitions to recruiters based on workload and specialty.

Work with hiring managers to establish candidate screening criteria.

Lack of hiring manager feedback can derail recruiting. Be sure to develop an agreement with the hiring manager at the outset defining mutual expectations for feedback and communication. Hold yourself and the hiring manager accountable.

Questions:

Why is it important to take stock of your current recruiting operation?

What are the operational aspects that must be investigated?

Why is proactive recruiting important to successful hiring?

What role do recruiting managers and management play in successful hiring?

What are four of the thirteen pieces of information a new requisition should contain.

Explain the process of assigning requisitions and options to keep in mind when considering your prioritization strategy.

Key Terms:

- workflow
- competency measurements
- workload balance
- recruiter specialty
- prioritization strategy
- clients
- reactive recruiting
- proactive recruiting
- Society for Human Resource Management (SHRM)
- information storage and retrieval system
- keyword database inquiry
- relational database
- Human Resource Information System (HRIS)
- planning phase
- screening criteria
- taking ownership of the candidate
- client feedback
- mutual expectations

Metrics

Readings: *101 Strategies for Recruiting Success: Where, When, and How to Find the Right People Every Time*, Pages 17-21

Outline of pages 17-21

Implement a metrics strategy to monitor specific aspects of recruitment performance and demonstrate to senior management how your process saves money and increases effectiveness.

What does cost-per-hire refer to and what are examples of ways cost-reduction can be achieved?

Key Terms:

- Cost-per-hire
- benchmark
- days-to-fill
- submissions-to-candidates
- candidates-to-hires

Performance Profiles

Readings: *Hire With Your Head: Using Performance-Based Hiring to Build Great Teams*, pages 29-64

Outline of pages 29-64

To attract superior people you must first define superior performance. Minimize the use of traditional job descriptions that appeal to average performers. These typically list required experience, qualifications, and traits. Instead, use performance profiles which describe the required performance objectives (results) needed to be successful, the environment in which this success happens, and the opportunity for career growth and challenge.

The performance profile is used throughout the entire recruitment and hiring process --from screening, accessing, hiring, and on-boarding your best candidate. It increases the likelihood of accurate hiring and on-the-job success by clearly defining expectations and demonstrating job stretch and growth.

The six business advantages to using performance profiles are:

- 1) Helps attract and screen candidates – when challenges are emphasized the best people apply
- 2) Helps recruit those who want an opportunity, not higher compensation. The best people are willing to compromise on salary in favor of career growth potential
- 3) Improves on-boarding since the new hire understands job expectations which were highlighted in the performance profile
- 4) Reduces turnover through continuous rehiring- use the PP to constantly monitor employee performance and know when to provide more stretch and opportunity
- 5) Monitors performance management – used as a baseline, the PP can drive development programs and effective performance reviews
- 6) Saves Time

Questions:

What are the advantages of hiring using a performance based profile versus a skill-based job description?

List five ways performance profiles improve the sourcing and selection process.

What are the nine steps involved in preparing a performance profile?

Key Terms:

- Continuous rehiring
- performance profiles
- job descriptions
- skills-based job descriptions
- on-boarding
- performance profiles
- employee turnover

Legal Considerations

Readings: *Hire With Your Head: Using Performance-Based Hiring to Build Great Teams*, pages 131-132 and 265-273

Outline of pages 131-132 and 265-273

Avoid personal questions during the interview. Only ask questions that are pertinent to the job. When in doubt, consult your legal department.

Questions:

What types of questions must you never ask a candidate because they are illegal and inappropriate?

Key Terms:

- discrimination
- harassment
- Fair Credit Reporting (FCA)
- at-will employment

2. LEARNING MODULE 2:**FINDING THE BEST TALENT**

This part of the course covers the following topic areas:

Topic Area	Assigned Readings
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Active vs. passive candidates	Adler 66--73, 93-96
Writing effective job descriptions	Adler 75-81
Web Recruiting Strategies	Foster 123-143
Sourcing channels	Prichard 41-91

Active vs. Passive candidates

Readings: *Hire With Your Head: Using Performance-Based Hiring to Build Great Teams*, pages 66-73

Outline of pages 66-73

The best candidates look for opportunities differently than average candidates regardless of their active or passive status.

Questions:

What are the common characteristics among the best candidates when looking for an opportunity?

Describe the difference between “very active”, “semi-active”, “semi-passive”, and “very passive” candidates.

How does the economic climate impact the quality of candidates?

Key Terms:

- job match
- compensation package
- “employer of choice”
- employer branding

Writing effective job descriptions

Readings: *Hire With Your Head: Using Performance-Based Hiring to Build Great Teams* pages 75-81,

Outline of pages 75-81

Top candidates explore career opportunities that make career sense – that is, what they will do, what impact they can make, and what they can become. Don’t write job descriptions that stress skills.

Important: review the job ads on page 76, 77, and 78 and be able to identify what makes the last two seem appealing to top performers.

Great ads have these characteristics:

- A compelling title that grabs attention and stands out
- Focus on what the candidate will do and become –their inherent motivational needs.
- Describe the most critical skills in context of how they’re used on the job.

Make sure your job can be found by passive candidates using these marketing techniques:

- Reverse engineer to appeal to less active candidates who aren’t actively job hunting by using the right key words and job boards.
- Use SEO (Search Engine Optimization) strategies so your ad will come up in search engine results – many passive candidates don’t use job boards.
- Use sites like Linked-In to obtain the names of appropriate candidates and send them a compelling e-mail with the job opportunity.

Questions:

What are some common pitfalls of traditional “boring” job descriptions?

How do compelling job descriptions attract the best talent?

What are the three criteria great ads must contain?

Key Terms:

- search engine optimization
- candidate profile

Web Recruiting Strategies

Readings: *Recruiting on the Web: Smart Strategies for Finding the Perfect Candidate* pages 123-143

Developing an effective web media plan requires allocating time and resources effectively and consists of these parts:

- **Objectives:** project the capital and labor resources needed to complete your objectives within the required time frames
- **Time:** Look a year ahead and revise your plan quarterly; create deadlines for specific, clearly defined milestones
- **Resources:** What is management’s commitment to execute the plan, and what is the recruitment team’s bandwidth?
- **Results:** Track your ROI (return on investment) and measure (CPH) cost per hire shows you what is working and what is not.

Be sure to employ a **Diversified Web Plan:**

- Leverage your employee referral program on the web
- Drive passive candidates to your site using banners, links, and sponsorships
- Use newsletters to reach candidate communities
- Use one or two carefully selected job boards
- Choose the best niche boards based on your industry and needed skills
- Leverage the best local job boards
- Cross-post to free sites and news groups

Your web media plan is an integral aspect of your overall recruiting plan and should be established annually, reviewed quarterly, and adjusted as needed. Keep these factors in mind:

Establish headcount projections – how many people are needed to achieve business goals and what is the anticipated turnover?

Identify timing – when will you have to proactively recruit to ensure continuity?

Identify your strategy:

- look at functions and skills needed, and in which locations
- where do these candidates go on the web, how to reach them?
- who is the competition and how to position against them?
- what is the core employment value proposition?

Tools:

- how many jobs will you post and to what web sites?
- will you use a recruitment ad agency?
- how many ads do you need?

Resources:

- how will you allocate budget and labor?
- what combination of activities will produce the highest ROI?
- what are the contingency resources held in reserve?

Recruitment Advertisement Agencies can be valuable allies, especially to larger companies, to help build employment brands and media campaigns.

The top three Recruitment Ad Agencies are:

Bernard Hodes Group, TMP Worldwide and Davis Advertising

Use these best-practices to make sure your on-line job ads get clicked:

- **Make the Match:** Use search terms and matching keywords and phrases to drive a candidate match in standard databases.
- **Make Sure:** Test your results. Post your jobs, review your results. Re-write them with better keywords if they don't show up on the first page.

- **Update Often:** Repost your jobs to refresh them on search engines
- **Know your audience:** Use language in your ads that reflect and appeal to the people you are trying to recruit.
- **Create Interest** – Create compelling descriptions that are accurate and leverage as many keywords as possible to maximize the match.

Build **on-line job templates** for your company website as well as job boards to save time and eliminate redundancy.

Unqualified applicants can interfere with building strong candidate pipelines. Use these tactics to increase candidate quality and filter unwanted candidates:

- Strongly state requirements; stress “**must have**” skills
- Focus on what candidates **will do** once they are hired
- Require a **cover letter** explaining interest
- Omit contact info – discourage paper submittal at all cost

The top three job boards are:

- Monster, Hotjobs, and CareerBuilder

Active job seekers often use job boards. Utilize candidate databases offered through job boards to source passive candidates that were once active.

Commercial job boards can be broken into two categories:

- 1) **Career hubs** – like Monster and CareerBuilder, they broadcast jobs to a general population of job seekers primarily targeted by location
- 2) **Niche boards** have an advantage over traditional job boards in that they are typically less expensive and they target specific industry, skills and education.

Professional and trade organizations can be even more valuable than niche boards as their members are often pre-qualified, passive candidates.

Questions:

What are some of the pitfalls of using major job boards?

What are the best practices to keep in mind when posting to job boards?

Key Terms:

- web options
- ROI
- niche boards
- web plans strategy
- web plans visibility
- recruitment ad agencies

- keywords
- search results
- audience
- brand
- job template
- URL
- brand recognition
- expensive pricing,
- control
- competing interests
- diminishing returns
- unqualified candidates
- diversify, measure, consolidate

Sourcing Channels

Readings: *101 Strategies for Recruiting Success: Where, When, and How to Find the Right People Every Time*, Pages 41-91

Outline of pages 41-91

There are a number of channels that can be tapped to find the right candidate.

Media – Newspaper advertisements -- evaluate this traditional sourcing technique for cost-effectiveness.

Outplacement – Learn about the major outplacement agencies are in your area and nationally and look for ways you can partner with them for your sourcing needs.

Career Fairs – Be discerning in choosing which to attend. Many can be a waste of time and resources. Target based on demographics, past successes, and location. Budget and cost/benefit analysis should be factored into your decision.

Government Resources – Greatly underutilized often because of stigma. Sometimes your best candidate can be waiting in an unemployment line.

Social Services – Partner with social service and private non-profit agencies in your area that specialize in employment related programs.

Professional Journals & Magazines – Gain insight into specific industries you are recruiting for. Network and look out for direct recruiting opportunities.

Associations – Use associations for networking, advertising and direct sourcing opportunities.

Note: Be sensitive to the fact that many members of associations join newsgroups to communicate with other professionals in their field. It is considered spam, and inadvisable to approach these members with recruiting pitches and help-wanted posts. Be discreet and considerate.

Community Resources – Often untapped, these are great opportunities for sourcing. Build a high-visibility presence here to attract talent.

Employee Referral Programs – Offer incentives and keep it lively. This is a powerful way to recruit new talent through current employees who can feel a personal impact and a greater stake in the company.

Company Alumni – Network with your alumni through exit interviews, newsletters and alumni referral programs.

College and University Recruiting – Many of the standard methods of college & university recruiting yield very few viable candidates for the amount of time and money spent. To be more strategic, Recruiters should meet with key staff from the placement office. Success needs to be measured by the actual number of hires made.

Alumni Associations – Contact alumni association and offer to brainstorm on potential avenues for partnership.

Non Traditional Schools & Programs – Technical institutes, continuing education programs and certifications programs are all great sourcing channels.

Military Outplacement – Hundreds of experienced professionals are separated from active duty each year. Use Department of Labor's America's Job Bank to locate these individuals.

Research Firms – Best for scouring from competitors, locating passive candidates and offering pre-screening services at a fraction of the cost of recruitment agencies.

Contingency Recruiters – Unlike contract recruiters, retained recruiters and in-house recruiters, contingency don't get paid unless they find the candidate you hire.

Retained Search – Best for high-level searches where confidentiality and image are important.

Open Houses – Like career fairs and campus career days, a great way to connect with candidates.

Working with Competitors:

- **Direct Sourcing** from competitors is often left to third party research firms or agencies. Corporate Recruiters typically avoid direct recruiting from the competition as this can set the stage for raiding wars.

- **Peer Relationships & Alliances:** third party recruiting firms engage in alliances with other firms to split business. One company provides the requisition, the other provides the hired candidate and the fee is often split between the two agencies.
- **Recruiter-to-Recruiter Alliances** are great networking opportunities that can yield excellent information and leads. Be careful not to disclose confidential and proprietary information about your company that could compromise its interests.

Networking – Develop and maintain an active contact list of your professional and personal acquaintances. Check in with them periodically. You never know where your next hire will come from!

Internal Postings & Promotions – Promoting internal employees builds employee morale while making the Recruiter’s job easier through filling the process of backfilling. Clear guidelines and timely follow-up must be followed.

Candidate Pipeline – Prequalified, screened candidates often make their way into a “pipeline” that can be tapped for future requisitions. The best candidates, however, often find other opportunities.

- Set realistic expectations with candidates and keep them in the loop. Get status updates from hiring managers and communicate these to the candidate. Talk to management about opening up a new job position to take advantage of a great candidate. Don’t overextend yourself. Nurture relationships with a manageable number of candidates to increase your chances for successful recruiting.

Layoffs – Corporations are often laying off good people. Call the HR department and offer to place the displaced employees into your organization.

Brainstorming – Get into the shoes of your candidate to understand how they think and how you can reach them. Constantly think of new and creative sourcing techniques to fill your position.

Key Terms

- SHRM
- ASTD
- user groups
- newsgroups
- listserves
- etiquette
- spamming newsgroups
- exit interviews
- alumni referral program
- Defense Authorization Act
- recruiting research firms
- contingency recruiters
- networking

- personal-contact network
- internal postings
- candidate pipeline
- nurture relationships
- layoff
- downsizing
- displaced employees
- sourcing techniques

3. LEARNING MODULE 3

Internet Recruiting

This part of the course covers the following topic areas:

Topic Area	Assigned Readings
Finding passive candidates	Foster pages 171-238
Advanced search techniques	TBD

Finding passive candidates

Readings: Recruiting on the Web: Smart Strategies for Finding the Perfect Candidate pages 171-238

Outline from pages 171-238

The internet has leveled the candidate playing field by placing vast amounts of public information on the web.

Web research avoids the time-consuming problem of getting past organization gate keepers by locating candidate names, titles, and contact information directly on the web.

The top ten Web Communities to uncover passive candidates are:

- companies
- colleges
- alumni groups
- organizations
- news & publications
- conferences & events
- discussion groups

- virtual communities
- local or national ISPs
- user's groups

Specialized web search techniques used to find passive candidates are:

PeelBack: Peeling back a URL to uncover a directory tree to find similar candidates to the one you've originally identified. Look for "people words" in the URL such as staff, attendees, member, or employee.

Powersearch: Combine Boolean logic with advanced field commands to create highly targeted search strings.

X-Ray: Search a target web site to access web pages within the site. Use keywords such as staff, directory, and "alumni AND executive".

FlipSearch: The process of using various search engines to reveal documents linked to a page in a target web site.

PeerSearch: Use names, email addresses, and phone numbers as search terms to find similar people on lists.

Finding resumes on the web: Active searches should begin with resume banks and in-house database. If in your budget, get a subscription to Monster; old resumes can often yield better results than new ones because this means candidates are now possibly working at a competitive company with peers who can also become candidates.

Both resumes and home pages are available on the web and can contain valuable information that can be useful to recruiters. Look for clues embedded in on-line resumes to uncover similar candidates.

Search engines such as Google along with the use of Boolean terms and field search commands are the building blocks for effective deep web sourcing.

- Operators are commands used in a search string which manipulate the true/false value. They are: AND, OR, and NOT.
- Modifiers are symbols used with operators such as a phrase defined by "quotation marks".

Important: review the Boolean Operators and Modifiers chart on page 200 and be able to define the differences and their use.

Key Terms

- search string
- search engines
- spiders
- Google
- AltaVista,
- Alltheweb
- Yahoo
- boolean operators and modifiers

4. LEARNING MODULE 4:

Selecting the Best Candidate

This part of the course covers the following topic areas:

Topic Area	Assigned Readings
Effective interviewing techniques	Adler 99-134 and 175-177
Checking references	Adler 167-178
Negotiating & closing the offer	Adler 197-232
Retention strategy	Prichard 140-164

Effective Interviewing Techniques

Readings: *Hire With Your Head: Using Performance-Based Hiring to Build Great Teams* pages 99-134, 175-177

Outline for pages 99-134 and 175-177

The best people make things happen, do more than is required, and consistently exceed expectations on time.

The five core predictors of on-the-job success are:

- talent – an inherent ability to succeed
- self-motivation – internal drive for success
- team leadership – ability to influence and motivate others, including peers and superiors
- evidence of comparable accomplishments – one’s past performance can predict future success
- job-specific problem solving – an ability to figure out job-related problems.

The single most important interview question is the “accomplishment” question:

“Of all the things you’ve accomplished in your career, what stands out as most significant?” Could you go ahead and tell me all about it?”

Fact-finding questions clarify major accomplishments and consist of several types of specific questions.

Candidates tend to give general, brief answers during the interview. It is the recruiter's responsibility to extract specifics from generalities. Probe for examples that quantify the candidate's accomplishments.

Ask the same question multiple times (in different contexts) to reveal trends in performance.

Set aside first impressions and keep biases in check. If you dismiss someone too soon, you could miss a great candidate.

The second most important interview question is the "visualization" question:

"If you were to get this job, how would you go about solving _____?"

Use the "**visualization question**" combined with the "**accomplishment question**" to determine job-specific competency and problem solving.

This question reveals how a candidate anticipates and will solve on the job problems before beginning the new job. Listen for strategic responses that reveal longer-term approaches. Different types of problems include:

- **tactical** responses demonstrate results over process
- **technical** responses are overly-detailed
- **strategic** – stresses a longer time horizon, typically six months or more

Extracting specific examples from the candidate allows for a more revealing and insightful interview.

Work Charts – asking a candidate to draw a work chart and describe their role in their organization can reveal accomplishments and allows for a freer, less staged interview.

A "trend Line" of growth over time is used to measure long-term impact and predict future performance. This inquisitive approach appeals to a top performers desire to demonstrate their history of results and builds rapport with the interviewer.

Anchor every performance objective – combine an anchor question – getting specific examples of past accomplishments– with fact-finding and visualization to reveal comparable performances and talent to meet future objectives. Then, map responses to the job performance objective. This gives you a picture of the candidate's ability to handle critical facets of the job.

Important: review page 118 and be able to describe the eight steps involved in the complete performance based interview.

Even the best candidates get nervous during the interview. Don't judge too quickly and provide a "give and take". Listen four times more than you talk. Avoid the question "tell me about yourself" and request only relevant background information.

Assessing Character & Values

The ability to persevere under difficult conditions is the essential trait of high performers. Use the following question at the end of the interview when candidates are most candid to assess patterns of commitment using the following question:

“Can you give me the best example of something you accomplished where you were totally committed to the task?”

Measuring Personality & Culture Fit

Personality, interpersonal skills, and management style should be displayed by the end of the interview. These traits are revealed through the fact-finding and probing process.

Close of the first interview

If the candidate has made the first cut, be sure to express sincere interest, create competition, and gauge interest. Candidates respond best when they know they are liked and qualified.

Don't use the phrase “we'll get back to you in a few days”. Often the best candidates are reluctant and the recruiter needs to be patient, providing them with complete information and needed time.

Preparation is key

Prepare thoroughly by reviewing the performance profile and objectives. Lack of preparation by the interview team can leave a bad impression and cause a good candidate to withdraw from the process.

Conduct a 20-minute telephone screen before meeting face to face to lessen emotions and speed up the assessment process. Focus on work-history and request that they prepare two major accomplishments to be discussed in the next interview.

Use additional interviews to better assess the job fit and gather more information about candidates past successes and failures.

Panel interviews are recommended as they can be more objective, lessen emotions, save time, and include subordinates in the process.

Key Terms:

- measuring comparable past performance
- team skills
- problem-solving skills
- fact-finding
- clarifying major accomplishments
- accurate interviewing
- trend of performance
- “most significant accomplishment questions”

- first impressions
- “how would you” question
- planning and visualization skills
- complex, advanced, or superficial responses
- two-question performance based interview approach
- work charts
- trend line
- comparable performances
- anchoring performance objectives
- assessing character and value
- who, what when where and why
- gaining candidate interest

Checking References

Readings: *Hire With Your Head: Using Performance-Based Hiring to Build Great Teams* pages 167-178

Outline from pages 167-178

After the performance based interview, conduct an objective reference check to help validate the candidate’s accomplishments. Good candidates always have strong references and are happy to talk openly about them.

As with the interview, apply a fact-finding and probe the reference for specific examples and details to validate positive statements about the candidate.

The hiring manager should always conduct the reference check as a recruiter has a vested interest in hiring the candidate. Be sure to qualify the reference and qualify the candidate.

Key Terms:

- fact-finding
- qualifying the reference
- qualifying the candidate
- panel interview

Negotiating & Closing the offer

Readings: *Hire With Your Head: Using Performance-Based Hiring to Build Great Teams* pages 197-232

Outline from pages 197-232

There are two fundamental principles of recruiting:

- 1) Never make a formal offer until it is accepted;

2) Provide your candidate a compelling future vision that outshines the past.

Recruiting is not selling; it's career counseling and consultative needs assessment.

Listen four more times than you talk.

Assess, recruit and negotiate at the same time; hiring managers must be fully engaged with the recruiter throughout the process from beginning to end.

Offers are usually accepted because of long-term opportunity, not money. Strong candidates want their potential manager to know about their accomplishments before they are hired. Make the candidate important.

Important: review the list on page 203 and be able to distinguish the top 5 reasons a candidate will accept a job (i.e., "going toward motivating strategy").

Use the "30% Plus Solution" to differentiate yourself from the competition. This represents a total increase comprised of job stretch and growth, plus salary and the manager's total involvement.

The Employee Value Proposition (EVP) is a compelling statement summarizing reasons a top candidate would choose your job over the competition. Demonstrate the EVP throughout the interview process and tie it to the performance profile to engage and motivate your top candidates.

Don't wait until the end to bring up compensation. Test the waters early on without specifying numbers to assess candidate interest.

Maintain competition by stressing the career opportunity and keeping other candidates in the process.

Use the following recruiting and closing techniques to overcome hurdles during the closing process:

Close an Objection - Used to validate concerns, the "close an objection" technique is used at the end of the interview. Sometimes a candidate will pin a real concern on a more obvious factor, for example, the "benefits package" when in fact it's because a spouse doesn't want to relocate. To uncover and ultimately resolve the underlying concern, the recruiter must probe and ask "what if" questions.

Not Enough Money - As we've discussed, the job must be presented as a major career move with opportunity for job growth. If the candidate stresses salary over these factors and does not appear flexible, ask her if she will withdraw herself from the process if salary requirements can't be met. If she says yes, terminate the process. Often the candidate will acquiesce. Another technique is to introduce competition. Let her know that you are considering other candidates.

Counteroffers - Test the candidate's tendency to consider another offer. Cultivate your relationship with her between the time the offer is accepted and when she starts. This will minimize the chance of buyer's remorse by making the opportunity more exciting and less risky than accepting the counteroffer.

Lack of Promotional Opportunities - Present a realistic picture of the career opportunity during the interview. Don't make any promises that the company can't keep. Temper the long-term opportunities expressed during the interview by stating that promotions are given when both individuals *and* companies meet performance objectives.

"Job isn't big enough, or not enough challenge" - Stress the strategic and tactical importance of the position, or add a one-time project of a critical nature to add substance to the job. If in fact the position is beneath the candidate, be honest, tell her he's too strong for what you now have available.

Candidate's hesitation - Uncover concerns that might cause hesitation before they become deal-breakers. Test the candidate's interest after the interview, and provide them with thorough information. Often good candidates drop out of the process because no one took the time to address their concerns.

Long-term opportunity - During the interview, describe how the job relates to the strategic needs set forth in the performance profile. Stress the Employee Value Proposition to demonstrate long-term opportunity.

Take Away - The "take away" should be used sparingly and can help to break a stalemate. By saying "I don't think we can overcome your objections, so perhaps we should just agree to stop discussing the possible offer", the candidate will pull back, if he is seriously interested. This last resort can be a way to get back into the driver's seat.

Push-away to demonstrate growth opportunities - a largely overlooked objection strategy, this method is often used to compensate for salary concern. Express concern over a lack of experience in a certain competency area. Explain that once the skill is mastered, added compensation will follow.

Be sure to stay in touch with the candidate after the offer has been accepted and until the candidate starts. Great candidates are heavily pursued by the competition. Stay involved.

Key Terms

- need analysis
- "going-away strategy
- "going toward strategy
- quality of the job
- quality of the hiring manager
- quality of the team
- quality of the company
- compensation package
- 30% plus solution
- employee value proposition
- competing opportunities
- opportunity gap

- informal offer
- testing process
- overcoming objections
- counteroffers

Retention Strategy

Readings: *101 Strategies for Recruiting Success: Where, When, and How to Find the Right People Every Time*, Pages 140-164

Outline from pages 140-164

Effective Employee retention programs are essential to keep top employees. Happy and successful employees tend to stay put. Use these steps to reinforce company retention:

On boarding - Make new employees feel welcome and have a new hire checklist in place.

Mentoring - Pair a new hire with an experienced employee via a “buddy system” to help orient and build camaraderie.

Build a sense of community among employees through special job activities.

Through **Recognition and Rewards**, employees develop encouragement, acknowledgement, and validation. These programs boost morale and cultivate excellence.

Involvement – employees perform better when they feel a personal stake in the company.

Training & Development programs -- invest in the employee and show a commitment to progress.

Broken promises causes employee disillusion - Morale and retention suffer when promises made during the recruiting cycle are not kept.

Employee satisfaction surveys help monitor the pulse of the community and determine what changes need to occur to improve satisfaction and retention.

Develop objective performance appraisals to measure employee performance that allow for honest and open communication at the beginning of the period to eliminate surprises.

During the **exit interview**, ask employees why they are leaving – use this confidential information to improve future employee retention.

Long-term financial incentives and other future rewards in the way of “**golden handcuffs**” increase employee retention.

Remember that basic needs must be met before employees perform at their highest ability.

Key Terms

- new-hire checklist

- employee referral program
- committee & task force
- competitive marketplace
- broken promises
- low turn-over
- development tool (performance appraisals)
- exit interview
- golden handcuffs
- culture
- Maslow's hierarchy of needs

VI. STRATEGIC PROJECT INSTRUCTIONS:

A strategic recruiting project is required to complete the Certified Recruiting Specialist (CRS) program. This project is worth 50% of your grade in the CRS program and it is required for graduation from the program.

You are hired to manage a single recruiter and plan out a full day agenda for training them to begin as an assistant to you in the business. Please write out a full three page plan for training this assistant. Make sure that it is at most three pages long and covers at least the following:

- What mistakes are common in recruiting?
- How you consistently are able to place candidates?
- What habits are important to form to become a successful recruiter?
- Where they can find candidates for your niche industry?
- Where to source new clients who are in need of a recruiter to help with searches.
- Best practices and strategies in recruiting.

Please write this plan, review it several times using the video modules and required readings, and once finished, please submit to our team at CRS@BusinessTraining.com.

Once you have completed this project, please send it and your request to take your desired exam date at least 3 weeks before the scheduled exam date. **To schedule yourself for an exam date**, this project must be received, completed, at least 3 weeks before the exam date. For example, to take the October 10th exam date, this project must be received (as well as a request to take the exam) no later than September 19th.

VII. FAQ - FREQUENTLY ASKED QUESTIONS

Have more questions or need more information? Please see our constantly updated FAQ (Frequently Asked Questions) section on the BusinessTraining.com website here at <http://BusinessTraining.com/FAQ.html>.

You can also get in touch with the BusinessTraining.com team over email at Team@BusinessTraining.com, by phone at 503.664.0678, and through our ClickAndChat tool, accessible from our homepage: <http://BusinessTraining.com>.

Thanks for joining BusinessTraining.com! Please let us know if you have any questions.

-The BusinessTraining.com Team & G.T.C. Institute

VIII. SAMPLE QUESTION ANSWERS

1. Answer- C- Performance appraisals are conducted after the recruitment process and are used primarily for retention purposes
2. Answer – A – cost-per-hire refers to the total costs associated with all hiring activities divided by the total number of hires. It does not show you where your candidates are applying to your jobs.
3. Answer – A – the performance profile is used throughout the recruiting process and after the employee has been hired. It is used to continually assess the objective criteria of the job.
4. Answer – D – All of the above can help the interviewer validate and clarify the candidate's accomplishments and suitability for the job.
5. Answer - C – great candidates don't mind fact-finding interviews that delve into their accomplishments. They want potential employers to know how they've been successful and enjoy the opportunity to shine.
6. Answer – D – Boolean logic, search strings, and modifiers are all primary search techniques to locate candidates on the web.