

# THE MAGNETISM FACTOR: STRATEGIES FOR ATTRACTING AND HIRING GREAT PEOPLE

APICS FRASER VALLEY CHAPTER  
PROFESSIONAL DEVELOPMENT MEETING  
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# The Magnetism Factor: Strategies for Attracting and Hiring Great People

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## Setting the Stage

Think about a couple of new hires in the last six months:

- ✳ How did they find out about your company?
- ✳ Why did they join?
- ✳ How well are their expectations being fulfilled?

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## Why Finding People is Hard

- ✳ Nationally, unemployment rate is 5.8%, the lowest in 33 years;
- ✳ The unemployment rate in BC is 4.3%;
- ✳ In British Columbia, more than one million jobs will be created by 2015; at the same time more than one quarter of the current workforce will retire.

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## Why Finding People is Hard

More than 251,000 positions remained unfilled for more than four months at small and medium-sized businesses across Canada last year (2006).

Currently, 33,000 jobs remain unfilled in British Columbia today.

*(Canadian Federation of Independent Business)*

## New Rules Attracting Talent

- ★ What's your employer brand?
- ★ What are the intangibles that make your firm a great place to work?
- ★ What's the promise?
- ★ What's the employee experience?

## Recruiting the Best Talent: New Game, New Rules

- ★ An active Employee Referral Program is a must
- ★ Most Wanted List
- ★ Magnet Strategy
- ★ Continuous recruiting

## Recruiting the Best Talent: New Game, New Rules

- ★ High Schools
- ★ Colleges: co-op or internship programs
- ★ Career Fairs
- ★ Advertising: Online, Print, or both?
- ★ Your Website

## New Rules: Your Online Opportunity

- ★ Create a Careers or Employment page accessible from your home page
- ★ Describe your employer brand in a paragraph or two;
- ★ Provide a contact name if possible and how to apply
- ★ Post positions as they come available with an email link for application
- ★ Create links from your online postings directly to your website
- ★ Take your CRM seriously

## New Rules: Attracting New Talent

- ★ Online recruitment is assumed
- ★ Blogs and websites are the main source of information for younger workers
- ★ An active employee referral program is a must
- ★ It's never too soon to build brand reputation and relationships. Work with your management team to get creative and make connections with potential sources of new talent.

## New Rules for Recruiters

### What They Need from You:

- ★ Understand the position, company and business requirements
- ★ Honesty about the work environment and position history
- ★ Move quickly to interviews
- ★ Provide prompt feedback

### What You Need from Them:

- ★ Process of screening and assessment
- ★ Candidate information or background summaries?
- ★ Poaching policy?
- ★ Sell your employer brand
- ★ Realistic timeframes

## Create What You Want – or ... Take What You Get!



## New Rules: Fix Your Hiring Process

- ★ Create a plan and position profiles
- ★ Educate yourself and your managers on how you want to recruit and the interview process
- ★ Watch your CRM
- ★ Move quickly and follow up on all details

## The Plan and The Profile

- ★ Identify critical incidents that have had an impact on how the role is performed.
- ★ Why has someone been successful/not successful in the past?
- ★ What trends or circumstances will have an impact in the next 18 months?

## Screening Applicants

- ★ Start by screening based on required selection criteria.
- ★ Look for unexplained time gaps, frequent job changes.
- ★ Telephone screening is essential.
- ★ Create a short list of two to four candidates to interview for each position.

## Behavioural Questions

- ★ Past/Present tense
- ★ Performance examples
- ★ Tell me about the time . . .
- ★ Give me an example when . . .

## The PAR Approach

- ★ **Problem** – the lead question that explores a performance example;
- ★ **Actions taken** – specific steps performed
- ★ **Results** – outcomes of the candidate's actions; can be qualitative and quantitative

## Lead Questions

- ✓ *Tell me about a time when you had to negotiate with a customer under the pressure of a deadline.*
- ✓ *Describe what you have done to implement a service philosophy/mindset in your current position.*
- ✓ *Describe a situation where you tried a new approach to an established way of doing things.*

## Conducting Interviews

- ★ Have an interview guide prepared in advance; at least three questions for each selection criteria
- ★ Team Interviews; everyone participates
- ★ Second Interviews are required for most positions
- ★ Reference checks are essential
- ★ Personality or work-style assessments enhance decision making

## New Rules: Onboarding

- ✧ Use a planned, multi-staged, multi-faceted approach
- ✧ Plan staff roles for onboarding the new hire
- ✧ Select a mentor/buddy
- ✧ Clean and set up work area, computer/email, phone, and any other tools, manuals, reference materials needed
- ✧ Email/announce the arrival/start date of the new employee
- ✧ Plan to spend extra time with the new employee for several weeks

## New Rules: Onboarding

- ✧ Plan opportunities to job shadow in every department of the company
- ✧ Create opportunities to introduce new hires to key customers and/or suppliers as appropriate to their position
- ✧ Create opportunities for office staff to visit "field" locations, and vice versa, and/or to visit other company locations
- ✧ Provide opportunities for new hires to see your products or services in action as your customer would

## New Hires— New Rules Try An Enter view

- ✧ What are your expectations now that you are here?
- ✧ What attracted you most to our organization?
- ✧ Which of your talents or strengths are you most interested in using here?

## New Hires – 3 Months Try An Inner view

- ★ How well are we meeting your expectations?
- ★ What will it take to keep you interested and excited about your work here?
- ★ What do you find most challenging about your new job?
- ★ What have you learned about the key players and what they do? What questions do you still have?


## New Hires – 6 Months Try A Stay Interview


- ★ How well are you able to use your personal strengths and talents on the job?
- ★ How are you doing at building productive relationships with your peers and customers/clients?
- ★ How clear are you about what's expected of you? What more would you like to know?
- ★ What will you need to learn next to keep your learning curve moving forward?

## The World of Engagement:

- ★ **ENGAGED and PRODUCTIVE:** loyal and productive enthusiasts who are glad to be here and urge their friends to join
- ★ **PRODUCTIVE BUT QUESTIONING:** Satisfied but unenthusiastic employees who may be questioning their commitment
- ★ **QUESTIONING AND DISENGAGING:** Unhappy employees trapped in (what they see as) a bad relationship and may be spreading their discontent...

## The Business Case

 *"Firms with the highest percentage of engaged employees collectively increased operating income by 19 percent and earnings per share by 28 percent year-over-year."*

 *Further, companies with the lowest percentage of engaged employees showed year-over-year declines of 33 per cent in operating income and 11 percent in earnings per share.*

*Towers Perrin 2007 Global Workforce Study*



## New Game New Messages

-  Retention and engagement is everyone's job
-  We have a talented population that we want to retain and develop
-  Our talent is not a commodity and is a true competitive advantage for us
-  New competition is coming into the market and actively recruiting our talent
-  People who are engaged are more productive

## Centrepoint Career Management Specialists in Career and Talent Management

Centrepoint Career Management works with businesses and organizations across a range of industries to enhance their ability to select, retain, engage, and develop key talent. We provide professional development programs and consulting services for recruitment, employee engagement, career development, leadership, and bridging the generation gap.

We are also the Alliance Partner for Western Canada for Career Systems International, a Beverly Kaye Company, an international consulting practice that provides Fortune 500 companies with training and consulting solutions in the areas of career development, employee engagement, coaching, and mentoring.



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